



# 2025 Corporate Responsibility

CAMDEN NATIONAL CORPORATION

# Table of Contents

President & CEO Letter .....	3
Camden National Bank at a Glance .....	4
People, Customers & Community .....	6
Corporate Governance .....	18
Environmental Stewardship .....	23
About Us .....	28
Sustainability Accounting Standards Board Index (SASB) .....	29



# A Letter from *Our President & CEO*

Our responsibility as a community-focused financial institution goes beyond the services we provide—it's reflected in how we show up for the people and places we serve. In 2025, we strengthened that commitment by expanding access, investing in people, and supporting the economic vitality of our communities.

In a year of milestones, we celebrated our **150th anniversary** and expanded our presence in New Hampshire, welcoming customers and employees through the acquisition of Northway Financial, Inc. For us, growth is about belonging as much as it is about scale. We entered new communities with respect for local relationships and a shared commitment to long-term financial well-being.

We also launched **Family Wallet**, a free youth banking platform designed to help families build healthy financial habits early. By making financial education accessible and engaging, we're empowering the next generation with confidence and lifelong financial skills.

Our employees remain central to our success. In 2025, employee engagement reached the **73rd percentile**, reflecting a culture grounded in purpose and trust. That spirit was on full display during our first **Community Well-Being Day**, when teams contributed 2,400 service hours across 65 nonprofit organizations in a single afternoon.

We continued to invest meaningfully in our communities by **donating more than \$675,000**, while employees dedicated nearly 10,000 volunteer hours to over 600 nonprofit organizations that support essential services, financial education, and economic stability. These partnerships are vital to building resilient communities.

Our **commitment to economic development** was again recognized with the Finance Authority of Maine's (FAME) Lender at Work for Maine award for the 15th consecutive year, underscoring our ongoing support of local businesses, entrepreneurs, and job creation.

We were also honored to be named to *Forbes'* 2026 **America's Best Banks List**, a recognition that reflects our continued focus on responsible growth, strong financial performance, and long-term value for the customers and communities we serve.

Looking ahead, we remain focused on creating opportunity, fostering inclusion, and serving as a trusted partner in every community we call home.

Thank you to our customers, employees, and community partners for your trust. Together, we're building stronger futures—one family, one business, and one community at a time.

**“150 years in, we’re honoring our past, energized by our people, and looking ahead to a bright future.”**



Simon Griffiths  
PRESIDENT & CHIEF EXECUTIVE OFFICER

# Camden National Bank *at a Glance*

**680+**  
employees

**72**  
banking centers

Founded  
in 1875

Headquartered  
in Camden, ME

NASDAQ: CAC

**\$7.0 billion**  
assets

**\$5.0 billion**  
loans

**\$5.5 billion**  
deposits

**\$2.4 billion**  
assets under administration

## RECOGNITION & AWARDS

### LEADER IN SERVING SMALL BUSINESSES

Lender at Work for Maine award  
for the 15th year  
—*Finance Authority of Maine*

### A TOP EMPLOYER IN ENGAGEMENT

4.41 out of 5 in the Gallup  
Employee engagement survey;  
ranked in the 73rd percentile  
—*Gallup*

### TOP PERFORMING BANK

2026 America's Best Banks List  
—*Forbes*

### INDUSTRY-LEADING CUSTOMER SATISFACTION

8 out of 10 customers would recommend  
Camden National Bank to a family member  
or friend

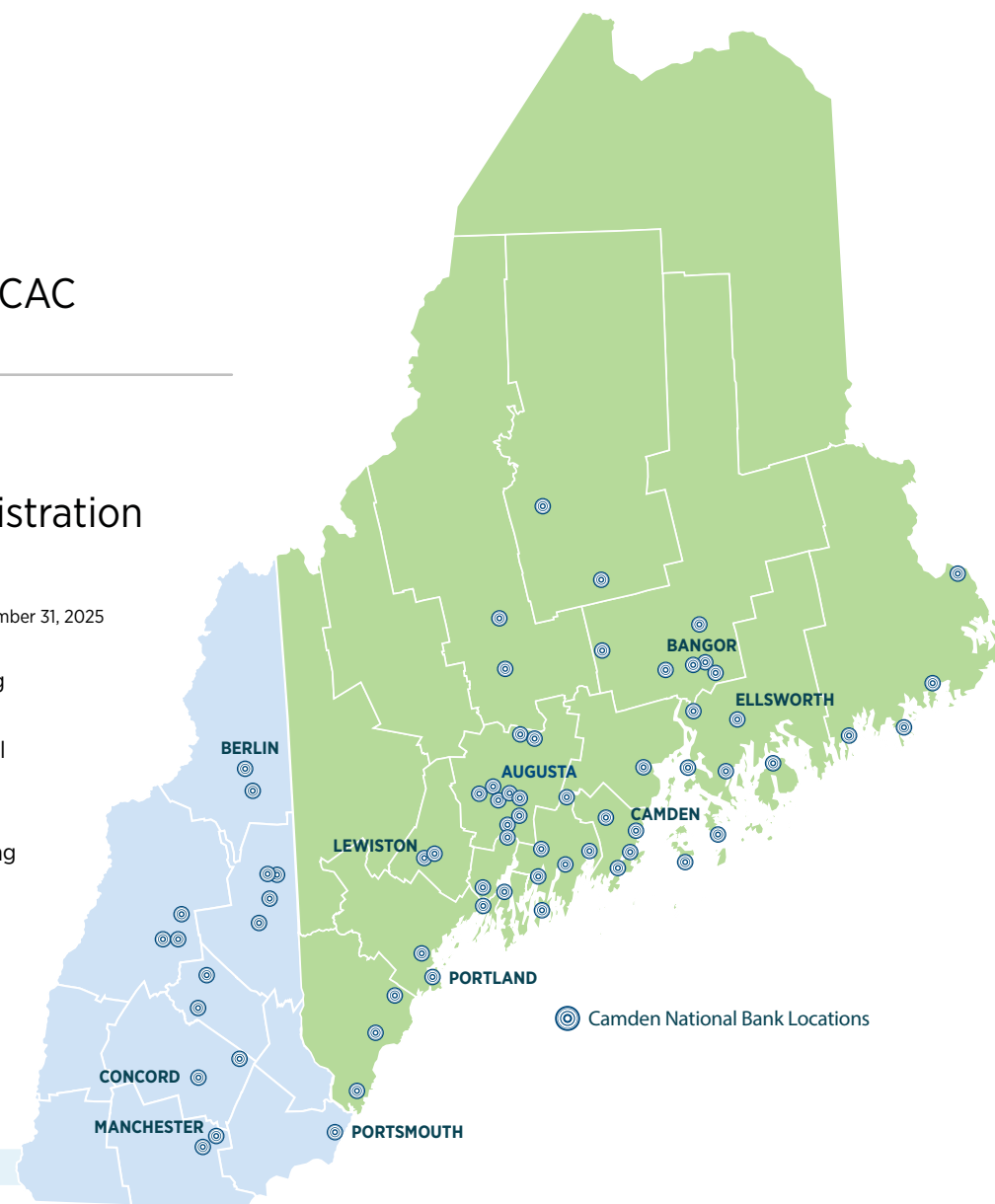
\*Financial data for Camden National Corporation, the parent company of Camden National Bank, as of December 31, 2025



Camden National Bank was founded in 1875, sharing space with the local Five and Ten Cent Store in Camden, Maine, to support the individuals and small businesses in the community. The bank has grown from this one location, where the Main Office still serves customers and its headquarters, to 72 banking centers throughout Maine and New Hampshire.

## SERVING OUR CUSTOMERS

- Retail Banking
- Consumer Lending
- Commercial Banking
- Wealth Management



# How we approach *sustainability*

## Our commitment to sustainability is integrated across our company.

Our Board of Directors and executive management understand the critical importance of corporate responsibility to our future success and the success of our constituents: customers, communities, employees, and shareholders.

