



Environmental, Social & Governance

REPORT 2022

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A Letter From Our President & CEO



WE'RE DELIGHTED TO DISCUSS our progress along our environmental, social, and governance (ESG) journey over the past year to deliver sustainable value to all our constituents.

ESG is more than a once-a-year report or checklist. For us, it reflects our ongoing commitment to our communities, the places we, our shareholders, and our customers work, play, and call home.

Our employees are a driving force in the communities we serve. Their creativity and dedication to providing the best banking experience have moved our strategic vision forward. They continue to create positive change by supporting nonprofit organizations through volunteerism, direct donations, and board service.

In 2021, we formed a Diversity Council of employees committed to creating space for listening, learning, and advancing inclusive efforts across the company. This year, the council was instrumental in helping us to reflect our commitment to diversity through the formal adoption of our new Core Value—**Diversity**—and in introducing our companywide **Diversity Statement**, which celebrates our current diversity, equity, and inclusion (DEI) and, at the same time, reflects our aspirations for continued diversity, equity, and inclusion. The council also hosted an all-manager educational session to help integrate fully into our culture our commitment to diversity and inclusion. It's a personal honor to serve as the executive sponsor for the Diversity Council and to see the positive impact the council has already championed.

Our community giving support continues to remain a top priority. In 2022, we reached the milestone of \$700,000 in donations to our unique **Hope@Home program**, which since 2015 has provided \$100 in unrestricted funds to local homeless shelters every time someone finances a new home through Camden National Bank. We have also continued to fund nonprofit partners across health and wellness, economic development, education, and the arts—over 300 local nonprofit organizations this year alone!

We're also fortunate to have a strong Board of Directors, which expanded this year with the addition of Rebecca Hatfield and Robert Merrill. Our Board continues to provide effective governance and oversight to support and guide us into the future.

We thank you for your continued trust and support of Camden National Corporation, the holding company of Camden National Bank. We are committed to continued transparency and consistent progress in executing our ESG priorities. We are excited about our company's future and believe we have the talent and strength to accomplish even greater things.

With thanks,

Gregory A. Dufour
President & Chief Executive Officer

OUR CORE VALUES

HONESTY & INTEGRITY
above all else

TRUST
built on fairness








SERVICE
that creates remarkable experiences

RESPONSIBILITY
to use our resources for the greater good

EXCELLENCE
through hard work and lifelong learning

DIVERSITY
realized through inclusion and respect

Camden National Bank at a glance

 <p>630+ EMPLOYEES</p>	<p>58 BANKING CENTERS</p> 	 <p>2 LOAN PRODUCTION OFFICES</p>	<p>66 ATMS</p> 	 <p>24/7 CUSTOMER CARE</p>	<p>FOUNDED IN 1875</p> 	 <p>HEADQUARTERED IN CAMDEN, ME</p>
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LINES OF BUSINESS

Retail Banking, Mortgage and Consumer Lending, Commercial Banking, Wealth Management

<p>\$5.7 BILLION IN ASSETS</p>	<p>\$1.7 BILLION IN ASSETS UNDER ADMINISTRATION</p>
<p>\$4.8 BILLION IN DEPOSITS</p>	<p>\$4.0 BILLION IN LOANS</p>

2022 RECOGNITION & AWARDS

2022 Customer Experience Leader in U.S. Retail Banking & 2022 Customer Experience Leader in U.S. Commercial Small Business Banking
COALITION GREENWICH

Best Places to Work in Maine
BEST COMPANIES GROUP

“Lender at Work for Maine” Award
FINANCE AUTHORITY OF MAINE

2022 List of World’s Best Banks; Ranked in Top 15
FORBES



*All data is presented for the year ended, or as of, December 31, 2022.

2022 ESG HIGHLIGHTS

Formally adopted a
**DIVERSITY
CORE VALUE**

Formally adopted a
**DIVERSITY
STATEMENT**

Maintained a
**FLEXIBLE,
HYBRID WORK
ENVIRONMENT**

50%
OF EXECUTIVE
MANAGEMENT
TEAM
identifies as female

42%
OF BOARD OF
DIRECTORS
identifies as female

8%
OF BOARD OF
DIRECTORS
identifies as racially
diverse

8%
OF BOARD OF
DIRECTORS
identifies as LGBTQ+

21
PARTICIPANTS
IN HORIZONS
Leadership Program

\$25,000
IN EMPLOYEE
WELLNESS
REIMBURSEMENTS

\$42,500
PROVIDED TO
EMPLOYEES
by way of the
Employee Emergency
Assistance Program

13,100
HOURS
of employee training
and development

4.34/5
OVERALL EMPLOYEE
ENGAGEMENT
score on Gallup
engagement survey

9,000
EMPLOYEE
VOLUNTEER HOURS
across more than
280 nonprofit
organizations

HOPE@HOME
REACHES
\$700,000
DONATED
to homeless shelters
since 2015

\$614,000
DONATED
to 300 organizations

\$29,000
DONATED TO
107 NONPROFITS
in honor of employee
volunteers

70,000
POUNDS OF PAPER
securely shredded and
recycled

3.7M
PAGES OF PAPER
saved by encouraging
paperless statements

18.9M
DIGITAL BANKING
LOGINS

*Unless otherwise stated, all data is presented for the year ended, or as of, December 31, 2022.

Our approach to sustainability

Our commitment to sustainability is integrated across our company. Our Board of Directors and executive management understand the critical importance of ESG matters to our future success and the success of our constituents: customers, communities, employees, and shareholders.

BOARD OVERSIGHT

Provides oversight of our ESG strategy, ESG initiatives, ESG policies, and ESG data. Ensures progress is made throughout our ESG journey.

