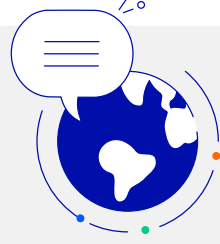




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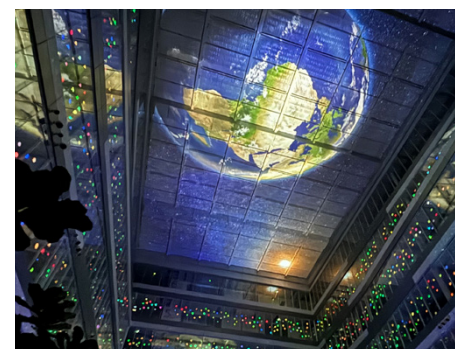


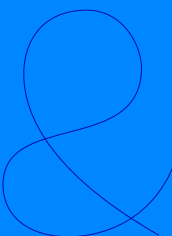
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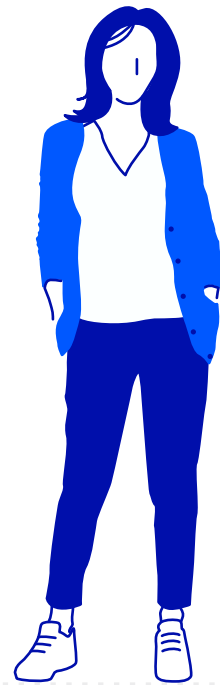
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YOUNG
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A picture of 2024



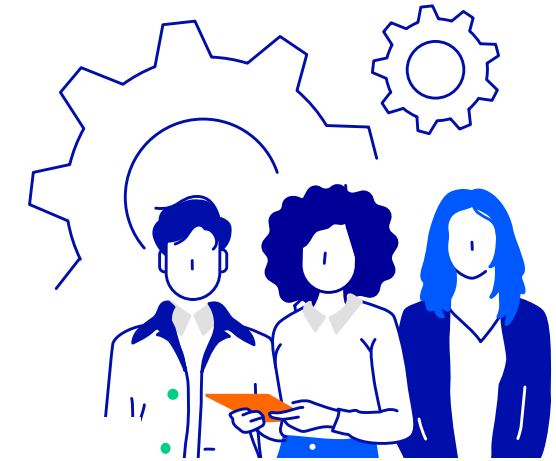
1603

totaal aantal leden
Q3 2024



366

new members

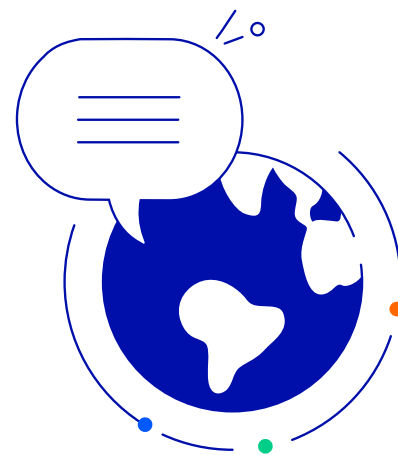


17

committee
& project groups

82

organized
activities



62%

of our activities
were in English



75

active members

Reflecting on a wonderful year: 2024

Patrick Gerritsen

It is hard to believe it has already been two years since I joined the YR board. In this time I have seen countless of changes. And still we continue to strive for improvement to ensure YR brings the best possible experience to the broadest range of members. After my transition to chair of the board especially, I noticed that it's quite a challenge to keep this engine running. But looking at all the results YR has brought, I see it is clearly worth all of the time and dedication we put into it.

Throughout the years I have seen (and continue to see) that YR is flexible and full of people dedicated to getting the most out of YR. I feel proud of what we stand for and am very much looking forward to everything that is yet to come.



Patrick Gerritsen

Job van Merode

Hi, my name is Job, I am 29 years old and living in Utrecht for 8 years now. My journey at Rabobank and Young Rabo started in November 2020. Currently, I am working as a business manager within FR&R Retail NL after several different jobs within the bank. Young Rabo gave me the connections that I needed to stay after a difficult start during Corona. I have been actively participating in activities throughout the years and have done several committees like FLAIRS, Meet your Company and After Work which led me to decide to apply to become a Board member at the beginning of 2024. Within the board, I am responsible for internal & external relations in which I try to find collaborations that add benefit to you, our members.

Next to my life at Rabobank, I like to do a lot of different sports like tennis, padel, cycling and going to the gym. The rest of my time I am preferably laughing loud while spending time with friends and family.



Job van Merode



Frederique Visser

Frederique Visser

This past year has brought many challenges, both for me personally in my new role as secretary, but also for our association with the formation of completely new committees and the integration of new members into existing ones. In 2024 we also continued and completed the project for our new website (which is finally here!).

Despite these challenges, I have seen many, many successes throughout the year. Our committees hit the ground running in January and continuously challenged themselves to create activities that engaged all our members. They introduced new major events, like the College Tour, which are set to become staples. Additionally, the new member lunches and drinks were incredibly well-attended.

What an active year it has been! I have met and spoken with many new, enthusiastic members. It's so good to see new Rabo colleagues finding their way to Young Rabo, as I have personally found great value in my membership as a young professional.

As I make way for a new secretary in 2025, I look back with appreciation and joy at the experiences and achievements we've shared in 2024!

Message from the board

Tim van Oort

Last year marked my final year as treasurer and board member of Young Rabo, and what a journey it has been! This year was all about keeping up with the fast-paced growth of Young Rabo as well as ensuring a smooth transition of my responsibilities to our new Treasurer, Lynne van der Heiden. Working with the other board members and various committees has been an absolute joy.

When I started my term, my main goal was to keep Young Rabo financially healthy, and I do believe we achieved this. Our increased equity will be a great asset in uncertain times (i.e. due to new Managing Board members), providing us with the financial stability we need to continue our activities and support our members.

I've had the pleasure of collaborating with a fantastic team, and together we've navigated the financial challenges and opportunities that came our way. The support and dedication of everyone involved have been instrumental in our success.

As I step down, I am confident that Lynne will continue to uphold our financial stability and lead us to even greater heights. Thank you all for the support and collaboration over the years. It's been an honor to serve as your Treasurer.!



Tim van Oort

Luuk Willems

This year was a great year! Let me tell you why; first of all by the enormous amount of activities we organized this year. Secondly because we welcomed a lot of new members and thirdly because of the bonding I saw within the committees. Of course we organize the activities for our members, but the association can't exist without active members, who are committed to organize those energized events! For example the Coöperative Impact Committee was a fusion of new ones with highly experience YR members and to see how they connected, really nice. As well for the Sport Committee. This year a committee with only new members, and damm what a group they formed.

During this year we decided to stop the collab with VCP Young Professionals. But when a door closes, a new one opens. Via Job we start a new one with Socires. You'll probably hear more about it in 2025.

For me it's a done deal after two years within the board, I'll step aside. I'll still work within the bank and hope to see a lot of you during some activities in 2025! Goat goan!



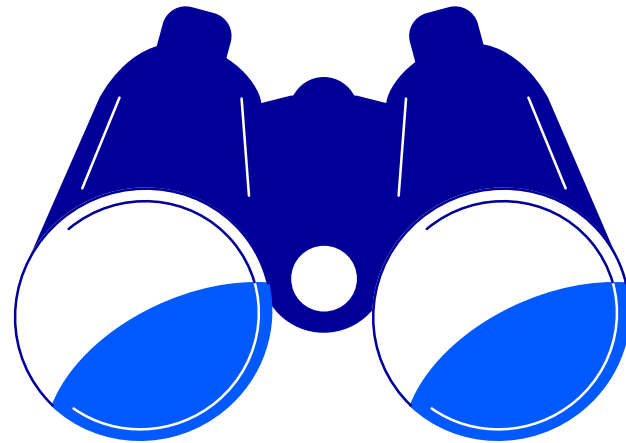
Luuk Willems

Message from the board

Young Rabo Key Themes

New year, same key themes

In 2023 we set new themes for 2024, already focused on a longer period than one year. We believe they are still accurate and relevant for 2025. This results in the fact we continue 2025 with the same Key Themes.