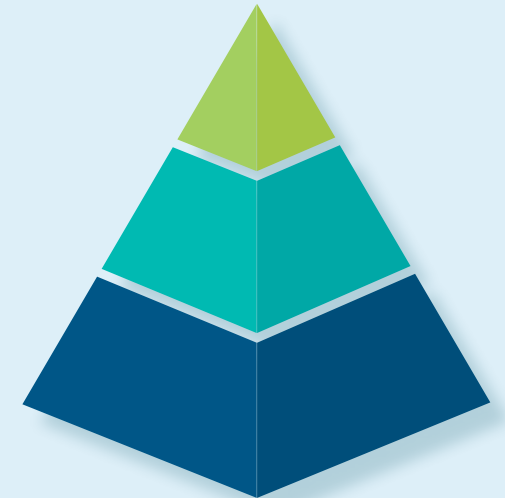
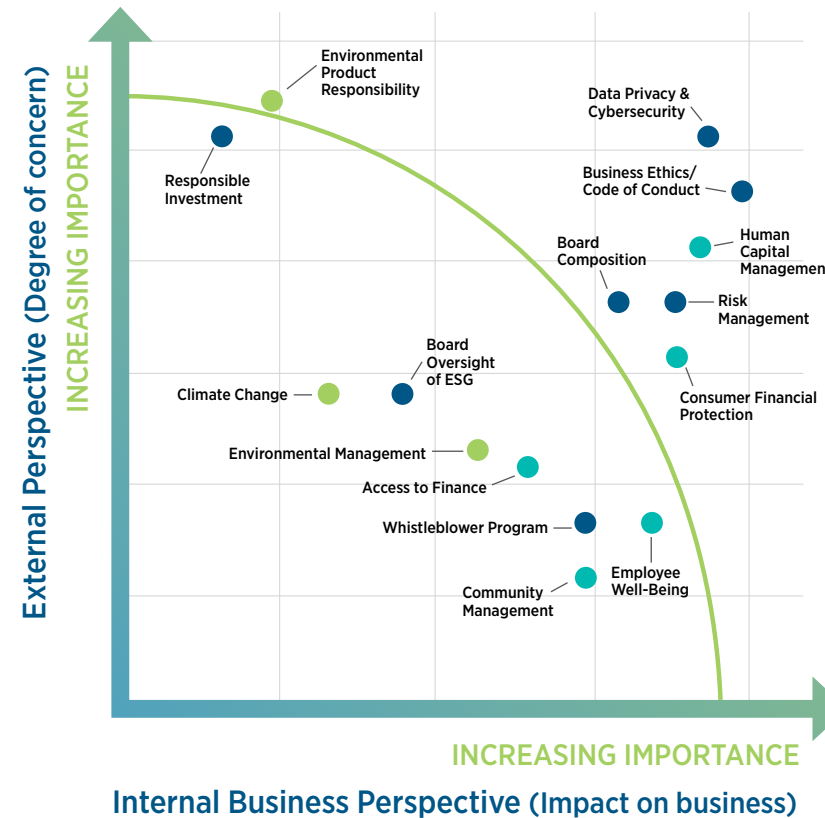
## Our priority areas

Our constituents' priorities guide our corporate responsibility strategy. Previously, a consultant supported us in conducting an assessment to identify the issues most important to employees and in leveraging insights from investors, rating agencies, and frameworks. From this assessment, we arrived at the following priorities:

1. Data Privacy and Cybersecurity
2. Business Ethics/Code of Conduct
3. Human Capital Management
4. Risk Management
5. Board Composition
6. Consumer Financial Protection
7. Environmental Product Responsibility

As part of our corporate responsibility program, we expect to continue to conduct periodic reviews of our stakeholders' priorities to keep us focused on action in the areas with the greatest positive impact. In line with best practices, this report references globally recognized reporting frameworks, including those developed by the Sustainability Accounting Standards Board (SASB).

## Our materiality matrix



- **BOARD OVERSIGHT**  
 Oversees corporate responsibility strategy, key initiatives, policies, and data. Monitors progress throughout our corporate responsibility journey.
- **EXECUTIVE LEADERSHIP**  
 Makes strategic proposals to the Board and oversees the execution of the Board's corporate responsibility strategy, with direct oversight of the Corporate Responsibility Working Team.
- **CORPORATE RESPONSIBILITY WORKING TEAM**  
 Helps set policy and coordinates companywide corporate responsibility efforts. The cross-functional team manages the day-to-day implementation of company initiatives and is accountable for performance.

## **People, Customers & Community**

**Our success is rooted in the meaningful connections we foster with our employees, customers, and the communities we serve. Guided by an exceptional team, we deliver personalized banking solutions that help our customers thrive. At the same time, our continued investment in our communities strengthens the ecosystem and supports our sustainable, long-term growth.**

# Building a workforce for the *future*

We are committed to creating a fair, safe, and welcoming workplace where everyone can thrive. By fostering an inclusive culture, we seek to enable our employees to bring their best selves to work as they serve our customers and communities—supporting the long-term success of our business.

We believe a strong workforce that reflects the communities we serve is essential to our continued growth. We focus on attracting, developing, and advancing talent based on qualifications, experience, and performance, while continuously evolving our efforts to better reflect our communities.

Our Employee Well-Being Council is composed of 15 employees from across our footprint, representing a wide range of experience and expertise. With our CEO as executive sponsor, the Council leverages Gallup’s Five Essential Elements of Well-Being to champion initiatives with the potential to improve career, social, financial, physical, and community well-being across the organization. The goal is to support a strong and resilient workplace and, in turn, have a positive impact both at work and in the communities we serve.

Our aim is to ensure every individual has an equal opportunity to succeed and that a broad range of perspectives drives innovation and excellence.

## Well-being across the employee experience

We respect and recognize our employees’ personal and professional priorities, and our total rewards approach to compensation is designed to support their overall well-being. In addition to competitive salaries, we offer comprehensive benefits, including health and wellness programs, 401(k) matching and employer contributions, life insurance, and employee assistance programs, among other benefits.

Beyond compensation and benefits, we strive to foster an empowering environment where employees can grow and develop their skills. By taking a holistic approach to meeting employee needs, we strengthen our ability to attract, engage, and retain a talented workforce.

The chief human resources officer reviews and reports quarterly to the Board of Directors on employee-related issues, including talent attraction, retention, and development.

## Making a difference for our employees

In 2025, we provided employees with:

**\$2,000,000+** in 401(k) matching contributions

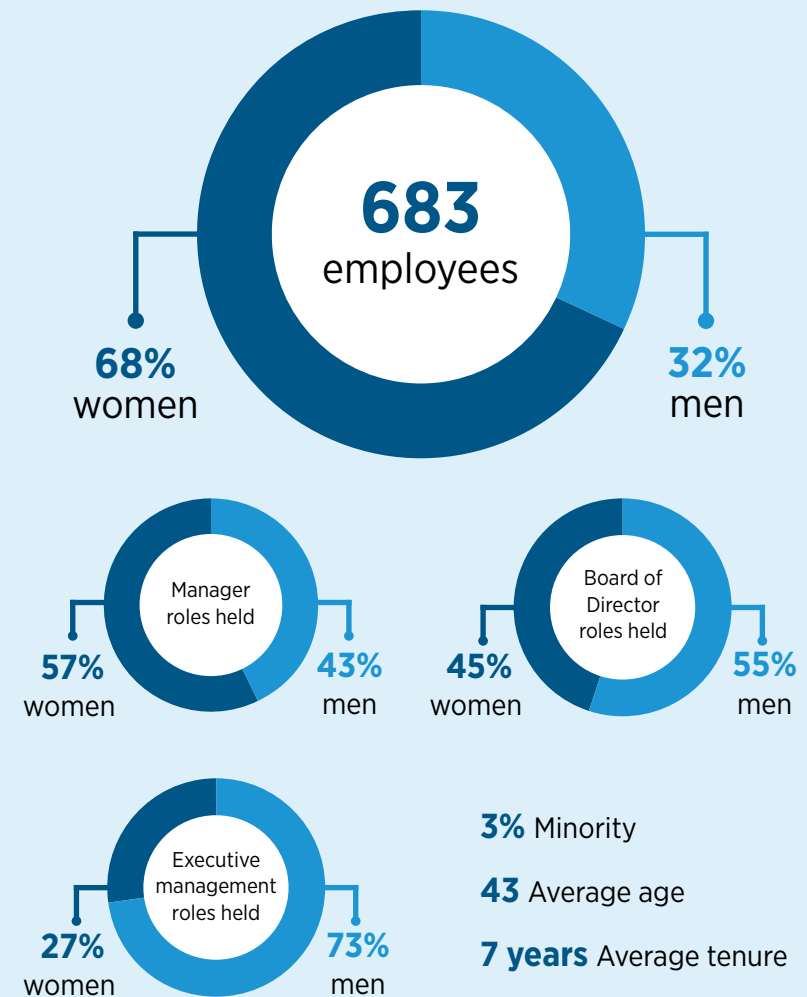
**\$825,000+** in health savings account (HSA) contributions

**\$113,000+** in employee wellness reimbursements

**6 weeks** of paid parental leave

**100%** of employees are benefits eligible

## AT A GLANCE AS OF DECEMBER 31, 2025

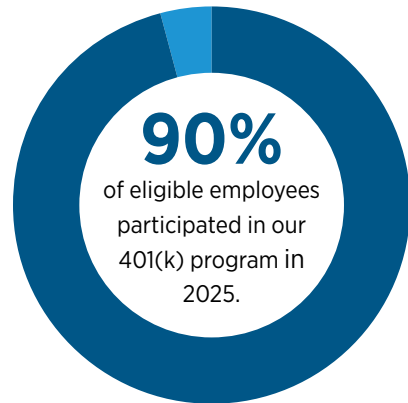


# A whole-person approach to *health benefits*

## Competitive wages and salaries

To attract and retain top talent, we are committed to providing competitive compensation across our organization. Our minimum hourly wage of at least \$17 is approximately 16% above Maine’s and 134% above New Hampshire’s 2025 minimum wage. In January 2026, we took another step in supporting our employees by increasing our minimum hourly wage to \$18. We regularly review competitive market data from multiple proprietary surveys, including banking industry-specific benchmarks, to help maintain our competitive position. Annual merit increases are evaluated as part of our performance-based compensation approach.