Board of Directors

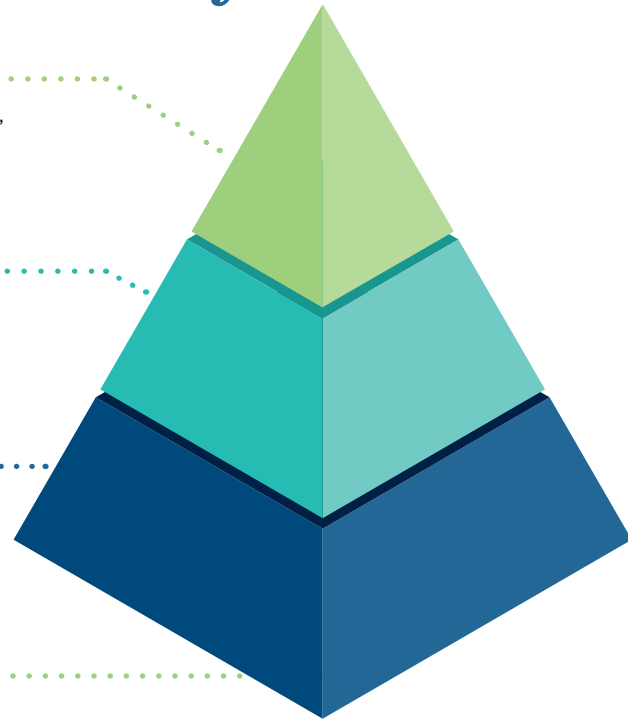
EXECUTIVE ESG COMMITTEE

Makes strategic proposals to the Board and oversees the execution of the Board's ESG strategy, with direct oversight of the ESG Working Committee.

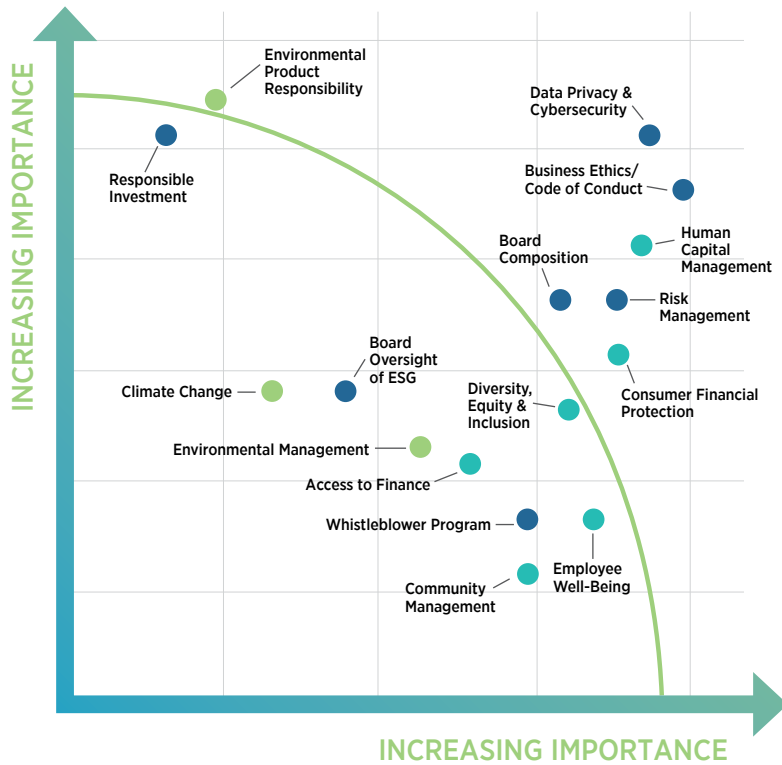
CEO, CFO, CMO, CHRO, CRO, CTO

ESG WORKING COMMITTEE

Involved in policy planning and coordinating corporatewide ESG efforts, including a data management system. The cross-functional team manages the day-to-day implementation of company initiatives and accountability for performance.



External Stakeholder Perspective
(Degree of stakeholder concern)



Internal Business Perspective
(Impact on business)

ESG materiality matrix

In 2022, our third-party ESG consultant supported us in conducting a materiality assessment to identify and consider the issues most important to our employees and external stakeholders, including investors, rating agencies, and ESG frameworks. Our assessment helped us identify the following topics as our ESG priorities:

- Data Privacy & Cybersecurity
- Business Ethics/Code of Conduct
- Human Capital Management
- Risk Management
- Board Composition
- Consumer Financial Protection
- Environmental Product Responsibility

As part of our ESG program, we carry out periodic reviews of our constituents' priorities to keep us focused on actions in the areas that will have the most positive impact. To help us follow best practices in this report, we have referenced globally recognized reporting frameworks, including standards developed by the Sustainability Accounting Standards Board (SASB).

Approaches to engagement

We believe that engaging with our constituents should be a long-term, ongoing, and two-way communication process. We proactively seek mutual learning opportunities with constituents that allow us to exchange information about respective viewpoints, strategies, and practices.

Constituent	How We Engage	Engagement Topics
SHAREHOLDERS	<ul style="list-style-type: none"> • Investor calls and visits • Quarterly earnings calls • Annual shareholder meeting • Outreach calls • Sponsored conferences • Update emails 	<ul style="list-style-type: none"> • Financial performance • Strategy • Human capital management • ESG • DEI
CUSTOMERS	<ul style="list-style-type: none"> • Banking relationships • Internal and external customer surveys • Digital banking channel • Website • Social media • Meetings • Emails • Centralized customer complaint program 	<ul style="list-style-type: none"> • Customer access to banking solutions • Fair and responsible banking • Product needs, characteristics, and limitations • Financial literacy • ESG
EMPLOYEES (“STAKEHOLDERS”)	<ul style="list-style-type: none"> • Engagement and well-being surveys • The Anchor, a multimedia internal news and informational website • Performance reviews • Training and development • Frequent emails spotlighting our vision in action from the CEO • All-stakeholder quarterly earnings highlight call • Leadership development for officers • DEI manager training • Employee Emergency Assistance Program • Annual stakeholder celebration event 	<ul style="list-style-type: none"> • Employee engagement • Employee well-being • Company strategy • DEI • Financial performance • Learning and development opportunities • Continuous improvement focus • Organizational changes
COMMUNITIES AND NONPROFIT ORGANIZATIONS	<ul style="list-style-type: none"> • Funding to support community programs and initiatives • Volunteer, community service, and board membership by employees • Relationships with local market executives and bankers • Partnerships with local community relations officers and community development managers 	<ul style="list-style-type: none"> • Economic and community development • Education and workforce readiness • Financial wellness • Community support and wellness • Disaster relief and recovery • DEI
REGULATORS, POLICYMAKERS, AND STATE AND FEDERAL LEGISLATORS AND AGENCIES	<ul style="list-style-type: none"> • Management meetings and briefings • Management and committee reports • Continuous monitoring meetings with management • Responding to proposed rules through comments during the notice-and-comment rulemaking process 	<ul style="list-style-type: none"> • Capital planning and positions • Liquidity management and positions • Governance and controls • Regulatory compliance • Trade association engagement on legislation and regulatory policy • Legislation and regulatory policy • Risk management (credit, model, operational, etc.)