“A short summary of our key themes’

Future Bank

Focusing on a future proof generation

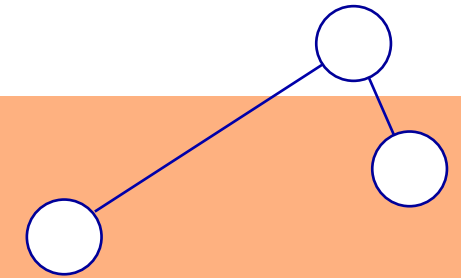
Supporting young professionals in their careers with relevant activities and strengthening their representation within Rabobank on crucial subjects are the essential goals.

Diversity and inclusion

Increasing diversity and inclusivity within Young Rabo with specific attention to awareness and offering activities that suit all members is what we want to achieve.

Networking

Promoting networking opportunities for members in considered important to add value to the Young Rabo experience.



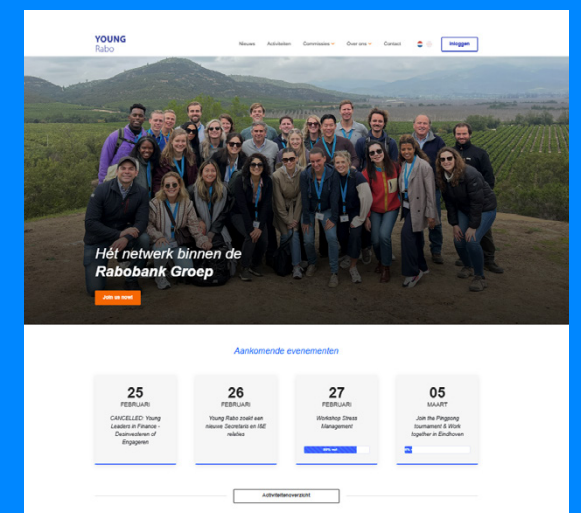
Young Rabo Reset

Professionalization

Redesigning the website, strategy and governance and including committee whitepapers is seen as a crucial focus point to make Young Rabo stronger and more professional..

Branding

Renewing our promotional video and merchandise, to give Young Rabo a fresh and professional appearance.



Meet Lynne, Eline and Leroy

Eline Jacobse

Hey! My name is Eline, I'm 29 years old and work as a communication advisor in the W&R Sustainability and Food System Transition department. An exciting part of my job is leading Rabobank's involvement in the organization of the F&A Next event, an annual summit that connects promising startups and scale-ups with dedicated Food and Agtech investors and leading corporates. Since joining Rabobank in 2021, Young Rabo has been an important addition to my work life, helping me get to know the bank, build a broad network, as well as the many great adventures and fun experiences. After participating in the Research Trip to Saint Louis, I have been actively involved as the chair of the Research Trip (to Santiago de Chile) and the Cooperative Impact Committee. This year, I am honoured to have started as Activity Coordinator, supporting the committees in organizing valuable activities for all our members.

In my free time I enjoy being creative, and my pandemic hobby of making linoleum prints is still going strong (which is a big deal for someone who likes to try out a new hobby every month). Also, I love traveling, especially to places where you can discover beautiful nature while hiking. Additionally, one of my favourite activities while being abroad is going on a supermarket safari.



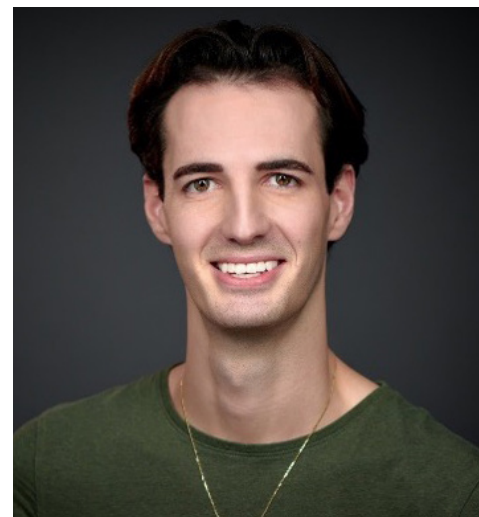
Eline Jacobse

Leroy Paardekooper

My journey with Rabobank began five years ago, transitioning from the gastronomy sector. Currently, I work as an Advisor in Marketing, Communication & Cooperation. Throughout my career at Rabobank, I've found immense satisfaction in building connections, helping others, and witnessing the positive impact of my contributions. My role allows me to channel my creativity, tackle challenges head-on, and continually strive to leave the world better than I found it.

Since joining Jong Rabo, I've been actively involved in various committees, including the Grow! Committee and the Regional Committee West. At the beginning of 2025, I became a Board member, responsible for media and communication. In this role, I work closely with the Branding Committee and focus on the professionalization of Young Rabo.

In my professional life, I have a deep passion for travel, photography, and outdoor activities. I thrive on exploring new destinations and immersing myself in diverse cultures. My international education and my time living in Ireland and Canada has gifted me with lifelong friendships across the globe, which I cherish as part of my extended family. During my stay in Canada, I discovered a love for rock climbing, a sport I continue to pursue. I also maintain a regular yoga practice and enjoy the tranquillity of swimming, whether indoors or under the open sky.



Leroy Paardekooper



Lynne van der Heiden

Lynne van der Heiden

Currently, I'm working as a Business Controller of four Retail Tech domains where I serve as a strategic business partner of the managers. Since the beginning of my career at Rabobank, I have been a member of Young Rabo. During this time I have attended a lot of activities and organized one myself, the 2022 Research Trip to St. Louis. Young Rabo has significantly helped me expand my network and it was through this network that I came across the open position for Treasurer. As of January 1st, I have started in this position, with my first task being the implementation of a new accounting program and expenses tool.

In my free time, I enjoy staying active. My passion is pole dancing, where I focus on strength and flow. I train a few times a week and currently teach classes twice a week. Additionally, I love spending time with family and friends and discovering new places around the world. I am already planning my next trip! If you would like to know more about me, my role at Rabobank, or my position as Treasurer, feel free to reach out.

The highlights of 2024

Young Rabo Annual Congress – The End of Everything

Young Rabo Congress 2024 - The End of Everything: how to be prepared

As the congress Committee we organized this year's congress for 100 Young Rabo members at the survival bunker - De Utrechtse StadsVrijheid. We brought in survival experts to teach important skills and knowledge to help the Young Rabo survivalists prepare for future disasters.

Knowing that more catastrophic events could happen, the Congress Committee knew it was crucial to prepare the Young Rabo survivalists for the uncertain and chaotic future. The program focused on preparing them mentally, physically, and spiritually. It aimed to help them handle today's worries and get ready to succeed in tomorrow's world by teaching practical survival skills.

Three dynamic experts gathered for an engaging panel session dissecting how disruptions are driving social disparities – because when learning to thrive we shouldn't just consider ourselves but the world around us too.



Furthermore, five unique workshops gave the survivalists a hands-on approach to deal with different disruptions like climate, technology, social, and economic changes. Highlight of the day was ex-Special Forces keynote speaker, Richard Bergmans. He shared important stories from his training and experiences in extreme environments.

Despite the climate disaster, the sun shone for the Young Rabo survivalists. They enjoyed a beachside borrel with a Young Rabo resident DJ playing music as if they were the last songs on Earth. After all, if the world is ending, we might as well party, right?



Activities - Highlights



Young Rabo Research Trip

Energy Transition in the UK: An Inspiring and Educational Study Trip!

On October 5th, we departed with an enthusiastic group of Young Rabo colleagues by train from Amsterdam Central for a week full of educational and inspiring experiences in the United Kingdom. We had a concrete goal: answering the research question regarding the energy transition

We had four groups answering two research questions:

1. What are the three biggest challenges regarding the energy transition in the UK and what can be done to overcome them?
2. What progress has the UK made towards achieving their energy transition goals? What are the three biggest achievements so far and what practical commercial applications/opportunities do you see for Rabobank?