Employees can view their Total Rewards Statement through our human resources portal, which provides a comprehensive overview of the full value of their compensation and benefits.



Our 401(k) program helps employees prepare for a financially secure retirement. We match 100% of employee contributions up to 3% of salary and 50% of additional contributions up to 2%, for a total potential employer match of 4% of salary.

Eligible employees may also participate in our Management Stock Purchase Program, which allows them to invest a portion of their annual bonus in company stock at a discounted price, subject to service-based vesting terms.

**\$31,600**

in employee support offered via the Employee Emergency Assistance Program

In addition, we offer a confidential Employee Emergency Assistance Program to support employees experiencing unexpected financial hardship. Program funds are available to assist with housing costs, utility bills, medical expenses, and other qualifying emergency needs.

## Health benefits that support the whole person

Our health benefits are designed to support employees’ physical, mental, and emotional well-being as part of our broader total rewards approach. We offer comprehensive, competitive medical, dental, and vision coverage to help employees meet their health care needs. Employees can access an online benefits decision tool to evaluate options, identify relevant programs, and better understand potential financial impacts.

To support mental and emotional well-being, we provide free, confidential assistance through our Employee Assistance Program. Available 24 hours a day, this program offers access to professional counseling and resources to help employees navigate personal challenges, including stress, depression, addiction, family or relationship concerns, grief or loss, and other life events.

## Committed to equal opportunity and pay

We have a nondiscrimination policy that is designed to promote an environment where all employees can succeed in their roles, regardless of their background.

**We believe employees make more meaningful contributions to the workplace when they have a good work-life balance. We offer generous paid time off and six weeks of paid parental leave to help employees recharge and support growing families.**

# A flexible, collaborative *work model*

Collaboration is at the heart of how we work. Our flexible work model supports meaningful collaboration and productivity while helping employees maintain a healthy work-life balance.

Our hybrid workforce plan enables approximately 40% of our employees to work from home at least two days per week, reducing travel by over 738,000 miles, according to the U.S. Census Bureau’s travel averages, which could reduce our environmental footprint. Additionally, 10% of our employees are fully remote. In 2025 alone, we estimate that our fully remote and hybrid workforce eliminated nearly 1.2 million miles of travel.

## Building an engaged and connected culture

A strong culture of engagement supports our employees and strengthens our ability to serve customers. Each year, we partner with Gallup to survey employees and gain insight into their workplace experiences, both within their teams and across the organization. The survey includes 12 questions, known as the Q12, designed by Gallup to measure team engagement and compare year-over-year progress.

**92%**  
participation rate in our voluntary engagement survey

**4.41/5**  
median score increased from 4.38/5 in 2024

Our highest-scoring survey statement at

**4.65/5**

**“My supervisor or someone at work seems to care about me as a person.”**

In addition, we added Workplace Demands questions to our 2025 engagement survey, asking our employees to respond on a five-point scale from strongly disagree to strongly agree for the following statements:

- At work, I am treated with respect.
- My company cares about my overall well-being.
- I have received meaningful feedback in the last week.
- My company always delivers on the promises we make to customers.

Our Workplace Demands Index placed us in the 61st percentile among companies in the Gallup database.

## Listening to our employees

We believe our organization is stronger when employees are empowered to share their ideas and perspectives. Through open communication and regular engagement with senior leadership, employees are encouraged to provide feedback and contribute to organizational improvement.

Our CamdenCircle customer experience program enables us to gather employee feedback year-round and turn those insights into meaningful actions across the organization.

We value the perspectives of employees leaving the organization and collect their feedback through a confidential exit survey. The CEO and president, along with other senior leaders, review these survey results to identify opportunities for improvement.

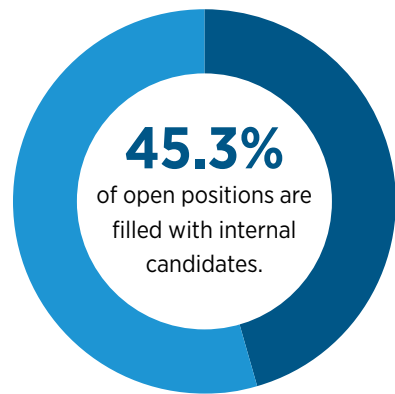
**100+**  
new employee ideas submitted in 2025 through our online portal to departments across the bank



# Developing talent *for the future*

We invest in employee growth by offering a broad range of internal and external learning and development opportunities that support career advancement across the organization. Employees are encouraged to create personalized career development plans in partnership with their manager and our human resources team to identify short- and long-term professional goals and define strategies to achieve them.

Our talent management approach prioritizes internal mobility through promotions, lateral role changes, and transfers. Employees can easily view open positions through our online job portal. In 2025, our total turnover rate was 22%, including a voluntary turnover rate of 18%.



To support career visibility and opportunity matching, employees are encouraged to maintain a talent profile that highlights their education, certifications, strengths, and prior experience. These profiles help managers identify and connect qualified internal candidates with development and advancement opportunities.

To reduce financial barriers to ongoing education, all employees are eligible for a college tuition reimbursement benefit of up to \$5,250 per year. We also encourage employees to pursue professional certifications and industry designations to support leadership development and technical expertise. Through partnerships with the American Bankers Association (ABA) and the Center for Financial Training and Educational Alliance, employees have access to a wide range of banking-specific courses. In 2025, 25 employees participated in these programs.

## Creating a talent pipeline in our communities

In 2025, we expanded partnerships that strengthened our recruiting pipeline and created pathways into financial services careers.

### Adult Education partnerships

For the fifth consecutive year, we partnered with Lewiston Adult Education to support foreign-trained professionals transitioning into banking careers. Through teller training and education on U.S. banking practices, we helped participants build skills in these areas.

### Jobs for Maine Graduates (JMG)

We expanded our relationship with JMG by providing Resume Essentials training and participating in a JMG video series, increasing brand awareness and highlighting career opportunities within the banking industry.



2025 Retail Banking Trainees attended an End-of-Summer Celebration, held as a thank-you event recognizing their hard work and accomplishments throughout the 12-week program.

## Retail Banking Trainee Program

This program provides participants with exposure to a wide range of banking roles through hands-on experience, executive leadership sessions, volunteer opportunities, and career exploration across the bank, while supporting our banking center teams and developing a talent pipeline.

**19**

Retail Banking Trainees entered the program in 2025.

**6**

employees were hired, three in full-time roles and three in temporary positions.

# Developing leadership at *every level*

## Our leadership programs

Our Horizons leadership development programs bring future leaders together to hone their skills, collaborate to achieve critical outcomes, and better understand our business. Each participant has a mentor whose experience helps accelerate learning.

### Horizons 100

An entry-level leadership program designed to introduce leadership skills and develop an understanding of the overall organization. Attendees meet monthly, attend the Northern New England School of Banking, and complete a team project outside of class.

### Horizons 200

A mid-level development program designed to accelerate leadership competency development. Sessions focus on accountability, collaboration, continuous development, engagement, leadership, vision, and strategy.

### Horizons 300

A senior-level leadership program designed to advance careers through continued growth and development. The curriculum offers opportunities to build self-awareness, progress leadership skills, promote workplace belonging, and foster confidence.

## 22

high-potential leaders participated in our Horizons leadership development programs in 2025.



The 2025 Horizons 100 group attended their graduation ceremony, celebrating the completion of their program and their achievements.

## Enabling high performance

Our performance management approach is rooted in our core values and focused on supporting both individual and organizational success. Through regular performance conversations, managers and employees can align on expectations, recognize contributions, and identify opportunities for growth.