SOCIAL

We recognize the importance of our relationships with our employees, customers, and the communities we serve. Our employees—known as “stakeholders” at Camden National Bank—are the key to our success. We are powered by an extraordinary team of over 630 employees who work together to provide expert banking solutions to help people achieve their financial potential.

We have the experience and responsibility to take a proactive approach to engage and support a broad range of employees. We strive to ensure that our employees’ work experience permits them to use their skills and passions to make a difference while growing their careers and being recognized and appreciated for their diverse talents, backgrounds, and perspectives.

Diversity, Equity & Inclusion

Our commitment to a diverse, equitable, and inclusive workforce

WE RECOGNIZE THAT A DIVERSE, equitable, and inclusive workforce is essential to achieving and maintaining a thriving company. We are on a constantly evolving journey toward fostering diversity, equity, and inclusion (DEI) throughout the organization.

Our commitment to DEI starts at the top of our organization, with oversight of our initiatives provided by the Board of Directors and our president and CEO.

Our president and CEO sponsors our DEI Council. The DEI Council is self-governed by employees and represents the diversity of our employee population, including employees who identify as racially diverse and LGBTQ+.

In 2022, the DEI Council worked closely to reflect our commitment to DEI through the formal adoption of a new, Board-approved Core Value and to ensure that diversity is embedded in our culture with the same importance as our other Core Values.

Additionally, to help illustrate all that we accomplish each day at Camden National Bank in support of diversity, equity, and inclusion efforts, we formally adopted a Diversity Statement that was introduced by the DEI Council, which both celebrates our current diversity, equity, and inclusion and, at the same time, reflects our aspirations for continued diversity, equity, and inclusion.

The DEI Council’s **Diversity Statement** complements our Board of Directors’ DEI Statement, which was adopted in 2021. The Board’s statement reflects the benefits that diversity can bring to the Board, and its commitment to developing a diverse candidate pool from which director nominees are selected.

As of December 31, 2022, 67% of our employees identified as female, 50% of our executive team identified as female, 42% of our Board of Directors identified as female, 8% of our Board of Directors identified as racially diverse, and 8% of our Board of Directors identified as LGBTQ+.

We engage Employment Law Compliance, LLC, to conduct our annual affirmative-action plan analysis, which again in 2022 showed no underrepresentation of people of color or women in our workforce. We share and discuss our results with our

Diversity realized through inclusion and respect.

OUR DIVERSITY STATEMENT

“At Camden National Bank, we endeavor to change lives for the better and provide stability and resiliency within our communities, welcoming customers and employees where they are in their journey. Our friendly approach fosters an inclusive environment for people of all backgrounds and experiences that encourages fresh perspectives and insists on a respectful workplace culture where everyone belongs.”

Compensation Committee. We also voluntarily participate in the Office of the Comptroller of the Currency (OCC) Diversity Self-Assessment, which monitors progress and trends in the financial services industry regarding diversity and inclusion.

We are also a member of the Diversity Hiring Coalition of Maine, an affiliate of the Maine Society for Human Resource Management State Council, which focuses on an aging workforce, racial and ethnic diversity, and the LGBTQ+ community.

For the second year in a row, we collaborated with Portland Adult Education to help non-U.S.-trained professionals gain entry into the financial services industry by training them as bank tellers. Several employees provide direct training to participants in the program to educate and source new employee candidates.

We look forward to rolling out more strategic hiring initiatives in 2023 and beyond.

Fostering a safe, welcoming workplace culture

Through our commitment to fostering a fair, safe, and welcoming workplace environment for all, we aim to maintain a culture that enables our employees to be their best in serving our customers and communities while achieving business success.

To strengthen our DEI commitment, we provide focused DEI training. All employees must complete annual training on DEI topics, including “Leveraging Benefits of a Diverse Workforce,” to increase employees’ awareness of inequality and unconscious bias, and influence how they behave toward each other.

In 2022, the DEI Council hosted its first all-officers Spring Leadership Conference, “Equipping Leaders to Be Diversity, Equity, Inclusion, and Belonging Champions.” Additionally, our Board and executive management attended a separate training, “Understanding Bias and Prejudice: Bringing the Unconscious Conscious.”

Anti-Harassment & Anti-Retaliation Policy

We are committed to providing a workplace free of discrimination, including abusive, offensive, or harassing behavior. Through companywide education, sound human resources practices, and

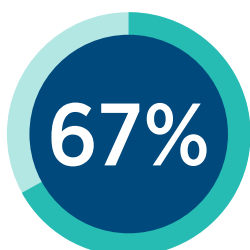
communication efforts, we strive to ensure that our workplace is safe and supports a culture where people can report incidents that may compromise their well-being and safety.

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. We do not tolerate retaliation against anyone who reports a concern in good faith.

In 2022, all assigned related courses had 100% completion.

Committed to equal opportunity & pay

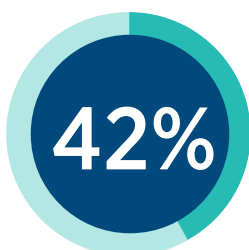
We are an equal employment opportunity/affirmative action employer. Our comprehensive Employee Handbook defines our Equal Opportunity Employment Policy, which outlines our nondiscrimination policy regarding race, color, religion, sex, pregnancy, sexual orientation, including gender identity and gender expression, ancestry, national origin, citizenship status, age, physical or mental disability, genetic information, veteran status, military service, application for military service, or any other status protected by law.