To answer these questions, desk research was conducted. We also asked critical questions to our colleagues at Rabobank UK and DLL UK and we listened carefully to the challenges on this subject of our customers in the UK during various customer visits. We collected our research findings and presented them on December 4th via a Knowledge Update of RaboResearch.

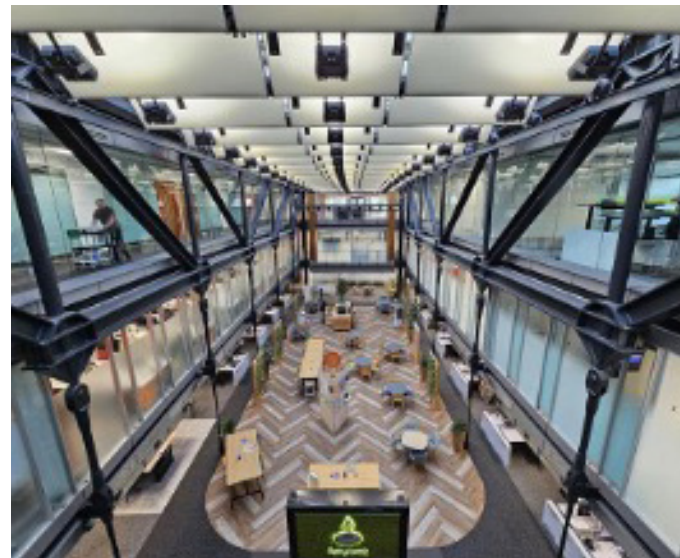
Next to the visits to Rabobank in Londen, DLL in Watford and various Rabobank/DLL costumers, we also did some cultural activities. For example, we did a food tour with a city walk through London, we went to a musical and we visited Stonehenge. We also spent two days of our trip on personal leadership with the help of our Dutch colleagues from the Young Talent Program.

We would like to thank our colleagues from Rabobank UK, the Dutch Young Talent managers, and DLL for their effort and time. Also, a special thanks to our client Go Ahead for their hospitality and inspiring tour.



Activities - Highlights

>>>
Young Rabo
Research Trip
in pictures





Visiting Vlieland

By 09:00 am sharp at the 22nd of November 2024, 21 Rabobank Young Professionals gathered at the docks of Harlingen for a visit of Vlieland. Upon arrival at Vlieland we were given a warm welcome by Ilmar Vermeulen, one of the entrepreneurs on the island. After a small tour through his three businesses we had a Dutch pannekoek for lunch and continued our visit with a tour with one of the island's rangers, in the forest. Afterwards, we all freshened up after check-in in the hotel to finish the day's program with a pizza and a drink and continued our evenings separately (or still together).

The Saturday started off with breakfast in the hotel, and then we've had informative tours to respectively the lighthouse and another

entrepreneur on the island; De Kaasbunker (which roughly translates to cheesebunker, which is the name because the cheeses age underground in old war-bunkers). After lunch we rounded up the program at the local Brewery on Vlieland with a tasting and storytell about the brewery; Fortuna Vlieland. Fortuna Vlieland is not a regular brewery; the building itself has been designed to blend in with the dunes; not just physically! Also because it uses their own groundwater from their own well, and using their own 144 solar panels, producing 47.500kwh/year to minimise their company's impact on their direct environment. The evening was off-program, however we decided to eat together on own expenses for a last formal get-together, before returning on sunday morning again.



GROW! Weekend 2024

The 2024 GROW! Weekend was an unforgettable journey of imagination, learning, and connection. Held in the picturesque landscapes of Zeeland, this event was meticulously crafted to offer enriching activities, thoughtful discussions, and memorable experiences.



Day 1: Program Kick-off

The weekend began on April 4th with a warm welcome dinner, followed by Crispening Campfire Conversations. Participants enjoyed a unique experience of sleeping under the stars in cozy bell tents, setting a magical tone for the days ahead.

Day 2: From Pyjamas to Professionalism

The second day started with a hearty breakfast and the "From Pyjamas to Professionalism" session, where a professional guided participants on personal presence and branding. The highlight of the day was a visit to the Oesterij in Yerseke, an oyster farm since 1906, where attendees indulged in a unique oyster tasting experience. The evening featured a dinner at Kunstwei and a session on corporate connecting, focusing on conversational techniques and networking strategies.

Day 3: Team Building and Farewell

The final day began with breakfast and a collective cleanup, embodying the principles of teamwork and responsibility. Participants then engaged in team-building activities on the beach, reconnecting with nature and each other. An optional afternoon program offered further networking opportunities, allowing participants to deepen their connections.



The 2024 GROW! Weekend was a transformative experience, leaving participants with newfound knowledge, cherished memories, and lasting connections. The event successfully fostered personal and professional growth, setting the stage for continued development and collaboration within our community. We look forward to the future and the positive impact these experiences will have on our organization.

Flairs '24

Banking from the past to the future

FLAIRS is not just about learning; it's also about building connections. The event offers numerous networking opportunities, allowing participants to engage with peers, mentors, and potential collaborators. This aspect of FLAIRS is vital for fostering a sense of community and support among young financial professionals.

The success of FLAIRS is made possible by its partners. These partners provide sponsorship and, in return, receive exposure through event communications and opportunities to participate in the FLAIRS program. This includes being part of panel discussions and giving workshops that align with the event's theme. The full list of partners for this year's event is available at flairs.nl.

The focus of FLAIRS'24 was on sustainability, data, the application of AI, and increasing awareness of security in the financial sector. These topics are crucial for the future of finance, addressing the industry's evolving landscape and the role of emerging technologies in driving sustainable growth.

The event featured a series of keynote presentations, panel discussions, and interactive workshops led by industry leaders and experts. Notable speakers included Barbara Baarsma (Chief Economist, PwC), Mathieu Willems (Head of Department Strategy, Design & Innovation, Rabobank), and Robert Swaak (CEO, ABN AMRO). Their insights provided attendees with valuable perspectives on navigating the challenges and opportunities presented by the digital transformation of finance.

FLAIRS'24 concluded successfully, with feedback highlighting the event as entertaining, insightful, and excellent for networking. FLAIRS aims to return with an even more interactive and innovative event next year.

The focus was on sustainability, data, the application of AI, and increasing awareness of security in the financial sector.



Activities - Highlights



Charity Gala, a party with a cooperative mission

The Afterwork Committee and the Cooperative Impact Committee combined their strengths to organise the annual Young Rabo charity party, on the November 14th. This year the event was transformed into an unforgettable gala. The goal of this evening was to raise funds for Possibilize, an organization dedicated to making music festivals more inclusive for the deaf and hard of hearing. Thanks to ticket sales and an auction, an impressive amount of €2,354.32 was raised.

The auction featured various unique items, all offered by internal Rabobank sponsors. Participants could bid on a Rabobank bicycle, an exclusive lunch with our CEO, and football tickets for the corporate box. These contributions made for an exciting and successful auction evening.

The funds raised will enable Possibilize to hire artists for their Sencity festival, artists who would not normally qualify for subsidies. This festival offers a unique experience where music and sensory stimuli come together, specially tailored for the deaf and hard of hearing.

The gala evening itself was a great success, with much celebration and a strong connection to the charity. A particular highlight was the presence of an aroma DJ, who used scents to complement the music, adding an extra dimension to the evening. Thanks to the efforts of both committees and the generous contributions of the Rabobank sponsors, we can look back on a very successful event that makes a valuable contribution to Possibilize's mission.



Activities - Highlights

College Tour Stefaan Decraene

In the last week of the year, the Sustainable Future Committee organized a brand-new exciting event; a college tour with our CEO Stefaan Decraene!