Formal performance reviews at midyear and year-end provide structure for recognizing achievement and setting performance and development priorities for the future.

## Talent analysis and planning

We regularly assess talent needs and organizational gaps to support our strategic business objectives. Our annual talent reviews evaluate development potential and inform targeted plans to strengthen capabilities and advance careers.

The talent review process is led by our human resources and development team in partnership with executive management, with the following objectives:

### IDENTIFY EMPLOYEES WITH SIGNIFICANT POTENTIAL

so we can provide targeted development to upskill in priority areas

### INCREASE THE BREADTH OF TALENT

at all levels

**HOLD MANAGERS ACCOUNTABLE** for providing ongoing feedback, coaching, and development

**PROVIDE TARGETED FEEDBACK** to accelerate employee development and deepen engagement

**PROVIDE DEVELOPMENTAL EXPERIENCES** and equip employees with transferable business skills

**IMPLEMENT SUCCESSION PLANNING** that allows us to adapt quickly

# Ensuring adherence to *compliance programs*

## Our investments in compliance training and development

Every year, we conduct mandatory training programs to refresh all employees on the importance of protecting customer privacy and preventing fraud. We keep them apprised of federal and state banking regulations that influence their work. These programs also include training on employment laws and regulations, such as sexual harassment laws and the Americans with Disabilities Act.

We track compliance training through the ABA learning management system within our human resources platform. We require an 80% or higher passing score on all compliance courses to ensure our employees have read and understood the material.

**\$505**

per employee invested  
on average

**\$343,000+**

invested in 2025  
average

**21,000**

training hours logged

## Anti-Harassment and Anti-Retaliation Policy

In line with corporate best practices and regulatory standards, we are committed to providing a workplace free of discrimination, including abusive, offensive, or harassing behavior. Through companywide education, sound human resources practices, and communication efforts, we seek to ensure that our workplace is safe and supports a culture where people can report incidents that compromise their well-being and safety. In our Employee Handbook, which all employees annually review and acknowledge, we outline our Anti-Harassment and Anti-Retaliation Policy. We do not tolerate any form of discrimination, harassment, or inappropriate or abusive conduct by or against employees, customers, vendors, contractors, or any other individuals who conduct business with us.

Retaliation against anyone who reports a concern in good faith is prohibited. All employees are required to complete training on these topics, and in 2025, the completion rate for all assigned courses was 100%.



# Protecting our *customers*

We are dedicated to providing our customers with fair, responsible, and welcoming banking services. We strive to offer straightforward products and convenient service while ensuring compliance with relevant consumer financial protection laws and regulations, including those set forth by the Federal Deposit Insurance Corporation (FDIC). We also align our work with the **Community Reinvestment Act**, which focuses on providing lending, financial services, and investment to those in our community who need it most.

## Addressing our customers' concerns

Our robust complaint management program enables us to identify, document, and address emerging trends and areas for improvement. The program includes:

- A centralized application and customer relationship management database to record customer complaints and the actions taken to resolve them
- A process for every customer complaint to be reviewed by senior management for timely and thorough resolution
- A root-cause analysis performed by leadership and subject matter experts to identify and correct issues and find ways to enhance our products, services, and customers' experience
- A monthly executive management review of all customer complaints and feedback—the Board receives quarterly updates on our complaint program, which is managed by employees in our risk department in close collaboration with all business lines

## Our approach to consumer protection

### Fair lending policy

Our business groups must adhere to our Fair Lending Policy. Our commitment to fair and responsible lending is incorporated throughout the product life cycle, including product development, advertising, marketing, and training.

### Overdraft solutions

To support our customers' needs, we offer a range of overdraft solutions, including an automatic transfer service and an overdraft line of credit.

### Product reviews

Before new products or services are introduced to the market, they must undergo a risk assessment and be reviewed and approved by our formal Risk Management Committee. Additionally, any modifications to existing products are carefully reviewed to ensure compliance with rules and regulations.

### Responsible banking

To protect our customers with credit and deposit products and services, we are committed to complying with Unfair, Deceptive, or Abusive Acts or Practices (UDAAP) requirements.

### Robust advertising and marketing policy

Our Advertising and Marketing Policy is designed to comply with all applicable laws, rules, and regulations governing the promotion of our products and services. All marketing materials—regardless of channel—are subject to a rigorous internal compliance review to ensure accuracy, clarity, and consistency with UDAAP standards. We are committed to transparent, fair, and easy-to-understand communication that reflects our communities, minimizes fine print, and builds consumer trust. Applicable employees receive regular training on responsible marketing practices to ensure that advertisements are not misleading and accurately represent products, terms, and services.

### Debt collection policy

Our Board-approved Debt Collection Policy complies with the Fair Debt Collection Practices Act. We require new hire training and annual training, as appropriate, and the Board of Directors remains informed of compliance with this policy through periodic audits. When our customers experience challenging life events that affect their banking relationships, our experienced collections and special assets employees work closely with them to provide assistance, education, and support.

# Making banking *more accessible*

We believe everyone should have access to safe, affordable, and mainstream banking services. We continue to enhance the accessibility of our products and services and have implemented policies designed to promote fair and equitable treatment for all customers.

Our essential banking products offer no or low monthly maintenance fees to better serve customers who are new to banking or have experienced past banking challenges. Our **Launch Checking Account** meets or exceeds the Bank On National Account Standards, which are designed to expand access to appropriate financial products for the nearly 4.5% of U.S. households (approximately 5.9 million adults) who are “unbanked,” meaning they lack a checking or savings account.

We deliver our products and services through multiple channels, including our banking centers, Customer Care Center, and robust digital banking tools. Our Customer Care Center is available seven days a week to assist customers with questions and concerns.

We comply with the Americans with Disabilities Act and provide services to customers who are visually or hearing-impaired. Our ATMs include voice guidance and Braille instructions, and are regularly assessed for compliance.

To further support accessibility, we provide language translation services for both customers and employees through TransPerfect Remote Interpreting.

**3,000+**  
minutes of translation  
services provided in 2025

Cam, our phone banking assistant, is designed to help customers quickly resolve common banking questions, access helpful information, and connect with our Customer Care Center. Cam can also complete select transactions, including transferring funds and providing account balances. As part of our investment in self-service banking capabilities, Cam helps ensure customers can bank conveniently anytime, anywhere—whether they live near a banking center or across the country.

## Supporting small businesses

Small businesses play a vital role in economic development and job creation, and we are proud to support their success by providing access to capital, tools, and financial education.

### Finance Authority of Maine (FAME)

We are a leading partner of FAME, helping support the financing needs of Maine’s business community and strengthen local economies across the state.

At its 2025 Showcase Maine event, FAME presented Camden National with the **Lender at Work for Maine** award. This marked our 15th time as a FAME awardee, recognizing our commitment to supporting Maine businesses and jobs.

We delivered

**70 loans**

totaling more than \$12 million,  
helping create 109 new jobs  
and retain 472 jobs statewide.



### Forestry Program

In 2025, we became a participating lender in Maine’s Forestry Direct Link Loan Program, providing reduced interest financing to certified loggers for equipment that supports best management practices and protects water quality. The program seeks to expand access to affordable, environmentally responsible equipment, strengthen the forest products industry, and create community development lending in rural and low- to moderate-income areas.



### Door to More Program

In 2025, we introduced a first-time homebuyer program to expand access to homeownership by offering up to 100% financing with no mortgage insurance and straightforward eligibility. In addition to flexible financing, the program helps consumers navigate the homebuying process with education and support designed to build confidence in finding and purchasing their first home.

# Helping customers *manage their finances*

We're committed to helping customers build confidence in their financial lives. Through innovative digital tools and educational resources, we make it easier for individuals and families to manage money, set goals, and build healthy financial habits. Our programs are designed to meet people where they are—whether they're budgeting, saving, learning, or planning for the future.

## Introduced in 2025

### Round Up

We make saving and giving effortless by allowing customers to round up everyday debit card purchases and direct the difference to savings and/or charitable causes.

### Savings Center

This feature lets customers set and manage multiple savings goals within one account to automate saving, track progress, and visualize goals such as emergency funds, vacations, or down payments.

### Family Wallet

A free youth banking digital platform that helps families build healthy financial habits from an early age. This is designed to be a secure, parent-controlled experience that enables children to earn, save, and spend responsibly within Camden National Bank's trusted systems.

### Zogo Learn & Earn

A digital tool that turns bite-sized financial lessons into real rewards. Customers complete 300+ short quizzes on topics like saving, investing, and homeownership to earn points ("pineapples") redeemable for gift cards from top retailers.