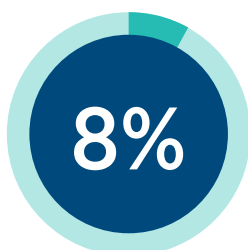
of our workforce identifies as female



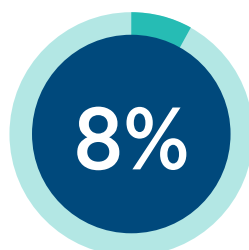
of our executive team identifies as female



of our Board of Directors identifies as female



of our Board of Directors identifies as racially diverse



of our Board of Directors identifies as LGBTQ+



Human Capital Management

Delivering a “total rewards” employee program

OUR “TOTAL REWARDS” employee compensation program aims to attract, retain, and reward high-performing talent at all levels through a pay-for-performance philosophy. Through our total rewards compensation program, we provide competitive salaries, health and wellness benefits, 401(k) matches and contributions, life insurance, and employee assistance programs, among other benefits designed to support our employees’ financial well-being and create a more robust economy in our communities.

98% of eligible employees participated in our 401(k) program in 2022

We encourage all employees to save for their future through our 401(k) program. We match 100% of the first 3% of employee contribution and 50% of the next 2%—for a total contribution amount of up to 4% of an employee’s salary.

The company’s Management Stock Purchase Program allows eligible stakeholders to purchase shares of Camden National Corporation stock at a discounted price in lieu of a portion of their annual bonus payment.

Our pay practices have robust governance processes, including an annual review of competitive market data from several proprietary surveys, many specifically related to the banking industry. Annual merit increases are assessed to ensure that decisions are made based on performance, without bias toward any group. At any time, employees can view their individual Total Rewards Statement, demonstrating the value of their benefits and compensation, in our human resource platform.

We aim to continue creating a culture of actively engaged employees and believe that our employees can enjoy personal

and professional growth because of our investments in this area.

We also seek our employees’ opinions when they leave our company with a confidential exit survey. Senior leaders and the president and CEO review each of these surveys to provide an opportunity to recognize themes and determine opportunities for improvement.

We celebrate employees at our annual employee appreciation event. During this time, we recognize our employees for their hard work and dedication over the past year. In 2022, 11 employees received Commitment Awards for their outstanding dedication to our customers, communities, employees, and shareholders. Two individuals received the Employee of the Year award. The award, our most prestigious recognition, is given to recipients who emerge as natural leaders in all award categories and demonstrate an outstanding commitment to our vision, core values, and employees.

Supporting employee well-being

We are committed to our employees’ overall health and well-being and provide a comprehensive benefits program, including competitive medical, dental, and vision programs.

We expanded our benefits in 2023 to include a Preferred Provider Organization option and two high-deductible health plans to ensure meaningful offerings. Additionally, to assist employees in making the best financial decision for their well-being, we introduced a benefits decision tool to guide them through the decision-making process.

In 2022, we launched our first employee well-being survey with our global analytics partner, Gallup. The survey includes questions designed by Gallup to measure five well-being elements: career, social, financial, physical, and community. Our initial results indicated that our overall well-being index score is 3.56/5.0, with a 78% voluntary

participation rate.

We also provide a free Employee Assistance Program, a professional and confidential resource for employees and their family members seeking assistance with any personal matter affecting their well-being, including depression, addiction, family and relationship issues, grief/loss, coping with change, and other emotional challenges. Counselors are available around the clock to provide confidential assistance. Throughout the year, we offer Employee Assistance Program live webinars on various topics, which are also recorded for convenient viewing.

To help mitigate the stress of unexpected financial emergencies, we have a confidential Employee Emergency Assistance Program. Open to any current employee, these funds are available to employees experiencing financial hardship to assist with housing costs, utility expenses, medical bills, or other unexpected life events.

A flexible work model

We offer flexible work arrangements that support our employees and business needs while preserving the collaboration and opportunities core to our culture. Our flexible work environment helps us keep a more adaptable way of working while remaining a competitive and attractive employer to our prospective talent. Our flexible work model includes the following:

- On-site: Work at a Camden National Bank location 100% of the time, except for out-of-office commitments.
- Hybrid: Work at a Camden National Bank location on two to three prescheduled days.
- Fully remote: Work remotely from a home within our footprint, but schedule office visits at least once a month or as needed.

Maintaining open lines of communication

To educate and empower our employees, we maintain open lines of communication between all levels of employees and senior leadership. Employees receive regular company-wide emails from our president and CEO, and we host quarterly all-employee conference calls to discuss financial performance, achievements, and employee recognition. Our company intranet, known as The Anchor, is an excellent resource for all employees to read about company updates ranging from technology to human resources and community happenings, complemented by engaging photos, employee recognition, and access to company tools and resources.

As part of our **CamdenCircle** customer experience program, employees are also encouraged to submit their

\$970,000 IN HEALTH SAVINGS
ACCOUNT CONTRIBUTIONS

\$1.4 MILLION IN 401(K)
CONTRIBUTIONS

\$25,000 IN EMPLOYEE WELLNESS
REIMBURSEMENTS

\$42,500 PROVIDED TO EMPLOYEES BY
WAY OF THE EMPLOYEE EMERGENCY ASSISTANCE
PROGRAM

SIX WEEKS OF PAID PARENTAL LEAVE

OUR MINIMUM WAGE FOR ALL EMPLOYEES IS
\$17 PER HOUR,
WHICH IS 23% HIGHER THAN MAINE'S MINIMUM WAGE
OF \$14.80 PER HOUR

feedback and ideas for making the customer and employee experiences better.

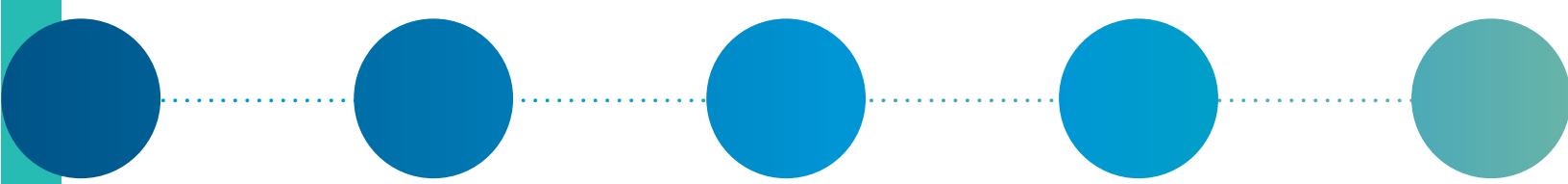
In 2022, employees submitted more than 175 ideas through our online portal for review and consideration by different departments across the bank. This program provides a mechanism for supporting employee innovation and idea generation at all levels.