It was a very inspiring morning with lots of interesting questions from our fellow Young Rabo members, guided by Emma van de Ven who was moderating the session in a perfect way! Stefaan was very open about his personal experiences and challenges when he was a young professional and his view on the future of the bank, which enabled us to connect with him on a personal level. He offered advice for young professionals to step out of their comfort zone and to maintain focus on everything you do in order to grow as a person. He talked about sustainability and what it means to him as a CEO of Rabobank but also personally. After the College Tour there was an opportunity to get to know the other participants present at our event.

The experience has undoubtedly helped people helped people to get to know Stefaan and we hope to see the College Tour next year with a new inspiring person taking the stage!



Activities - Highlights

Grow, Lead & Impact Summit

The 2024 Young Rabo Grow, Lead, & Impact Summit was a resounding success, sparking inspiration, nurturing growth, and shaping the future of banking leadership. This transformative event empowered young leaders through its three pillars:

Personal Growth

Participants engaged in workshops and talks led by our in-house experts, focusing on self-reflection, ownership, and learning from mistakes. These sessions provided invaluable insights into personal development, helping attendees to enhance their self-awareness and resilience.

Leadership Development

The summit featured coaching sessions, motivational speeches, and feedback workshops aimed at elevating leadership skills. Participants learned how to inspire others, showcase their leadership styles, and build trust within their teams. These activities were instrumental in fostering a new generation of leaders ready to take on future challenges.

World Impact

Sessions dedicated to sustainable topics encouraged participants to think critically about their role in making the world a better place. These discussions highlighted the importance of motivating others to join in efforts towards sustainability and social responsibility.

Throughout the summit, attendees forged meaningful connections during team-building challenges, enriching dinners, and networking sessions. The event provided a platform for young leaders to amplify their impact, enhance their personal growth, and expand their professional networks.

With almost 200 signups and 30 sessions divided over 2 days, the event was a tremendous success!

A special thank you to the Rabobank Managing Board Members Carlo Van Kemenade and Janine Vos for their presence and inspiring contributions.

The 2024 Young Rabo Grow, Lead, & Impact Summit has left a lasting impression on all who attended, setting the stage for continued growth and leadership development within Rabobank. We look forward to seeing the positive changes and innovations that will emerge from this talented group of future leaders.



Connection

During 2024 you joined the managing board of Rabobank. How was your experience so far?

I think the summary of everything I've done so far, since my start as MB member responsible for Retail NL, (RNL) can be put into one word and that is "connection."

Creating and building connections between the local and the central organisation, between the bank and the co-operative, "they need to be one,". Not just between customers and the bank, but also connecting with local supervisory board members, local member councils, the general member council, the works councils, the Managing Board, the new Management Team RNL and The Group Supervisory Board. I also went through an extensive onboarding program covering the central and local organization. In my first week I visited 3 local banks talking to customers, employees, local supervisory board members and local members council members. I quickly found out that we had some gaps in really understanding the needs locally versus what had been delivered centrally in terms of customer journeys but also in really understanding the co-operative. That was one of the reasons for me to ask my management team members to also step in the car and visit all the local banks at least one day every two weeks. .

And the result of doing this was and is that we did not only created a real connection, but also got a much better understanding of some concerns around the bank being a real co-operative, which is what we really want to be. This helped us becoming ONE RNL, next to the restructures as executed 1 July and 1 September, creating ONE banking organization with co-operative tasks integrated.

In my new role I also became part of the Managing Board and that turned out to be a wonderful experience, because it's a really, really, really good team. I knew them already individually, but also collectively it's a great experience. We are sharp, we challenge each other, but we also really support each other where we can.

In what way play young professionals a role in that part of 'connection'?

Looking the new strategy of RNL, which we communicated in December 2024, there is a lot of focus on the age category 0-30 years. Over the last 10 years the number of customers in this category is in decline. So our customer population is aging, which we need to turn around. Young potential customers often chose for competitors like "Revolut." So this target group will get a lot of attention in order to regain market share and we need the knowledge and observations of the



Carlo van Kemenade

youngsters to much better understand the needs. I do think that Young Rabo, as an organisation, could play a much bigger role here. And I would also like to invite young Rabo to come up with ideas and spend time together with us on how we can regain market share amongst this age category.

You mentioned in previous speeches or stories also the importance of diversity and inclusion within the bank. In what way can Young Rabo play part and contribute to this topic ?

I think you can contribute by sharing views, exchanging thoughts and ideas. As per 1 March

2025 we have appointed Edselline Jozephia and she will only focus on diversity, equity and inclusion, within Retail NL. She will be part of HR but has a direct functional line to me and working closely with the MT of RNL. Next she will going around the country, visit local banks, local supervisory boards, local member councils and employees to address and discuss the topics. Part of this will be done in organised workshops in order to create first of all, more awareness and to trigger bias. The same will be done at our head offices as well. This will result in a plan of approach and roadmaps for 2025 and 2026. The statistics on diversity, equity and inclusion for RNL are seriously behind comparing to the rest of the bank.

Interview with Carlo van Kemenade

I think Edselline should work with all of you to collect observations and views, so feel free to address the topic with Edselline and the MT RNL!

What do you think are perhaps other topics that the Managing Board from the Rabobank could learn from the young professionals?

I really would like to invite young Rabo to challenge following topics, next to our strategy or diversity equity inclusion. In random order:

1. We want to simplify. So where do you see pockets for simplification opportunity?
2. We want to increase execution power of the bank. So what are pockets to boost execution power and how do we do that?

I would say: challenge the above and feel free to come with concrete ideas.

And when does challenging becomes annoying, Carlo?

Never, never ever. Challenging the current is a continuous journey to improve the future of the bank as well as improving yourself and your team(s).

A rock solid banks needs to be in control, but I do see still quite some bureaucracy as well as areas of too much controls. I really want to optimize this a.s.a.p. and please help us all doing it.

I come from an organisation where everybody was challenging. And then once challenged and

agreed upon, we all would go for the same goal and execute successfully. After that celebrating successes and move on.

If challenging is not allowed, we have a big, big problem. "Feedback is a gift, it's gonna be Christmas every day."

And then what would you advise if a young professional runs into a situation where challenging is tough to do?

We really want to know in the Management Team. Personally. I want to understand where in the organisation this happens and why. Because that is for me an opportunity to either change and improve that situation and take the right measures. We have to have a safe environment where everybody can be their best self. Challenging is part of that. If the culture is not safe enough, we need to address this with leadership.

We challenge each other in my management team. It happens within the board of the bank as well. It happens in the management teams of the RNL management team. So, feel free to provide us with feedback when this needs to be improved and addressed.

I can't change this just by myself or with the MT RNL. With the support of the whole Young Rabo community of 1.500 members we will be able to make a difference. So I need all the members from Young Rabo to help us change this, where this is required.

Thanks Carlo for your time and your openness. We always end with one last question:

If you're looking back to your career and life, what tip would you give to your younger self if you had the chance?

I've got three things to share:

1. Learn from your failures

The biggest lesson I've learned has to do with failures. If something doesn't go well, we all have that sometimes. The tendency to look at others in terms of why did this go wrong, but if you are part of the failure, look in the mirror and think about your own role. Be transparent about it, be vulnerable. Make your lesson learned known to your colleagues so they can provide feedback on it going forward if the potential failures pop us again.

2. Where there is a will there is a way

Once you agreed on a plan as an organization and/or team headwinds may occur. Don't let headwinds distract you and your teams. Stay on course and don't give up. This also applies to your career. There might occur setbacks but these should not change your own ambitions, assuming these are realistic.

3. Connections first

Prior to working on content, make sure you are really connected with the people, customers, members and stakeholders you are working with. Once really connected, eases the collaboration on content.

On that note I really want to be connected with young Rabo so I really would like to have a digital event where the 1500 are invited for me to address all of the above with all of you!!!

Branding Committee

This year, the Branding Committee of Young Rabo was again motivated to attract new members, to create more engagement and to improve visibility for our community. In 2024 we definitely succeeded in reaching our goals. For example with our successfully organized and highly engaging promotion week in October. The event was a resounding success, showcasing our commitment to growth and community engagement. In the end, we welcomed almost 100 new members!