### Building financial literacy

We actively promote healthy financial habits among customers and community members and share articles on financial literacy, life events, and business smarts through our blog, *Financial Smarts*.

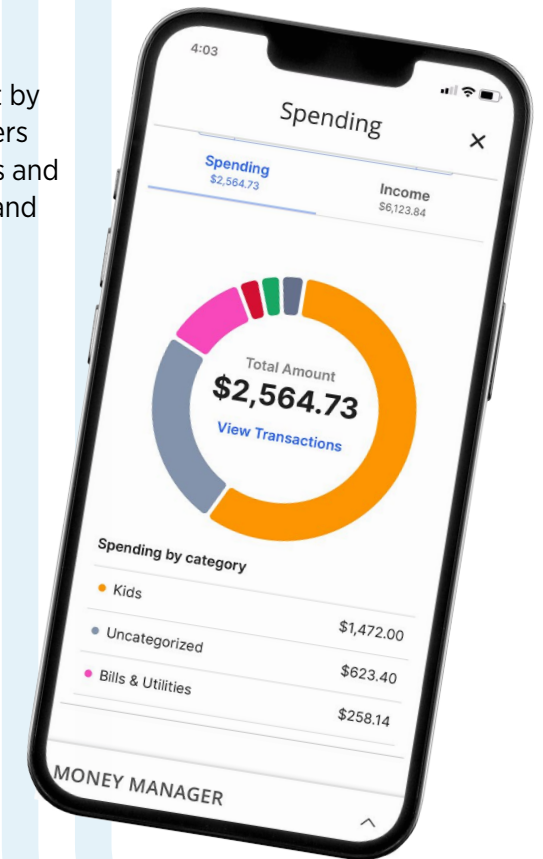
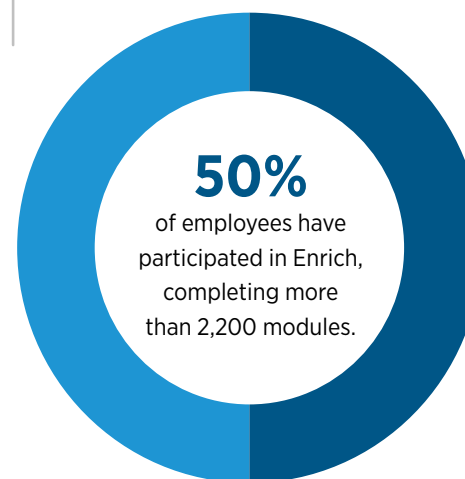
We also offer financial education for our employees through Enrich, an online financial wellness program that builds financial awareness and literacy through educational modules.

### Money Manager

This digital tool simplifies financial management by consolidating all accounts in one place. Customers can link external accounts, including credit cards and investments, view balances, track transactions, and create budgets through a single login.

## 4.6/5 iOS

rating, supported by ongoing digital enhancements



# Building stronger *communities*

We believe that our commitment to strengthening the well-being and economic vitality of the communities we serve aligns with the values of our customers, employees, and shareholders and contributes to our sustained success.

## Community Reinvestment Act (CRA)

Our CRA rating from our primary regulator, the Office of the Comptroller of the Currency, was Satisfactory. This rating represents an evaluation of our CRA activities from January 1, 2021, through December 31, 2023.

We make qualified CRA investments to support affordable housing efforts, small business development, and venture capital availability through investments in tax credit financing and participation in investment funds that provide growth capital for community development activities, small businesses, and innovative technology companies.

We seek to proactively address the community and economic development needs of our local markets. As of December 31, 2023, we committed \$20.8 million in capital to active community development investments and invested an additional \$11.9 million in 15 community development loans.

**\$675,000+**

donated to more than 390 organizations supporting community needs

**\$303,000** Culture and Community

**\$288,000** Foundational Human Needs

**\$86,000** Economic Vitality

## Supporting the work of nonprofits

We aim to build healthier, more resilient, and more welcoming communities throughout our footprint. We work toward this goal, in part, by supporting nonprofits whose missions align with ours.

**\$55,000**

was committed to unrestricted funding for Family Promise of Southern New Hampshire, which provides vital housing to families temporarily experiencing homelessness. This helped finalize the expansion of their Transitional Housing Program to house up to eight families.



Camden National Bank employees tour the facility in celebration of its upcoming opening.

# Fostering employee *volunteerism*

We seek to build healthier, more resilient, and more inclusive communities throughout our footprint. In support of this objective, we encourage employee volunteerism and provide support to nonprofit organizations whose missions align with our values and community priorities.

**9,672**

total volunteer hours

**606** volunteers

**387** organizations

**2,215** activities

## Community Well-Being Day

In 2025, we launched our first Community Well-Being Day. We closed operations for one business afternoon to enable employees to volunteer with local nonprofits across Maine and New Hampshire. Employees supported organizations focused on housing, basic needs, environmental sustainability, youth development, and community services, contributing more than 2,400 volunteer hours in a single afternoon at 65 nonprofits. Over 600 of those hours qualified as Community Development Service hours under the CRA, supporting low- and moderate-income individuals and essential community initiatives.

**Community Well-Being Day**

**1 Day**

**600+**

employee volunteers

**65+**

nonprofits

## We continued to fund two unique programs:

### Hope@Home

For every new home that we finance, \$100 is donated in the homeowner’s name to a local homeless shelter. This amount increased to \$150 in 2025 to mark our 150th anniversary. Since launching in 2015, the program has provided more than \$865,000 in unrestricted funding to more than 50 shelters and earned an honorable mention in the ABA Foundation Community Commitment Award in 2025.

### Leaders & Luminaries

This program recognizes nonprofit board members who demonstrate exceptional leadership and governance. Through The Bank of Maine Charitable Foundation, \$25,000 is donated annually in honor of these leaders. Since 2011, the program has awarded \$293,000 to 75 nonprofits, reinforcing our commitment to strong, resilient communities.



## **Corporate Governance**

**Effective and ethical corporate governance is foundational to our long-term success. Our Board of Directors provides oversight of management and promotes accountability, sound decision-making, and compliance with laws and regulations. The Board and executive management are jointly responsible for setting strategic objectives, guiding execution, and establishing governance frameworks to identify, assess, and manage risk.**

# Maintaining *Board independence*



Our 11-member Board of Directors provides oversight, support, and guidance to all constituents and plays a vital role in our success.

On December 31, 2025, Lawrence J. Sterrs, an independent nonexecutive director, retired after 12 years as chair of our Board of Directors. Mr. Sterrs was succeeded as chair by Marie McCarthy, who has served as an independent board director since 2018. Ten of our 11 directors are independent; the 11th is our president and CEO. The Board and its committees regularly have executive sessions attended only by independent directors.

Independent directors chair all Board committees, which include:

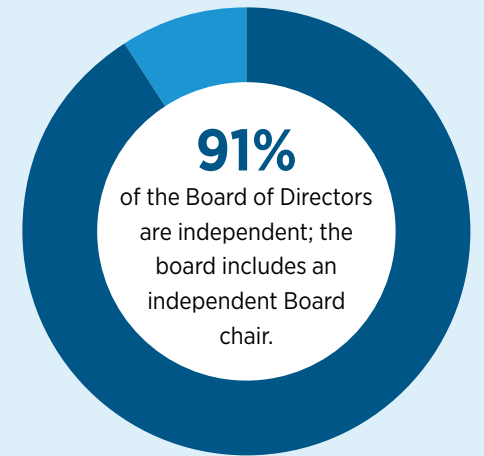
- Audit Committee
- Capital Planning Committee
- Compensation Committee
- Corporate Governance and Risk Committee
- Technology Committee

## Risk oversight

Our enterprise risk management framework allows for a comprehensive approach to oversight, defining a structured, coordinated method for identifying, assessing, and managing risks across the company.

The Board administers its risk oversight function primarily through the Corporate Governance and Risk Committee, which meets quarterly and reports its findings to the entire Board on an ongoing basis. Our enterprise risk management and chief risk officer (CRO) reports on corporate risk matters to the Corporate Governance and Risk Committee and the Board quarterly. In conjunction with executive management and the Board, the CRO has developed a Board Risk Appetite Statement, which is refreshed and approved annually.

To monitor adherence to the risk appetite statement, we set various metrics and report on our progress against them to the Corporate Governance and Risk Committee and the Board quarterly. Our Enterprise Risk Management Committee, composed of executive management, proactively monitors operations across the company to ensure we are meeting our strategic goals while operating within our risk appetite.