Investing in education & leadership development

We strive to provide many opportunities—both at the bank and through external programs—for employees to grow, learn, and develop.

Employees are encouraged to create a personalized Career Development Plan in tandem with their manager to map out short- and long-term professional goals with strategies to achieve them. Managers and our human resources team support employees through this process.

We encourage each employee also to create a Talent



Profile highlighting their education, certifications, strengths, previous work experience, and more so that managers can find and match career opportunities with profiles. In 2022, we had 27 officer promotions that resulted from our Talent Profile initiative.

Our Talent Management team is focused on sourcing and hiring existing employees for open positions through promotions, lateral moves into new roles, and transfers. Our talent management program provides easy review and posting of open positions through our online portal. In 2022, our turnover rate decreased from 23% to 20%, and we fulfilled 45% of our positions internally, representing a 10% increase from the previous year.

In 2022, we redeveloped our Retail Banking Trainees program. This development program is an opportunity for individuals to learn about banking roles. In addition to supporting our banking center teams, trainees attend executive leadership sessions, are provided volunteer opportunities, and explore various career paths across the bank. In 2022, we welcomed 21 trainees into the program, 13 of whom became full-time employees.

In 2022, 21 high-potential leaders (61% of whom identify as female) participated in our Horizons 100 and 200 leadership development programs. These programs aim to bring future leaders together to hone their leadership skills, teach them to collaborate to achieve critical outcomes, and help them better understand our business. Additionally, each candidate is assigned a mentor to help participants tap into the knowledge of those with more experience than themselves and learn faster than they would on their own. This unique program provides a solid foundation for targeted skill development, from introducing key leadership competencies to expanding and refining key leadership capabilities.

We offer all employees a robust college tuition reimbursement benefit to help reduce the financial stress of ongoing education and encourage employees to develop new knowledge and skills. In 2022, we paid \$35,000 in tuition reimbursements.

We also encourage all employees to pursue certificates and other professional designation to help them be knowledgeable leaders. Through the American Bankers Association (ABA), we provide employees access to a catalog of online banking classes and reimburse tuition

for courses with the Center for Financial Training and Educational Alliance, in which 19 employees participated in 2022.

To continue learning more about best practices in our industry, we are actively engaged with the Maine Bankers Association and the ABA. Many of our employees participate on committees, and benefit from education and training.

Invested in training our workforce

We require our employees to complete annual training programs designed to protect customer privacy, prevent fraud, and keep them up-to-date on federal and state banking regulations that influence their work, as well as employment laws and regulations, such as sexual harassment laws and the Americans with Disabilities Act.

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

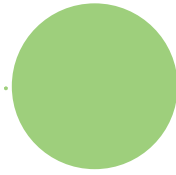
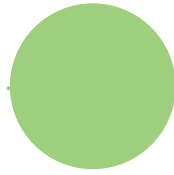
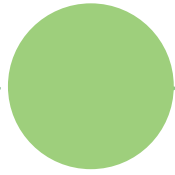
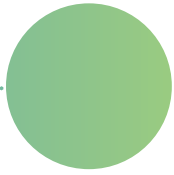
In 2022, we spent over \$290,000 on training and our employees logged more than 13,100 hours of training and development.

Performance management

Recognizing the value and impact of employee performance is vital to maintaining a solid culture and helps optimize individual and collective success. Our performance management process is grounded in our core values.

Managers engage in regular performance and development conversations to ensure employees understand expectations, share the value and impact of their contributions, and focus on their potential. While managers drive many elements of the process, employees are encouraged to engage in performance and development conversations and work with their managers to create solutions that positively affect their goals and overall experience.

Each year, employees create individual goals that we track throughout the year. These goals help measure an employee's progress, accomplishments, and areas of improvement.



At mid-year and year-end, individual performance is formally evaluated to ensure accountability for achieving the right results in the right way. Managers and employees also focus on future opportunities by identifying performance and development priorities for the upcoming year.

Talent & succession management

Our talent management process comprises an annual talent review and periodic updates. We analyze strategic business objectives, needs, and the talent necessary to achieve our goals and identify organizational gaps. We assess employee potential, identify capability gaps, and create targeted development actions.

Our Human Resources and Development team facilitates the talent review process along with executive management with the following intentions:

- Identify employees with more significant potential so that we can provide targeted development that solves talent gaps.
- Focus on increasing the representation of diverse talent at all levels.
- Hold managers accountable for providing ongoing feedback, coaching, and development.
- Provide targeted feedback to accelerate our employees' development and deepen their engagement.
- Strive to equip employees with transferrable skills for business needs and to provide developmental experiences.
- Implement appropriate succession planning in order to be able to adjust and adapt quickly.

Creating an energized, engaged workplace culture

We dedicate time and resources to continue building a culture that will attract and retain top talent. When employees first join the bank, they attend a new hire orientation to meet senior leaders, hear from different areas of the business, and learn more about our workplace culture, core values, lines of business, and differentiators, as well as opportunities for personal development at the bank. All employees are annually required to review and acknowledge an online course called "Our Camden Commitment," which outlines our values and policies with crucial information and specific examples in a friendly, readable format.

A fundamental component of our culture is employee engagement. We measure engagement to help us understand what we are doing well and how to improve and strengthen our culture and fulfill our mission.