One of our other highlights last year was the launch of new Young Rabo merchandise. We introduced a limited edition Young Rabo sports shirt, which included high-quality sportswear (brand: craft). The response was overwhelmingly positive, the limited-edition sport shirt quickly became popular among both new and existing members. Besides, we introduced our portable chargers! These initiatives not only boosted our brand visibility but also fostered a sense of pride and belonging within Young Rabo.

In addition to the merchandise launch, we also unveiled a new promotional video that captures the essence of what it means to be a part of Young Rabo. The video features testimonials from members, highlights our events, and the various opportunities available to our community. It has been well-received and hopefully next year it will contribute to our recruitment by providing a dynamic and engaging of our association.

Last but definitely not least, our committee has organized lunches and drinks for new members this year. In this way, we have tried to help new members feel more at home in our community.

Overall, the Branding Committee is proud with the way we contributed to the growth, professionalization and engagement of our community. Hard work pays off!



Activities

GraffitiFun & Clay Creations: Unleashing our Creativity!

This year, our committee Region West hosted many activities, two of them being unforgettable workshops that brought out the artist in the participants.

GraffitiFun was a colourful experience and dive into the world of street art. Participants gathered at the graffiti tunnel in Rotterdam, where they unleashed their creativity on large panels under the guidance of a professional graffiti artist. The creations were an explosion of imagination, with everyone learning the tips and tricks of graffiti spraying. It was messy and it was fun! This experience left everyone with a newfound appreciation for this urban art form.



Clay Creations offered a more hands-on, tactile experience. Over three hours, participants crafted unique ceramic pieces, from bowls to vases to a Christmas light holder! Creations were shaped and coloured. The anticipation built as their masterpieces dried and were fired in the oven, ready for pickup a few weeks later.

Both workshops demonstrated the power of creativity and community, leaving lasting memories and beautiful art pieces.



Sports in the Parc

Our fellow Young Rabo colleagues were alone at the office, staring out the window, while every 35+ colleague was enjoying their holiday. Luckily, when all else seemed lost, the sports committee came to the rescue with our Parc Sports in the Parc event. Without complicating things too much, this event was about playing park sports, in a park. With eight sports on the agenda and an entrance fee of zero euros we took over Parc Oog in AI with 30 participants. Kubb blocks fell over like bowling pins, frisbees travelled further than our CEO, spike balls were spiked and we needed all 30 participants to have a volleyball rally longer than 10 shots. Friends for life were made over our fierce competition. After playing our hearts out, it was time to chill on blankets, enjoying our beverages. For a while we were all on holiday, just like our 35+ colleagues, if only it could have lasted forever...



'Wadloop' Adventure in the North

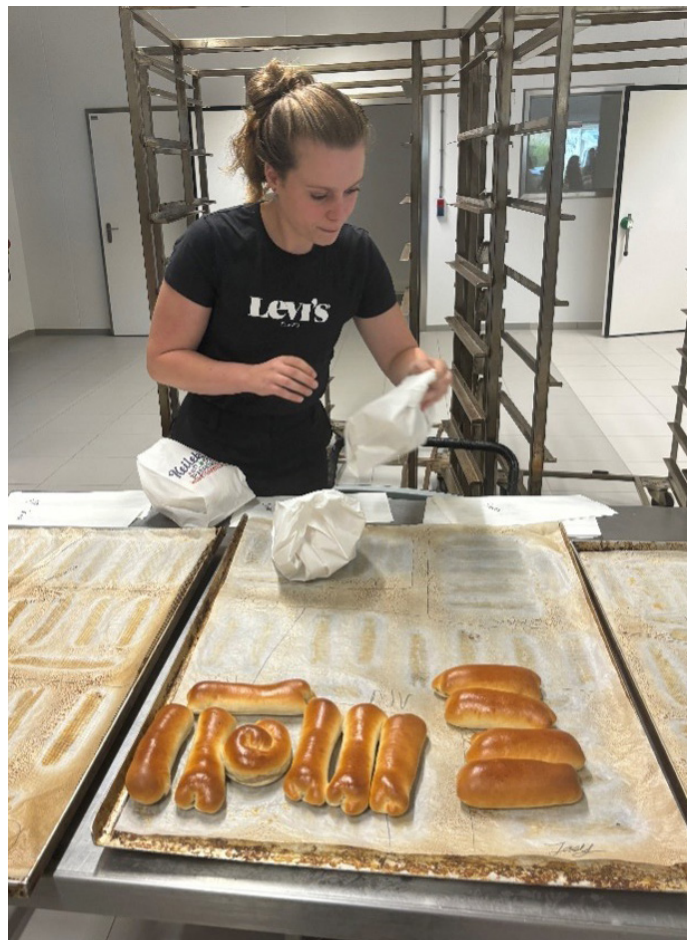
At the end of May, Regional Committee North organized their second activity, 'Wadlopen in Pieterburen'. A group of about 20 participants from Young Rabo embarked on an exciting 2.5-hour mudflat hiking tour near Pieterburen, a small village in the north of the province Groningen, bordering the Wadden Sea.

We had our own private guide who provided us with fascinating information about the various plants and shellfish found on the mudflats. We were also very lucky with the sunny weather. The hike was not too hard, making it enjoyable for everyone.

After the hike, many of us continued the fun by heading to Restaurant Waddengenot for some food and drinks. We have had a successful activity, discovered the 'wad' and there was enough time to get to know colleagues from other departments.



Activities



Worstenbroodjesfabriek a.k.a. Sausages bread factory

The Regional South Committee organized a trip to the 'Keilekker worstenbroodjes' factory in Den Bosch. With around 30 Young Rabo members, we hopped on NS-bikes and cycled to the factory. Once there, we learned to make the famous Brabant delicacy during a workshop. We rolled our own vegan sausages, kneaded the dough, and our 'worstenbroodjes' were baked in the oven while we got a tour through the factory. The factory also serves as a social workplace for people that have a distance to the labor market. The founder of the factory explained their working methods, the cooperation with Rabobank, the history of 'worstenbroodjes,' and invited us all for drinks and 'worstenbroodjes' in the canteen with the employees. This activity was organized in collaboration with the account manager of Rabobank, thereby strengthening the relationship between the client, Keilekker, and Rabobank colleagues from other departments.

E-Kart Adventure

On Thursday the 21th of November, we had the chance to experience the thrill of e-karting with an adventurous Young Rabo group.

Upon arrival we first had to make a personal account, to track our own performance. As soon as we arrived at the track, the excitement was palpable. The sound of engines roaring and the smell of burning rubber filled the air, setting the stage for an adrenaline-pumping adventure. After a safety briefing we were ready to hit the track. The first few laps were all about getting a feel for the kart and the track, but soon we were overtaking other racers with ease. Unfortunately there were some crashes which avoided the competitive participants of setting a great lap time, but the most important thing is that we all had a lot of fun!

After 2 times 2 heats it was time for some drinks. In a pleasant setting we reflect together on our karting skills.



Activities

YR Cleans the Beach

In collaboration with Juttersgeluk, we organized an impactful beach cleanup with 20 Young Rabo members. The Cooperative Impact Committee and Region committee West joined forces for a day of environmental action and community spirit. Together, we rolled up our sleeves, grabbed our buckets and removed plastic waste, and made our coastline sparkle.

During the cleanup, we worked with Juttersgeluk, a foundation dedicated to cleaning up stray plastic on beaches and recycling it into new products in their social 'upcycle studio.' This studio, which we also visited, provides opportunities for people who can't do regular work but want to participate in society. After the beach cleanup, we celebrated our efforts with well-deserved drinks and bites, toasting to a cleaner planet. It was a great success, bringing our community closer together while making a positive impact on the environment.



Beer Tasting with Purpose

On Thursday 21 March, Young Rabo members gathered at De 7 Deugden Brewery in Amsterdam for an inspiring evening with a presentation about the Brewery, a tour and last but not least a beer tasting! This unique event combined the joy of sampling craft beers with a deeper understanding of the brewery's commitment to social impact.