## TOP-LEVEL RISK CATEGORIES INCLUDE:

CAPITAL RISK

COMPLIANCE AND LEGAL RISK

CREDIT RISK

INTEREST RATE RISK

LIQUIDITY, MARKET, OR PRICING RISK

PEOPLE AND COMPENSATION RISK

BRAND RISK

STRATEGIC ALIGNMENT

TRANSACTIONAL/OPERATIONAL RISK

TECHNOLOGY/CYBER RISK

# Guided by strong *corporate governance*

We believe an effective board reflects a robust mix of backgrounds, perspectives, skills, and experiences that support informed decision-making. Each director is held to the highest ethical and integrity standards and is committed to representing shareholders' long-term interests.

## Our control environment

It is critical that we maintain a robust control environment to ensure compliance with applicable laws, regulations, and policies. The Board provides oversight of the control environment with the assistance of our independent public accounting firm.

Every quarter, the CRO discusses our risk profile with the Board's Corporate Governance and Risk Committee. Our internal audit team evaluates and independently tests our controls. Any control issues are reported to the Audit Committee, and a plan is developed to remediate identified issues and prevent future ones.

### 1st line of defense

Bankers in each business line are responsible for identifying, assessing, managing, and owning the risks in their businesses.

### 2nd line of defense

Risk and other corporate support functions (for example, human resources, finance, marketing, and information technology departments) are responsible for writing and developing the policies and the risk and control frameworks that the business line uses to manage risk. They oversee and challenge the first line of defense in effectively managing all risks.

### 3rd line of defense

An audit, independent of management, ensures that appropriate risk management controls, processes, and systems are in place and functioning effectively.

## Code of Business Conduct and Ethics (Code)

All employees are bound by the provisions of our Code of Business Conduct and Ethics, which addresses, among other topics, ethical conduct, conflicts of interest, and compliance with laws and regulations. The Board reviews and approves the Code annually. All employees must attest to their adherence to the Code at the start of employment and annually. Additionally, all employees receive annual training on our Code and other ethics-related matters related to their employment.

We take any reports of potential violations of the Code, any other company policy or procedure, or applicable laws, rules, or regulations involving accounting, internal account controls, or audit matters very seriously. Upon receipt of any complaint, the business ethics officer is responsible for investigating the matter and reporting to the audit chair and Board chair as soon as practicable and to the Audit Committee at the next meeting.

## Political Activities Policy

Employees have the right to participate in the political process voluntarily, and we encourage employees to engage in civic and political involvement at all levels in accordance with their personal views. However, to comply with federal law, no company funds or assets, including the work time of any employee, may be contributed, lent, or made available directly or indirectly to any political party or the campaign of any candidate for a local, state, or federal office. We prohibit contributing in-cash or in-kind payments to political parties or candidates at the federal, state, and local levels as a representative of the company. Any employee's political activities should be conducted outside of bank premises on the employee's personal time.

**100%**

of employees are trained on and attest to their adherence to the Code annually.

# Leading with robust *corporate governance*

## Bank Secrecy and Anti-Money Laundering Programs

Our comprehensive Bank Secrecy Act (BSA)/Anti-Money Laundering (AML) and Office of Foreign Assets Control (OFAC) programs, which include corporate policies and standards applicable to all employees, are approved by the Board. BSA/AML and OFAC risk governance is overseen by the Board and its Audit Committee, which receives BSA/AML and OFAC reports from management at least quarterly. The effectiveness of the BSA/AML and OFAC programs relies on each employee's awareness of the laws relevant to their job duties that combat money laundering. This means doing the right things, including:

- Completing all AML/BSA/OFAC requirements, including collecting required Customer Identification Program information, customer due diligence, and Know Your Customer information.
- Completing the necessary training based on job roles and responsibilities. In 2025, all new hires and all employees completed 100% of their required BSA/AML/OFAC training. Our Board of Directors also receives annual BSA/AML/OFAC training and achieves a 100% completion rate.
- Reporting any unusual or suspicious activity to a manager or the BSA/AML department.

Our compliance with BSA/AML/OFAC laws and regulations, as well as our policies, is subject to ongoing testing by our internal auditors and significant review by our regulators.

## Whistleblower Policy

All employees must abide by the laws, regulations, and policies impacting the financial services industry, as well as other more broadly applicable federal and state laws and regulations, including employment laws, antitrust laws, privacy laws, insider trading laws, and criminal laws governing fraud, embezzlement, anti-corruption, and anti-bribery. We do not permit retaliation of any kind for good-faith reports of ethical violations or misconduct of others.

### Confidential reporting concerns

We offer several channels through which employees, customers, vendors, contractors, or any other individuals who conduct business with us may raise such concerns:

- Employees may report the activity directly to their manager or our human resources department.
- Any concerned observer can call our 24/7 confidential hotline at (800) 461-9330 to report any unethical behavior anonymously.

We have clear procedures and structures in place to process whistleblower reports. Upon receipt of a report, we promptly conduct an investigation. In partnership with the business ethics officer, human resources will investigate these reports and provide the Audit Committee with the findings.

## Bank Bribery Act Policy

Our Bank Bribery Act Policy prohibits employees from engaging in bribery and requires compliance with all applicable laws governing the receipt of gifts and other valuable items. Any employee who is offered a gift or other item of value that would violate our policies must immediately report the incident to our business ethics officer and chief human resources officer. The policy requires employees to comply fully with all applicable anti-bribery laws, including the Bank Bribery Act and other rules and regulations.

This policy, which incorporates the guidance in our Code of Business Conduct and Ethics, establishes our requirements for conducting business honestly and ethically, with a zero-tolerance approach to bribery and corruption.



In December 2025, our Board of Directors and senior leaders came together for thoughtful conversation and shared purpose.

# Data security & cyber risk *management*

Data privacy, cybersecurity, and third-party oversight are top priorities as we strive to protect our customers' personal and financial information.

The following programs and policies apply to all of our operations, and all employees receive annual training on them:

- Information Security Program
- Acceptable Use Policy
- Logging and Monitoring Policy
- Security and Incident Response Policy and Plan
- Vulnerability Management Policy

Robust cybersecurity and data privacy program assessments and audits are conducted annually, using both internal resources and externally contracted third parties to ensure adequate internal controls. Management provides regular updates on the information security program to the Enterprise Risk Management Committee and quarterly to the Corporate Governance and Risk Committee. Periodic updates and reports are also provided to the Audit Committee and Technology Committee, and various significant metrics are reported to the entire Board at least quarterly.

We continually invest in new technologies and cybersecurity professionals to mitigate threats and support regulatory compliance. Our security protocols and standards align with the ISO27001 framework and regulatory guidance to help manage cybersecurity risk and address emerging threats.

If a data security breach is discovered, our comprehensive security incident response plan includes notifying key authorities and employees, including those affected, in accordance with state and federal requirements. We then take corrective action to prevent a similar breach from occurring again.

We maintain a robust business continuity program that addresses crisis management, business impact, and data and systems recovery. Disaster recovery testing is also completed at least annually.

The mean time to mitigate a patch or vulnerability fix averaged less than

## 20 days

for a 33% reduction from the previous year.

### Ensuring safety and preventing fraud

Our robust physical security program is designed to protect the physical safety of our customers and employees. All employees complete annual active-aggressor awareness training to ensure workplace safety and preparedness. Our banking center employees receive additional training in best practices for opening and closing, responding to robberies, hostage situations, bomb threats, alarms, and evacuations.

We consider our customers and employees the first line of defense against security and fraud risks. We educate our customers on topics of heightened focus through direct interactions with our fraud and security teams, ongoing messaging on our website, and email campaigns. Customers and employees are encouraged to report phishing and fraud concerns to the bank's security and fraud departments.

### Vendor management

Our partnerships with third-party vendors help us deliver a first-in-class customer experience. We employ a comprehensive vendor management program that assesses vendor risks and holds vendors accountable for the services they provide. Our Vendor Code of Conduct formally outlines our expectations of our vendors, including adherence to our Core Values and Code of Business Conduct and Ethics.



## **Environmental Stewardship**

**We can create long-term value by reducing our environmental footprint and mitigating risks to our business and communities while supporting employees and customers through flexible, digital ways to work and bank. We seek to improve our environmental management practices, including monitoring our operational carbon footprint and energy consumption.**

# Commitment to address *climate change*

We recognize that environmental risks, including those related to climate change, may impact our operations, customers, and communities.