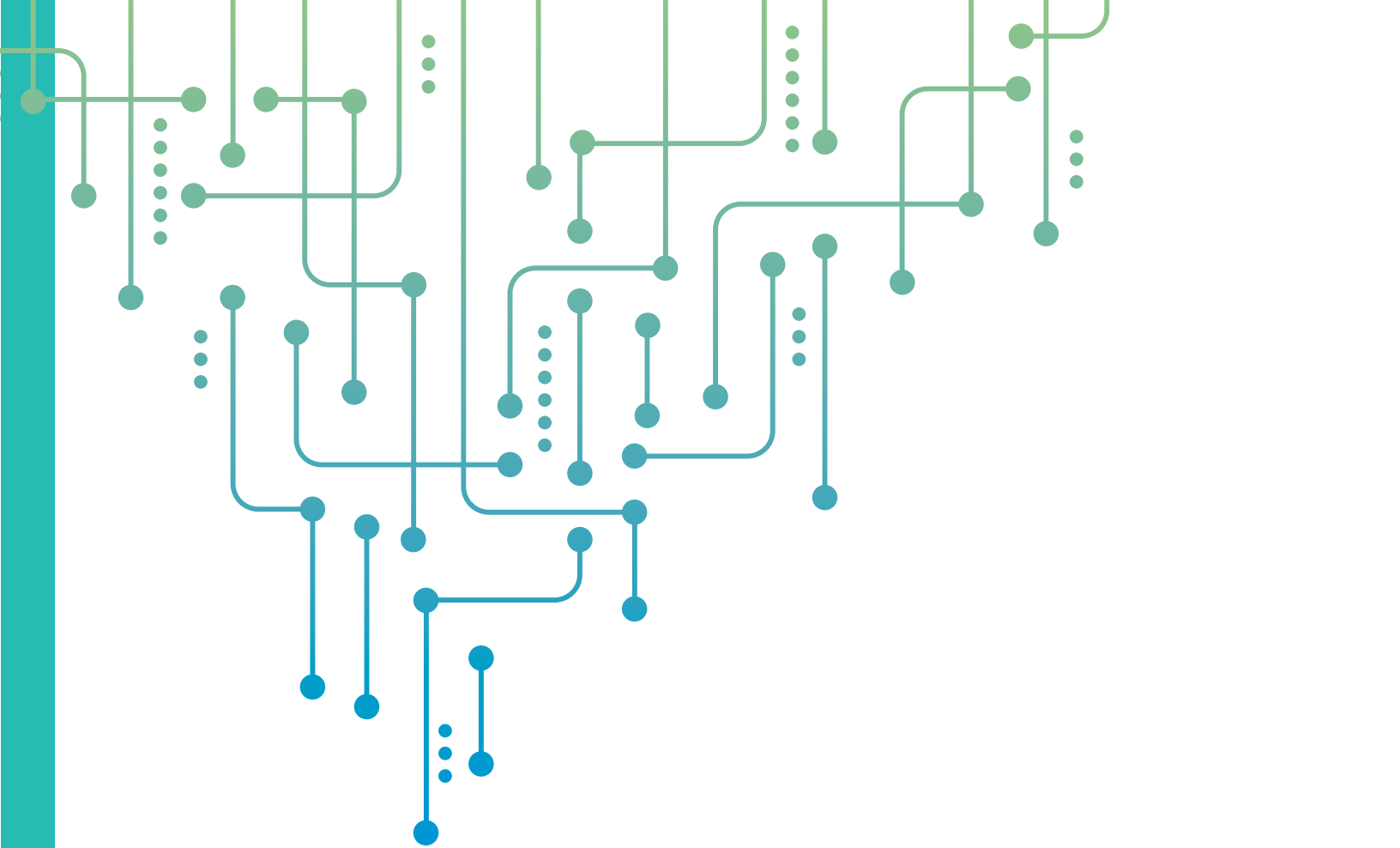
In conjunction with our partnership with global analytics firm Gallup, we regularly survey our employees for their feedback on the fundamental elements of engagement in the workplace. Through this survey, employees answer questions that enable us to capture how they feel about their workplace experience on their teams and at Camden National Bank.

In 2022, a record 88% of our employees participated in the voluntary engagement survey, which saw the highest score since its inception in 2018. The survey includes 12 questions, known as the Q12, designed by Gallup to indicate the level of team engagement and compare progress year over year. Not only did the grand mean increase to 4.34/5 from 4.25/5 overall, but we also saw increases in the results for 11 of the Q12 items. These data points indicate that our efforts to develop managers to listen to and do what is right for our employees are trending in the right direction.

OUR HIGHEST RESULT IN THE SURVEY, 4.61/5, WAS FOR QUESTION 5:
"My manager, or someone at work, seems to care about me as a person."

For the second year in a row, we received the **Best Places to Work in Maine** award in the large employer category. This survey and awards program is dedicated to identifying and recognizing the state's best employers and providing organizations with valuable employee feedback. Best Companies Group, an independent organization that manages the ranking program, selects the recipients based on information gathered from applicants, including employee benefits, workplace policies, and employee responses to a comprehensive satisfaction survey.

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



Customer Financial Protection

Serving all customers and communities

OUR CUSTOMERS TRULY ARE THE CENTER of everything we do, and we continually invest in our ability to differentiate our brand and deliver innovative products and services. To address the needs of a diverse customer base and to promote access to mainstream banking, we offer a comprehensive suite of financial products and services for consumers, small businesses, and commercial customers. These include essential banking products with no or low monthly maintenance fees so we can serve individuals who are just entering the banking system and customers looking to reestablish a banking relationship after experiencing banking challenges.

Our **Launch Checking Account** meets or exceeds the Bank On National Account Standards developed to ensure expanded access to safe and appropriate financial products and services to the nearly 36 million people outside the mainstream financial system in the United States.

We review all of our products for compliance with applicable consumer protection laws.

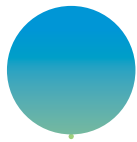
Our products and services are accessible and delivered throughout our footprint via 58 banking centers, 65 ATMs, our Customer Care Center and business banker teams, and robust digital banking tools. Our Customer Care Center is available 24 hours a day, seven days a week, to assist with customers' questions and concerns.

In 2022, we partnered with TransPerfect Remote Interpreting to support our multilingual customers and employees.

In addition, we proactively invest in our digital banking platforms and services so that customers can bank anywhere, anytime, whether they live 5 miles from a banking center or across the country.

Small business assistance

We recognize small businesses' role in supporting economic development and job creation. We are committed to providing the tools and support, including financial education, that allow small businesses to grow and move forward. Our bankers provide small business customers with advice, guidance, and education. They work to understand and uncover their needs to provide the best products and services to meet their financial goals. Our small business products and services include business banking services, lending and credit opportunities, and tools for managing cash and assets.



In 2022, we originated 68 FAME small business loans for over \$32 million, which helped create 115 Maine jobs and retain an additional 884 jobs.



At its annual 2022 Showcase Maine event, FAME presented Camden National Bank with the “**Lender at Work for Maine**” award. This marked our 12th time as a FAME awardee, recognizing our outstanding commitment to supporting Maine businesses and jobs.

Our small business and commercial banking teams assist business customers with access to government-sponsored support, including state and federal lending assistance programs such as those offered by the Finance Authority of Maine (FAME) and the Small Business Administration.