De 7 Deugden is not your typical brewery. As a social enterprise, it provides meaningful employment opportunities to individuals who face challenges entering the traditional labor market. It focuses on the strengths and talents of its employees. Moreover, the brewery produces its own beers and sells them through outlets such as the well-known liquor store Gall & Gall. Participants enjoyed a guided tasting session while learning about the 7 Deugden's approach to combining business with purpose.



Activities

GLOW Eindhoven

When the days get shorter and the weather gets colder, it's time for GLOW in Eindhoven! GLOW Eindhoven is an international light art festival, consisting of large exhibitions in the public spaces of Eindhoven. The Regional South Committee invited Young Rabo members to work together at the Fellenoord office, and after enjoying a pizza, we started the GLOW walking tour through the centre of Eindhoven. All Young Rabo participants had the whole night to connect with each other and see wonderful light art exhibitions, with hot chocolate or glühwein in hand. The night ended with the most incredible light exhibition at the Rabobank office. We were delighted to see our workspaces transformed into a light show about space travel, set up in collaboration between Rabobank and the Ontdekfabriek.



Activities

Ping Pong Tournament

On June 6th, an old-fashioned evening of table tennis took place at the Pingpong Club Utrecht! With no fewer than 30 enthusiastic participants, it turned out to be an evening full of fun and sporting challenges.

From the moment everyone arrived, the energy and enthusiasm were palpable. The tables were ready, the paddles were waiting, and the balls were already bouncing in our minds. Whether you were a seasoned player or playing a game for the first time, everyone was welcome.

Exciting matches were played, with everyone showing their best moves. Games were played on different tables, both in pairs and in the well-known round-the-table format. This caused some participants a bit of frustration and others a lot of hilarity. Between the matches, there was, of course, time to catch up, meet new people, and enjoy some snacks and drinks. After the tournament, we had a few more drinks together, and then the activity was over!



Young Rabo went Intercompany

It takes a group of pioneers to stick their head above the parapet and explore uncharted territories. This is exactly what the IC Committee has been up to over the past year. In just one year, we went figuratively from ground level to the 25th floor, showcasing to the outside world how amazing Our Bank truly is. Together with Young Ahold, we organized a spectacular pub quiz, and with various organizations, we displayed our athletic prowess in football and hockey tournaments. Alongside PepsiCo and &Samhoud, we established YUN, an YP network that will continue to bear fruit in 2025. And as the cherry on top of the trifle, we co-hosted the IC Festival with 21 other companies, one of the largest and undoubtedly the most spectacular events of the year! In the coming year, the new Committee will organize even more magnificent events, introducing our members to a world beyond the realm of our cooperative paradise. You have been amazed, and you are very welcome.



Internal relations

Networking and Relationships

As a youth association within the bank, we are aware that our internal network is crucial for our growth and impact. We aim to become an even more familiar face within the bank and strengthen our connections with colleagues. We do this by seeking collaborations within the bank.

- Last year we started with an activity of the Net Positive Movement. They organised a lecture with Paul Schenderling, talking about 'could we live in a zero growth society?'. We promoted this activity on our website, it was open for all YR members to join. The same applies for the 'Net Positive Spring Parade' later in the year.
- Nowadays it's a hot topic again: 'New-Law-Pensions'. In February we organized a lunch talk with RaboPensionFund about this new Law and the possible impact for young professionals.
- Our regional committee South came in touch with a group of young professionals in Limburg. They aren't connected with Young Rabo, but there community called NXT Gen had a lot of similarities. So great to see they organised an activity together with Janou Boosten about GROW en career paths within the bank.
- We again hopped in during the Young Professional Program to give a short presentation about Young Rabo and what the association can bring during career within Rabobank.
- Perhaps you did not know that our members also shined in front of the camera. Stefaan still uses clips during quarterly updates with YR members in the background.
- Rabo Cooperation Development reached out to join their Livestream during the ceremony of the Cooperative Awards.
- We, as board, joined Rabo Women during a special event of the TOPFEM Gen Awards. Special ceremony for women beneath 35 years old making an impact on genderequality.



External relations

Networking and Relationships

In addition to strengthening our internal relationships, we also recognize the value of external networks and relationships for our youth association. We understand that leveraging external networks can help us discover new opportunities and acquire knowledge. Our Intercompany Committee is focussing on those topics.

What happened during 2024 is that we decided to stop our collaboration with VCP YP. Our annual contribution wasn't making that much impact for our members. Obviously we still want to have impact and we are always open for new collaborations. For example Socires! Check our website for more information and those upcoming events in 2025.

Finances

Contribution Young Rabo

In 2024 there has been a significant increase in memberships which resulted in an increase of our total member contribution. This is a trend that started a couple of years ago and is i.e. caused due to our involvement within the Young Talent Management activities for Young Professionals that recently joined Rabobank, as well as due to our annual promotion week. Since the start of this week we welcomed more than 100 members.

This continuous growth required Young Rabo to further professionalize and strengthen certain core processes which we as a board prioritized in 2024. Lastly, in line with previous years, we decided to not increase the member contribution in 2024 to remain accessible for all young professionals. Therefore, the contribution remains at €28 per year.

As much value as possible (overhead) for every euro

Young Rabo is committed to maximizing value for its members. Therefore, it is crucial to minimize overhead costs. However, due to rising expenses for the new website, transaction fees, and marketing and communication, we experienced a slight increase in overhead costs. Additionally, there was an increase in expenses for committees and the board. We view this positively, as it indicates more frequent in-person meetings among committee members.

Furthermore, we reviewed member contributions for activities after the first half of the year and aimed to minimize their use in 2024. Our current total equity allows us to limit member contributions for activities, benefiting our members.

The overhead cost percentages for 2023 (14.25%) and 2024 (15.57%) are relatively similar. We do not anticipate significant changes in this percentage for 2025. While we expect reduced costs for the website and marketing and communication, we are introducing Exact Online (accounting system) and Exact SRXP (expense reimbursement tool). These implementations will increase costs, which we consider necessary for further professionalizing the association.

Equity and balance sheet

As of January 1, 2025, the total general reserves of Young Rabo increased to €97,612. This increase resulted from correcting an accounting error within our system. Although the origin of this error remains unclear, it led to an inaccurate representation of our total equity. With the appointment of a new treasurer, priority in 2025 is given to setting up a new accounting system to prevent similar errors in the future, ensuring an accurate reflection of our actual equity. Additionally, higher revenue and lower total costs contributed to an increase in total equity.

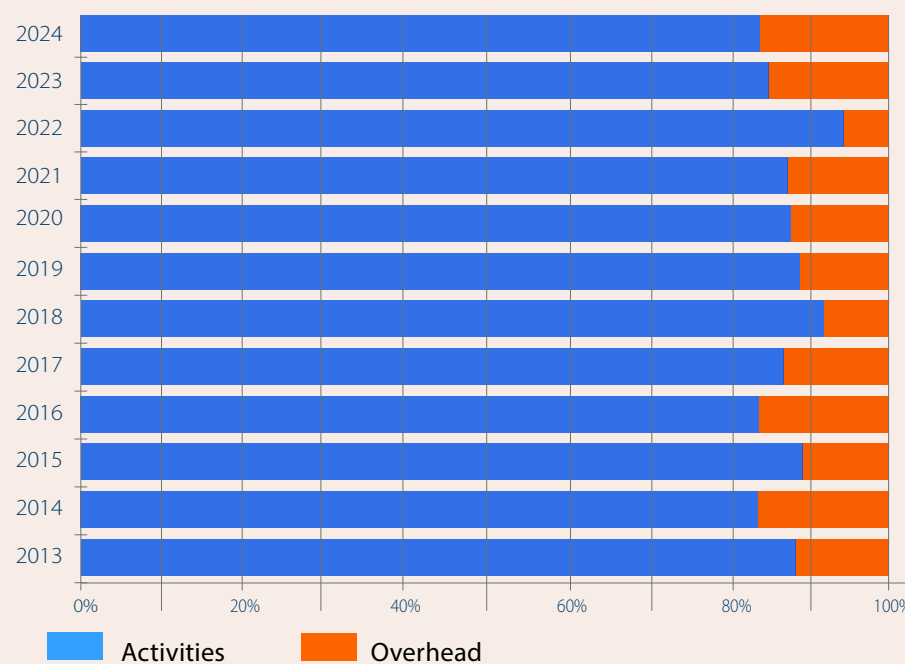
On the assets side of the balance sheet, the following accounts are noteworthy:

- Accrued income (€360) related to contributions for the Leadership Summit of 2024, received in 2025.
- Prepaid expenses (€17,285) primarily for down payments for the 2025 ski trip.