As part of our governance and risk management framework, we are committed to:

- Assessing and managing environmental impact through regular evaluation and improvement of environmental programs and practices
- Reducing waste and resource use, including the ongoing reduction of paper-based waste and responsible recycling of electronic waste across the organization
- Improving energy efficiency by leveraging technology advancements, such as remote system management and virtual collaboration tools, to reduce energy consumption and operational carbon footprint
- Monitoring shareholder and stakeholder considerations related to climate and environmental risk
- Evaluating energy-efficient design practices to reduce our carbon footprint over time and support sustainable operations

## Cloud data migration

Through our ongoing cloud migration efforts, we're not just enhancing the experience of our employees and customers; we're driving cost savings and reducing our environmental footprint. By migrating data to cloud-based platforms, we have reduced our data center's physical footprint by approximately 75% and lowered associated power consumption by approximately 40%.

In 2025, we migrated our primary data center to a new facility, leading to a

**75%**

reduction in space utilization

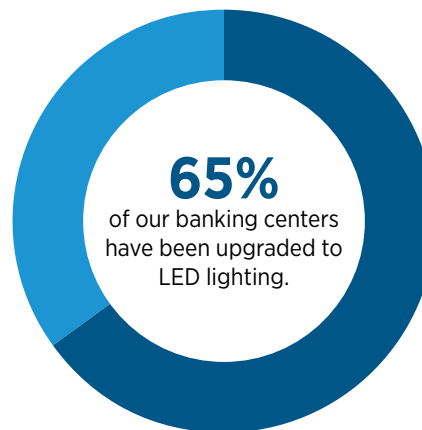
and a

**40%**

reduction in power consumption.

## Energy-efficient lighting

Our energy-efficient LED lighting strategy and motion-sensor automation, developed in partnership with Efficiency Maine, allow us to reduce energy consumption while participating in tax-advantaged programs and promotions.



# Mitigating risks and *empowering customers*

Our Board-approved Environmental Risk Management Policy provides guidance on environmental due diligence requirements for properties, from initial due diligence through the life of the transaction. The purpose of environmental due diligence is to assess the nature and extent of the environmental conditions of the collateral and any associated risks posed by those conditions to make sound business and underwriting decisions.

By integrating these risks into our risk management framework, we aim to enhance our ability to anticipate and mitigate potential challenges, promoting greater resilience and long-term profitability. We believe this proactive approach not only strengthens our financial stability but also enables us to better support our customers by providing tailored solutions that address evolving risks, fostering trust and long-term relationships.

## Managing the risks of climate change

Our underwriting guidelines require an environmental risk assessment for all multifamily and commercial real estate loans. By embedding risk considerations as appropriate into our offerings, we believe we not only protect the business from potential financial and operational disruptions but also provide customers with more secure, reliable, and forward-thinking solutions tailored to their evolving needs. This fosters stronger customer relationships, enhances trust, and positions us as a responsible and strategic partner in their financial journey.

During the life of our loans, we monitor the borrower's business activities and the real estate property. If we become aware of changes to collateral that increase environmental risk, we have a process to review and assess the collateral in accordance with our policy guidelines.

Our special assets and credit risk teams monitor significant weather events, assess the portfolio populations that may be affected, and proactively contact borrowers to confirm whether the underlying collateral was affected. They may also discuss the possibility of a loan modification, payment holiday, or other solutions to assist our customers.

## Supporting clients' socially responsible investing

While we are not constrained by an organization mandate, we work closely with our wealth management clients to build investment portfolios that meet their specific corporate responsibility requirements.



# Driving positive *environmental impact*

## Waste reduction

Reducing waste is a companywide initiative. We have significantly reduced our paper usage by digitizing our processes and procedures. Additionally, we shred and recycle to reduce waste sent to landfills.

Other efforts to control waste include prioritizing renewable materials for office supplies, print products, and packaging where possible.

Our secure document imaging platform, adopted in 2011, currently stores over 200 million pages digitally, reducing the need for paper printing and storage.

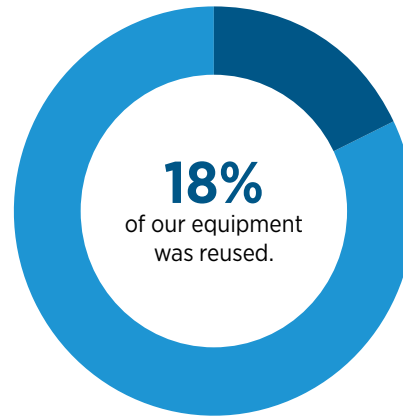
## Paper recycling

As part of our paper recycling program, we place all paper products in secure bins for shredding, protecting our customers' privacy and information security. Shredded paper is then transported to a paper mill for recycling, and all confidential documents are destroyed with a certificate of destruction issued.

## Electronic waste

We understand that electronic waste contains both valuable and toxic materials, neither of which belongs in a landfill. Our procedures require recycling electronic waste through an approved third-party vendor whenever possible.

Through our partnership with Records Management Center (RMC), we dispose of nearly all retired equipment and electronics in an environmentally responsible manner, including the reuse and reclamation of precious metals. RMC assists us in the proper disposal of materials such as cellphones, hard drives, memory sticks, ribbon reels, and debit cards. To date, we have recycled over four tons of e-waste.



**2,850**

electronic assets were recycled, equating to 8,400 lbs. of waste, which included desktops, docking stations, printers, servers, scanners, and communication devices.

**514**

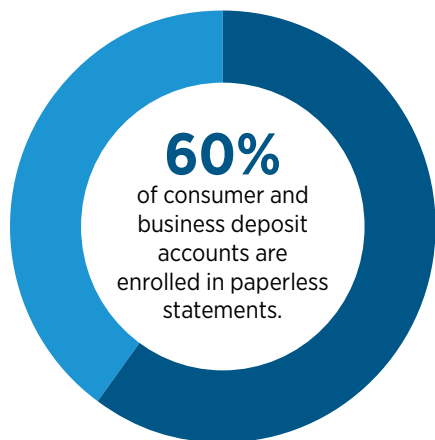
workstations were repurposed through Give IT (166% increase from the previous year), a nonprofit organization helping people and organizations access technology.



# Working together to build a more *sustainable future*

## Reducing waste through digital services

Through our digital and online banking experiences, we reduce paper usage and reliance on paper-intensive processes.



This reduces paper consumption by approximately 4.6 million pages annually.

**91,100**  
pounds of paper recycled, part of our concerted efforts to reduce waste

Our Walk Out Working program allows customers to access digital banking immediately after opening their accounts. Among our customers who enrolled in digital banking in 2025, 30% enrolled in online banking the same day they opened their account with us, up from 28% in 2024.

**2,340+**  
consumer accounts opened online

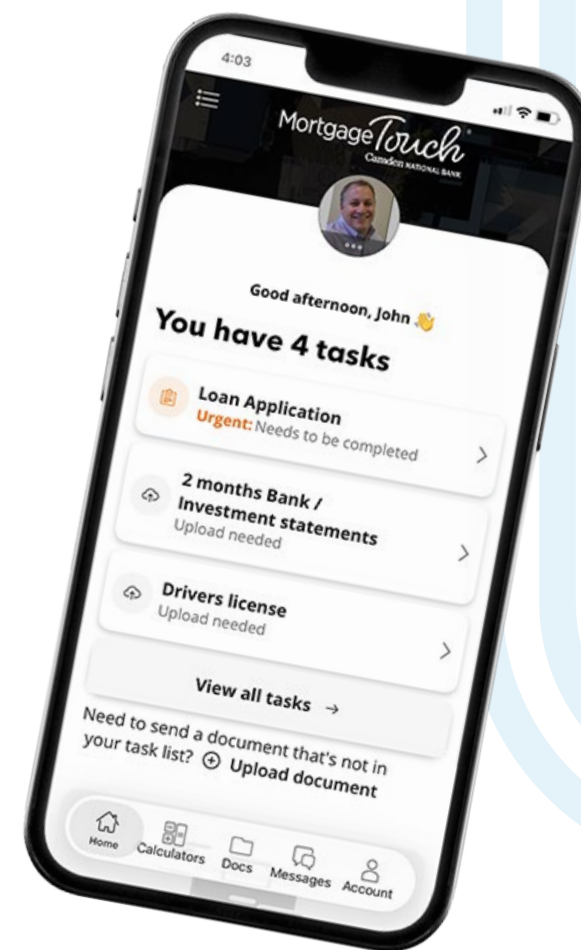
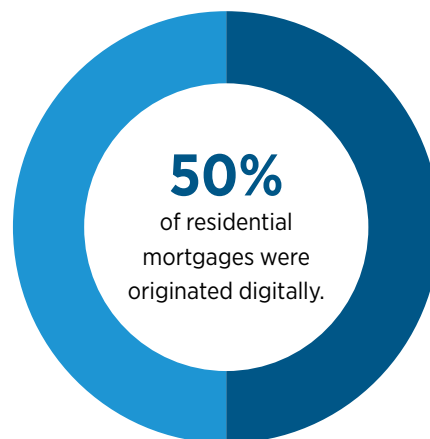
**36%+**  
of active users log in daily

Over 60% of our customers are digitally active, and most of our commercial customers use our treasury services via online banking.