Encouraging healthy financial habits

We encourage all customers and community members of all ages to develop and practice healthy financial habits. We actively write and share articles discussing healthy money habits, life events, and business smarts through our blog, Financial Smarts. We also know that whether opening your first checking account or refinancing your home, managing your money can be complicated, so we launched “You can ask us,” a program that allows customers to email us with their personal finance-related questions, and we provide human or digital responses.

Our Camden National Wealth Management team also provides quarterly newsletters focused on market insights and investment strategies.

Listening to our customers

To better understand our customers and their experiences with us, our employees centrally capture and respond to customer concerns and feedback. This tracking identifies opportunities to improve our products, services, and processes. In addition, we conduct surveys of customers and

In 2022, we enhanced the overdraft services that many customers rely on to manage their accounts.

As of **September 22, 2022**, we eliminated the following for all consumer accounts:

RETURNED ITEM OR NONSUFFICIENT FUND FEE

We eliminated charging a fee when there isn't enough money in a checking account.

SWEEP FEE

We no longer charge a fee when an automatic transfer is made between linked checking and savings accounts to cover an overdraft transaction in a checking account.

.....

Additionally, as of **November 30, 2022**, we:

Eliminated overdraft fees for an individual transaction of \$5.00 or less.

Eliminated overdraft fees if the actual (ledger) balance at the end of the day is overdrawn by \$5.00 or less.

Capped overdraft fees at four per business day.

prospects while utilizing syndicated research to measure satisfaction and loyalty to enhance our customer service further.

Centralized customer complaint program

We have a robust complaint management program. We thoroughly document and address each customer complaint; further, our program allows us to identify emerging trends and areas for improvement. Key components of the program include:

- A centralized application and customer relationship management database to record customer complaints and actions taken to resolve customer concerns.
- A process to ensure that every customer complaint is reviewed for timely and thorough resolution.
- 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.
- Monthly executive management review of all customer complaints and feedback.

The Board receives quarterly updates on our complaint program, which is managed by employees within our Risk Department in close collaboration with all business lines.

Fair Lending Policy

We have a Fair Lending Policy to which all business groups must adhere. Additionally, we are firmly committed to making our financial products and services available to prospective and existing customers fairly and responsibly.

Our commitment to fair and responsible lending is incorporated throughout the product life cycle, including product development, advertising, marketing, and training. We have

also established credit policies, procedures, and product guidelines that direct all phases of the lending process and govern activities such as pricing, product eligibility, servicing, and other functions of offering and extending credit.

Debt Collection Policy

We comply with the Fair Debt Collection Practices Act to avoid unfair, deceptive, and abusive debt collection acts and practices. We require new hire training and annual training as appropriate—the Board of Directors stays informed regarding compliance with this policy through periodic audits of this area. Our experienced collections and special assets employees work very closely with our customers to provide assistance, education, and support through what are often challenging life events for our customers.

Advertising & Marketing Policy

The mission of our marketing department is to support customer-centric growth by fully activating our brand. Marketing professionals are motivated by doing what suits customers and keeping them at the center of all decisions. Marketing works with team members across the organization to serve the needs of customers and communities seamlessly and holistically.

We have a robust Advertising and Marketing Policy that aligns with all applicable laws, rules, and regulations concerning advertising our products and services. All advertising and marketing materials are vetted through a rigorous internal compliance review process.

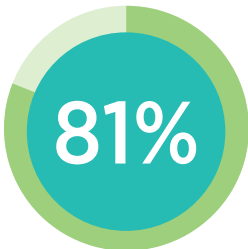
Our executive vice president and chief experience and marketing officer manages all of our advertising and marketing to monitor compliance with this policy, which comprehensively covers all advertising, regardless of medium.

2022 RETAIL CUSTOMER SURVEY RESULTS

Our customers have multiple contact options, including 24/7 customer service by telephone. Customers may also communicate with us via secure email or live online chat.



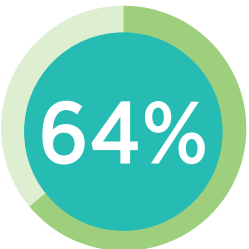
are recommending us to friends or family



are likely to continue to bank with us



are very satisfied



would choose us for a new banking service in the next six months



Community Engagement

Supporting our communities

OUR APPROACH TO COMMUNITY INVESTMENT focuses on increasing the economic vitality of our communities. The relationships we form with the communities we serve are central to fulfilling our mission and purpose. We seek to cultivate inclusive growth by investing in our communities—individuals, families, and businesses—and creating more opportunities for everyone to achieve their financial goals. Community is the backbone to ensure a pipeline of customers for tomorrow and a self-sustaining future.

Community Reinvestment Act

Our Community Reinvestment Act (CRA) rating from our primary regulator, the OCC, last issued in 2021, is “Outstanding,” the highest possible rating. This rating represents an evaluation of our CRA activities from January 1, 2018, through December 31, 2020.

The “Outstanding” CRA rating results from our employees’ dedication to our vision and values, which sets us apart in the marketplace. We believe that helping to meet customer needs—particularly for low- and moderate- income individuals, as well as consumers and businesses in low- and

Focusing our giving

15% OF OUR 2022 DONATIONS were directed to organizations that promote diversity and social inclusion through advocacy programs, support services, and awareness-raising initiatives.

HEALTH & WELLNESS

\$50,000 LifeFlight Foundation
\$25,000 Northern Light Health Foundation

YOUTH & EDUCATION

\$30,000 Olympia Snowe Women's Leadership Institute
\$30,000 Midcoast Recreation Facility
\$17,500 Big Brothers Big Sisters
\$10,000 Junior Achievement of Maine

ARTS

\$25,000 Farnsworth Art Museum
\$10,000 Portland Public Library Art Exhibit

moderate-income areas—is essential to the continued growth and vitality of our communities and our company.

We also 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 various investment funds for growth capital for community development activity, small businesses, and innovative technology companies.

In 2022, we also made an investment with the Indus Fund, a community-supported microloan program for the immigrant community in Maine.

Investing in our communities

We are dedicated to building healthier, more resilient, and more inclusive communities throughout our footprint. We view community giving as the foundation of our responsible growth, and we are grateful for the impact nonprofits have on the communities where we live, work, and serve customers.