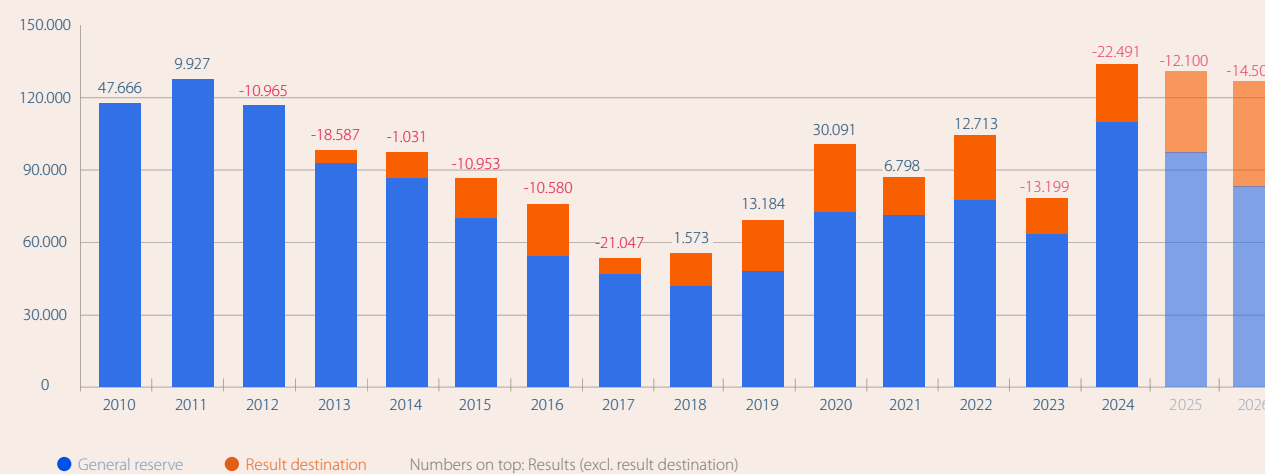
On the liabilities side of the balance sheet, the following items are significant:

- Reserved funds (€24,000) with €12,000 allocated for the sixth lustrum in 2027 and €12,000 for website maintenance. Annually, we reserve €6,000 for the website and €4,000 for the lustrum.
- Accrued expenses (€12,822) relate to costs booked under the Young Rabo project code. This includes costs for the new association year's kick-off, Leadership Summit lunches and drinks, and the college tour with Stefaan Decraene. These expenses will be settled in the next financial year.
- Deferred income (€137,152) relate to the budget contribution from the Managing Board and contributions for the ski trip, applicable to 2025 but received in 2024.

Costs of activities vs overhead 2013-2024



Development Equity 2010-2026



Finances



Budget 2025

For 2025, an income of €127,000 is expected, comprising €42,000 from Membership Contributions and €85,000 from contributions of Rabobank Group (i.e. the Managing Board). Additionally, there are two provisional items that will be disclosed in 2025: member contributions for specific activities (i.e. the Research Trip) and potential Research Trip contribution of Rabobank Group. These provisional items fall under the categories of Membership Contributions and Contribution Rabobank Group, indicating that the total income for 2025 could exceed €127,000.

Young Rabo will continue with most activities from previous years. Unfortunately, the Congress will not be held this year. Instead, the general members' assembly will be organized by the board. Additionally, a separate budget has been allocated for the annual sailing trip to ensure financial transparency for Committee North and the Sports Committee. Lastly, we are introducing a budget for SOCIRES, which is added to the External Activities budget. SOCIRES is an independent think tank based in The Hague that addresses complex societal issues related to politics, economics, culture, and ecology. Together with parties such as Young Rabo, they organize frequent activities.

Due to the dissolution of Committee East and West, we have decided to allocate their portion of the budget to a regional pitch budget. Committees North and South can access this

budget if their own budgets are insufficient. Additionally, it can be used for activities that take place in regions East and West.

The budget has been simplified. At first glance, it results in an increase in the Young Rabo Board budget. Previously, there were various items listed under Board and Committee expenses. We have reviewed and consolidated these items where possible into the categories of Food, Team Building and Hospitality Costs, and Young Rabo Board. The Young Rabo Board budget includes funds for board affairs, the regional pitch budget, and strategy meetings.

Budget 2025

IN EUR

Revenues

Membership contribution	42.000
Contribution Rabobank Group (subtotal)	85.000

Total Revenue 127.000

Costs

FLAIRS-committee	3.600
GROW committee	10.000
Committee Region North	4.000
Committee Region East	0
Committee Region South	4.000
Committee Region West	0
Audit committee	0
Sport committee	4.000
Ski trip	7.500
Sailing Trip	4.000
Research trip Committee	10.000
Meet Your Company Committee	3.000
Branding committee	4.000
Intercompany committee	7.000
Afterwork committee	6.000
Cooperative Impact committee	5.500
Sustainable Future	5.000
Reverse Coaching Committee	1.500
New member activities	3.000
Committee member days	5.000
External Activities (SOCIRES)	3.500
Kick-off association year 2026	3.000
Committee Training Activities	1.500
Young Rabo Board	9.200
Activities (subtotal)	104.300

Banking, Accounting and Insurance	4.500
Communication, Marketing and Promotional costs	4.000
Food, Team Building and Hospitality Costs	15.600
General Association costs (subtotal)	24.100

Total Costs 128.400

Balance of financial income and expenses PM

Result -1.400

Reservation 5th lustrum (2027) 4.000

Reservation corporate identity and website (2028) 6.000

Result -11.400



Report on the 2024 financial report

Difference between budget and P&L result 2024

There is a difference between the budget and the actual results for 2024 as shown in the Profit and Loss account. The main difference in our revenue is the higher realization of member contributions over the past years. Regarding activity costs, several committees did not fully spend their budgets for various reasons. Efficiently utilizing the allocated budget remains a challenge each year. To address this in 2025, we plan to restrict the use of personal contributions and meet more frequently with the treasurers of each committee to make adjustments earlier.

The research trip committee deserves special recognition. Due to an unexpected decrease in interest, they had to organize a trip with fewer participants, which reduced the costs. Despite this, they managed to organize a highly-valued trip, deserving praise. Lastly, the GROW committee spent less than budgeted, mainly because some costs for the Leadership Summit were not invoiced. This already resulted in approximately €18,000 of the budget remaining unused.

On the general association costs side, we saw an increase in banking and insurance costs, team-building activities, and expenses for committees and the board (e.g., food). Due to a higher number of transactions, banking costs increased. Additionally, costs increased due to necessary adjustments for the new website that were not budgeted. This led to an overall increase in association costs. Additionally, we spent more on communication, marketing, and promotional activities, mainly related to the new after movie of Young Rabo.

Personal contribution

Young Rabo requests a small contribution for certain high-cost activities, such as the research trip and the ski trip. Starting in 2024 and continuing into 2025, activities involving alcohol will always require a small personal contribution. We have also decided to limit the use of personal contributions for most activities, except those with higher costs.