**18.9**  
million logins in 2025

**14x**  
per month average customer login

Our secure, easy-to-use online application platforms, **MortgageTouch®** and **BusinessTouch®**, allow customers and employees to upload documents electronically, reducing paper use.



# About us

## About Camden National Corporation

Camden National Corporation (NASDAQ: CAC) is Northern New England's largest publicly traded bank holding company, with approximately \$7.0 billion in assets. Founded in 1875, Camden National Bank has 72 banking centers in Maine and New Hampshire, is a full-service community bank offering the latest digital banking, complemented by award-winning, personalized service. Additional information is available at [CamdenNational.bank](https://www.camdennationalbank.com). Member FDIC. Equal Housing Lender.

Comprehensive wealth management, investment, and financial planning services are delivered by Camden National Wealth Management.

## About this report

Throughout this report, "the company" or "the bank" refers to Camden National Corporation or Camden National Bank, respectively. This report is for general informational purposes only. Data in this report covers January 1 through December 31, 2025, unless otherwise noted, and the narrative may include updates since 2024, where applicable. This report does not purport to cover all corporate responsibility topics that may be important to the company or its stakeholders. Our approach to the disclosures included in this report differs from our approach to the disclosures we include in our mandatory regulatory reports, including our filings with the SEC. This report is intended to provide information from a different perspective and, in some cases, in more detail than that required to be included in our regulatory reports, including our filings with the SEC. Although certain matters discussed in this report may be of interest and importance to our shareholders, nothing in this report should necessarily be read as rising to the level of materiality used for purposes of securities or other laws and regulations, even if the terms "material," "significant," "important," or similar words or phrases are used. Unless specifically stated, none of the terms used in this report (including "sustainable," "relevant," "renewable," and similar terms) are intended to have the meanings prescribed under any law, regulation, sustainability framework, or industry guidance, and does not signify the adoption of any legal standard or third-party definition.

This document has been prepared using data and methodologies, which are subject to certain limitations, including ongoing developments in: (a) applicable laws and regulations; (b) techniques and standards for measuring and analyzing relevant data; (c) judgments, estimations, and assumptions; (d) availability of relevant data; and (e) quality and completeness of third-party data. Certain information in this report consists of estimates within a range of error that depends on actual or estimated data, third-party data, assumptions, standards, methodologies, and metrics that will continue to evolve over time. The sustainability metrics and other information in this report have not been independently audited or assured and should not be relied upon as the basis for any action or investment decision.

Except as required by law, we undertake no obligation to update any statement (including forward-looking statements and statements regarding historical periods) in this report or future disclosures.

This report should be read in conjunction with our 2025 Form 10-K (particularly the Forward-Looking Statements and Risk Factors sections) and 2026 Proxy Statement, all of which can be found on our investor relations website. None of the documents or websites referenced herein, or the information contained therein, is incorporated by reference.

## Forward-looking statements

This report includes statements that may constitute "forward-looking statements." Forward-looking statements are not historical facts or statements of current conditions but instead represent only our beliefs regarding future events, many of which are inherently uncertain and outside our control. Such statements may include, but are not limited to, statements relating to our sustainability, environmental, social, and governance objectives and our intention to reach certain aspirations. In addition, important factors that generally affect our business and operations can be found in our 2025 Form 10-K and in subsequent reports filed with the Securities and Exchange Commission (SEC). All forward-looking statements speak only as of the date on which such statements are made.

## Policies available on our website:

[Code of Business Conduct and Ethics](#)  
[Financial Code of Ethics Policy](#)  
[Audit Committee Complaint Procedures](#)  
[Corporate Governance Guidelines](#)  
[Privacy Policy](#)  
[Online Services Privacy Policy](#)  
[Vendor Code of Conduct](#)

## Additional resources:

[Camden National Corporation Annual Report](#)  
[Form 10-K](#)  
[Camden National Corporation 2026 Proxy Statement](#)  
[Camden National Bank Website](#)

# Sustainability Accounting Standards Board Index (SASB)

SASB has developed standards for businesses to identify, manage, and report on sustainability topics to meet investor needs. In the index below, we are reporting certain SASB metrics that we believe are relevant to our commercial banking activities. Unless otherwise noted, all data and descriptions are as of or for the year ended December 31, 2025. For additional information about our financial performance, please refer to our quarterly earnings materials as well as our quarterly and annual reports on Form 10-Q and Form 10-K, respectively. Certain information may not be disclosed within the index below if it is not material or if it is privileged or confidential, could cause a competitive disadvantage to our business if publicly disseminated, or is not currently collected in a manner that correlates with the related SASB metric.

SASB Accounting Code & Metric	Disclosure and Additional Information	Reference
<b>DATA SECURITY</b>		
<b>FN-CB-230A.1</b>		
(1) Number of data breaches	In the event Camden National experiences a data security incident, we will comply with its obligations under United States securities and banking laws and regulations, along with other applicable laws regarding public disclosure of such incidents. Refer to the information in our Form 10-K regarding cybersecurity risk management and strategy.	SOURCE: 2025 FORM 10-K, PAGE 30
(2) Percentage that are personal data breaches	Not applicable	
(3) Number of account holders affected	Not applicable	
<b>FN-CB-230a.2</b> Description of approach to identifying and addressing data security risks	See the information under the “Data security & cyber risk management” heading in the Corporate Governance section of this report.	SOURCE: 2025 CR REPORT, PAGE 22
<b>FINANCIAL INCLUSION AND CAPACITY BUILDING</b>		
<b>FN-CB-240a.1</b> (1) Number and (2) Amount of loans outstanding that qualify for programs designed to promote small business and community development	Camden National had 5,736 outstanding loans for small business and community development, totaling \$581,827,360.	
<b>FN-CB-240a.2</b> (1) Number and (2) Amount of past due and nonaccrual loans that qualify for programs designed to promote small business and community development	Camden National had 57 past-due and nonaccrual small business loans totaling \$2,961,193 and one past-due and nonaccrual community development loan totaling \$401,029.	
<b>FN-CB-240a.3</b> Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Camden National has 14,421 no-cost checking accounts. Camden National does not track whether customers were previously unbanked or underbanked.	
<b>FN-CB-240a.4</b> Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Not disclosed. Camden National does not track whether customers were previously unbanked or underbanked.	
<b>INCORPORATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS IN CREDIT ANALYSIS</b>		
<b>FN-CB-410a.2</b> Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	See the information under the “Managing the risks of climate change” heading in the Environmental Stewardship section of this report.	SOURCE: 2025 CR REPORT, PAGE 25
<b>BUSINESS ETHICS</b>		
<b>FN-CB-510a.1</b> Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Camden National did not have any material loss contingencies that were realized and/or that were required to be disclosed.	SOURCE: 2025 FORM 10-K, PAGE 119
<b>FN-CB-510a.2</b> Description of whistleblower policies and procedures	See the information under the “Whistleblower Policy” heading in the Corporate Governance section of this report.	SOURCE: 2025 CR REPORT, PAGE 21
<b>SYSTEMIC RISK MANAGEMENT</b>		
<b>FN-CB-550a.1</b> Global Systemically Important Bank (G-SIB) score, by category	Camden National is not classified as a Globally Systemically Important Bank and, therefore, does not have a G-SIB score.	
<b>FN-CB-550a.2</b> Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Camden National is not required to conduct mandatory stress testing due to our asset size. Capital planning and stress testing are important components of Camden National’s strategic and risk management practices. The Capital Planning Committee of the Board of Directors (“Capital Committee”) oversees Camden National’s capital stress testing, which incorporates earnings, balance sheet, and credit volatility. The results of the stress tests are compared to the established internal policy minimum levels of capital for each of the regulatory capital ratios, which are each in excess of regulatory capital requirements, including the capital conservation buffer. The Company leverages capital forecasts and stress testing to support short- and long-term growth and capital allocation strategies. Camden National has capital contingency plans in place in the event it needs to raise capital. Capital contingency plans are reviewed at least annually with the Capital Committee.	SOURCE: CAPITAL PLANNING COMMITTEE CHARTER IR WEBSITE



2 Elm Street, Camden, ME 04843  
[CamdenNational.bank](https://www.camdenational.com)  
800-860-8821

Member FDIC | Equal Housing Lender