Young Rabo aims to be accessible to all its members, regardless of education level or salary scale. Therefore, our goal is to avoid asking for personal contributions beyond the annual membership fee. Additionally, since committees often do not fully utilize their budgets each year, partly due to personal contributions, we have decided to limit their use. Committees can still implement no-show fees to cover costs incurred for members who do not attend or unsubscribe too late.

Purpose description and core activities Young Rabo

Young Rabo, registered in Utrecht, aims (a) to promote the integration between young employees of the (various business units belonging to) Cooperative Rabobank U.A. and its group companies (the 'Rabobank Group') to the extent that they are members of the association (b) and form a sounding board for the (various business units belonging to) Rabobank Group in the field of strategic choices or otherwise, from the perspective of the young employees. The association achieves this goal by, among other things, organizing activities in which its members meet each other from the various business units of the Rabobank Group. The activities are aimed so members can get to know each other and the organization they work for, focus on personal and skill development and to gather and voice feedback of the vision and experiences of our members to (the various business units belonging to) Rabobank.

Financial Statement

In accordance with the law and articles of the association, the Young Rabo board submits the financial statements for 2022 and the accompanying statement which will be presented for approval at the General Assembly.

BALANCE SHEET PER YEAR END, AFTER DESTINATION OF RESULTS

IN EUR	2024	2023	2022
Activa			
Interest Receivable	2.810	1.114	0
Accrued income	360	10	10
Prepaid expenses	17.285	20.798	10.540
Total Accrued Assets	20.455	21.922	10.550
Total Liquid Assets	263.636	275.920	120.747
Total Assets	284.090	297.842	131.297

BALANCE SHEET PER YEAR END, AFTER DESTINATION OF RESULTS

IN EUR	2024	2023	2022
Liabilities			
General reserves from January 1st			
P&L result	97.612	86.888	80.175
Total general reserves	110.103	63.689	76.888
Reserves 5th lustrum (2022)	0	0	0
Reserves corporate identity and website (2023)	0	0	24.000
Reserves 6th lustrum (2027)	12.000	8.000	4.000
Reserves corporate identity and website (2028)	12.000	6.000	0
Total destination reserves	24.000	14.000	28.000
Total equity	134.103	77.689	104.888
Accrued expenses	12.822	105.375	11.317
Bankcharges to be paid	13	57	57
Income received in advance	137.152	85.000	15.000
Interest to be paid	0	0	34
Other reserves	0	29.721	0
Total accruals and deferred income	149.987	220.153	26.408
Total Liabilities	284.091	297.842	131.297

PROFIT AND LOSS ACCOUNT

IN EUR €	Budget 2024	Realisation 2024	Realisation 2023
Revenues			
Member Contribution	42.000,00	46.172,00	44.142,00
Members' own contributions for specific activities (subtotal)	PM	46.172,00	44.142,00
General budget contribution from the Executive Board	85.000,00	85.000,00	70.000,00
Specific budget for research trip from the executive board	PM	45.000,00	80.000,00
Contribution Rabobank Group (subtotal)	85.000,00	130.000,00	150.000,00
Total revenue	127.000,00	176.172,00	194.142,00
Costs			
Congress Committee	23.000,00	22.868,19	15.678,10
FLAIRS	3.600,00	3.600,00	3.640,00
GROW Committee	6.000,00	2.241,86	5.000,00
Audit Committee	100,00	-	-
Regional Committees (North, South, West)	10.500,00	10.521,76	7.987,02
Sustainable Future	5.000,00	4.054,84	-
Intercompany Committee	5.250,00	5.069,00	-
Branding Committee	9.000,00	9.354,13	1.260,11
Sport Committee	5.000,00	5.014,93	5.203,61
Ski trip	8.000,00	7.645,23	7.442,66
Research trip Committee	10.250,00	42.280,83	88.212,11
Meet Your Company Committee	1.500,00	-	1.000,00
Cooperative Impact Committee	1.500,00	1.011,04	-
Afterwork Committee	6.000,00	6.088,20	513,85
Reverse Mentoring	1.000,00	-	-
End of year benefit	4.000,00	3.574,50	3.923,68
Committee members day	4.000,00	3.379,82	3.854,18
External Parties (membership and activities ICA, VCP etc.)	2.700,00	1.834,57	1.700,00
New Members Activities	2.000,00	1.489,65	-
Kick-off association year 2025	2.500,00	2.052,53	2.666,52
Chairmen and Board trainings	1.000,00	-	2.090,74
Total Activities (subtotal)	111.900,00	132.118,00	150.172,58
Banking, Accounting and Insurance	2.500,00	2.902,28	2.530,93
General Board and Committee costs	2.500,00	1.839,23	2.499,13
Communication, Marketing and Promotional costs (incl. website)	4.000,00	5.838,95	27.260,78
Team building and strategic meetings	5.200,00	4.372,51	4.346,24
Expenses Committees and Board	8.000,00	9.481,53	7.908,10
General Association costs (subtotal)	22.200,00	24.434,50	44.545,18
Total costs	134.100,00	156.552,50	194.717,76
Balance of financial income and expenses	PM	2.809,83	1.113,88
Result	- 7.100,00)	22.429,33	538,12
Reservation corporate identity and website (2023)	-	-	-
Reservation 5th lustrum (2027)	4.000,00	4.000,00	4.000,00
Reservation corporate identity and website (2028)	6.000,00	6.000,00	6.000,00
Result desination (subtotal)	10.000,00	10.000,00	10.000,00
From the general reserves	- 17.100,00	12.429,33	- 9.461,88

General principles for the preparation of the financial statement

The financial statement has been prepared in accordance with the provisions of Guideline C1 Non-Profit Organizations for Annual Reporting. The valuation of assets and liabilities and the determination of the result is based on historical costs. The claims are initially measured at fair value including transaction costs (if material). The claims are valued after initial processing at amortized cost. If there is no premium, discount or transaction costs, the amortized cost is equal to the nominal value of the claims, min the provisions for debt. The nominal value of an asset is the principal sum specified in the agreement from which the asset originated. Payment discounts and credit limitation surcharges are deducted from the nominal value. The allocation of prepaid amounts must be made systematically to subsequent periods, for example, time-proportional or proportional to the volume of production or sale. Cash and cash equivalents are valued at nominal value (the monetary value). If resources (for example due to blockade or transfer restrictions) are not freely available, this is taken into account in the valuation. The current liabilities are generally recognized for amounts against which the debt must be repaid. Obligations and potential losses that originate before the end of the reporting year are taken into account if know prior to the preparation of the financial statement. Income and expenses are allocated to the period to which they relate. Profits are only included in so far as they have been realized on the balance sheet date. Interest income is recognized on a time-proportionate basis, taking into account the effective interest rate of the relevant assess item.

Finances




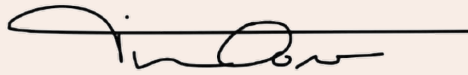
Statement Audit Committee

The Audit Committee has conducted a thorough review of the financial records for the year 2024. Our assessment included an examination of all reimbursements, invoices, bookkeeping software, and bank statements. We found no significant irregularities.

We commend Tim van Oort, the treasurer, for his diligent work on the finances throughout 2024. Tim has demonstrated significant growth in his role, ensuring that the financial administration is well-organized and comprehensive.

Based on our findings, we give a positive sign-off on the finances of 2024. We have provided the board with recommendations to further enhance the clarity of financial record-keeping in the future. We plan to implement some of these improvements in collaboration with Lynne van der Heiden in the upcoming year.

The Audit Committee remains available to provide further explanations of our audit if needed.

L.R.G. Willems

T. van Oort



H.M. Jacobse

J.H.M. van Merode


F. Visser

Colofon

Statutory name
Young Rabo

Legal form
Association with
full jurisdiction
Statutory seat

Utrecht, Chamber of
Commerce 30159193

Design
The Creative Hub

April 2025
In this annual
report Rabobank
is regularly cited.
By this we mean
Rabobank Group,
so also all other
entities within
this group, unless
in the context
that can only
Rabobank
cooperative U.A.
is meant.