In 2022, we donated \$614,000 to nearly 300 organizations. Our giving strategy prioritizes these impact areas:

- **HEALTH & WELLNESS:** We believe everyone should have equitable access to our health care community.
- **YOUTH & EDUCATION:** We strive to protect and enrich our children and believe every child is entitled to quality education. We support organizations that inspire and encourage academic success and mental and social well-being.
- **COMMUNITIES:** We understand that a thriving community is a backbone to ensure a self-sustaining future.
- **ECONOMIC DEVELOPMENT:** We support organizations that revitalize communities, develop and rehabilitate affordable housing, promote sustainability, attract investments, build wealth, encourage entrepreneurship, and create jobs.
- **ARTS:** We believe art, which comes in many forms, reinforces the economy, creates an active and vibrant society, and helps revitalize underserved communities.

We continue to support and fund our two unique programs:

- **Hope@Home:** To support the services and programs provided by our homeless shelters, we donate \$100 for every new home Camden National Bank finances to a local homeless shelter in the homeowner's name. Since the program began in 2015, it has reached \$700,000 in unrestricted funding for more than 50 homeless shelters.
- **Leaders & Luminaries:** To shine a light on local nonprofit board members who demonstrate innovative thinking and outstanding board governance, we annually donate \$20,000 on behalf of those board members to area nonprofit organizations. Since the program began in 2011, it has awarded \$220,000 to 58 nonprofits.

COMMUNITY DEVELOPMENT

We proactively address the community and economic development needs of our local communities. In 2022 we made:

**\$72.0
MILLION**

IN COMMUNITY
DEVELOPMENT
LOANS TO 35
ORGANIZATIONS

**\$5.9
MILLION**

IN COMMUNITY DEVELOPMENT
INVESTMENTS, BRINGING OUR
TOTAL CURRENT COMMITTED
AND FUNDED COMMUNITY
DEVELOPMENT INVESTMENTS TO
\$16 MILLION

Focusing on volunteering

We actively encourage our employees to volunteer their time to support nonprofit organizations. A key component of our approach is leveraging our stakeholders' financial acumen to educate individuals and nonprofit organizations through board leadership roles. We provide a tracking tool on our intranet site for employees to record their volunteer hours and to identify board member participation and organizations that may meet CRA standards.

In 2022, our employees logged nearly 9,000 volunteer hours with approximately 287 nonprofit organizations. We're proud of how our employees creatively shared their energy and expertise with a wide array of programs and donated a special \$29,250 to 107 nonprofits in honor of employee volunteers.

Providing expertise

By matching the needs of our nonprofit partners with our in-house expertise, we can create mutually beneficial partnerships. Over 12% of our employees serve on 104 nonprofit boards, offering hands-on technical assistance and bringing essential skill sets to help advance nonprofit organizations while also fulfilling our CRA commitment.

\$3.9 million committed to finance Freedom Place, a 38-bed affordable housing project for women in Portland, Maine. The refurbished property was originally a three-story brick school building, converted in 2022 to house vulnerable women who have experienced homelessness or incarceration, and/or are recovering from substance use.

\$15,000 grant to New Hampshire New American Loan Fund in partnership with the Regional Economic Development Center to encourage business development and job creation for new Americans (first-generation immigrants), a typically underserved community. Funding is used for microloans between \$5,000 and \$50,000 for working capital to grow a business or to purchase equipment and inventory.



GOVERNANCE

We believe in the importance of sound and effective corporate governance. We are uncompromisingly committed to our core values, and rigorously pursue opportunities to add long-term value for our customers, shareholders, employees, and the communities we serve.

Our Board of Directors guides sound decision-making and accountability and oversees management, which ensures our compliance with laws and regulations. The Board and executive management are responsible and accountable for setting our goals and objectives, defining strategies to achieve those objectives, and establishing the governance structures and processes to manage the associated risks effectively.

Maintaining Board Independence

Practicing good corporate governance

OUR BOARD OF DIRECTORS PROVIDES oversight, support, and guidance to all constituents and plays a vital role in our success. Our Board currently consists of 12 members. Under our current articles of incorporation, the Board is divided into three classes, with one class of directors standing for election each year. We have proposed an amendment to the articles of incorporation to declassify the Board, such that all directors would be elected to a one-year term. If the proposal to declassify the Board is approved at our annual meeting, to be held on May 23, 2023, nominated directors will be elected to serve for a term of one year and until each such director's successor is duly elected and qualified. If the proposal is not approved at the annual meeting, the Board will remain divided into three classes, and the nominated directors will be elected to serve for a term of three years and until each such director's successor is duly elected and qualified.

The role of chair of the Board is held by an independent

Our Board directors are our customers, advocates, and advisors, which makes us a more robust financial institution and community leader.

nonexecutive director, Lawrence J. Sterrs, who has served as chair since 2017. Eleven of our 12 directors are independent, and one is our president and CEO. The Board and its various committees regularly have executive sessions attended only by independent directors.

Independent directors chair all of our Board committees.

- **Audit Committee**
- **Capital Planning Committee**
- **Compensation Committee**
- **Corporate Governance & Risk Committee**
- **Technology Committee**

Focusing on Board diversity & expertise

We seek to have a Board composed of diverse directors with a variety of backgrounds, perspectives, skills, gender, ethnicity, and experiences in business and areas relevant to the company. Currently, 42% of directors identify as female, 8% identify as LGBTQ+, 8% are racially diverse, and 67% bring financial services industry knowledge. Our directors possess the highest personal and professional ethics, integrity, and values, and are committed to representing the long-term interests of our shareholders.

In 2021, the Board of Directors adopted a Diversity Statement outlining its commitment to equality and inclusion across the company, highlighting its commitment to employ various strategies to help develop a diverse candidate pool from which director nominees are selected. It includes, "The Corporate Governance and Risk Committee seeks nominees with a broad diversity of experience, areas of expertise, professions, and perspectives including, but not limited to, diversity with respect to age, race, ethnicity, gender, gender expression, and sexual orientation." Our Corporate Governance Charter, specifically the Criteria for Nomination as a Director, was also amended in 2022 to broaden the diversity language and the criteria for the composition of the Board.

Additionally, the Corporate Governance and Risk Committee has been reviewing the Board's DEI efforts, working with leading consultants to guide us through this vital work.

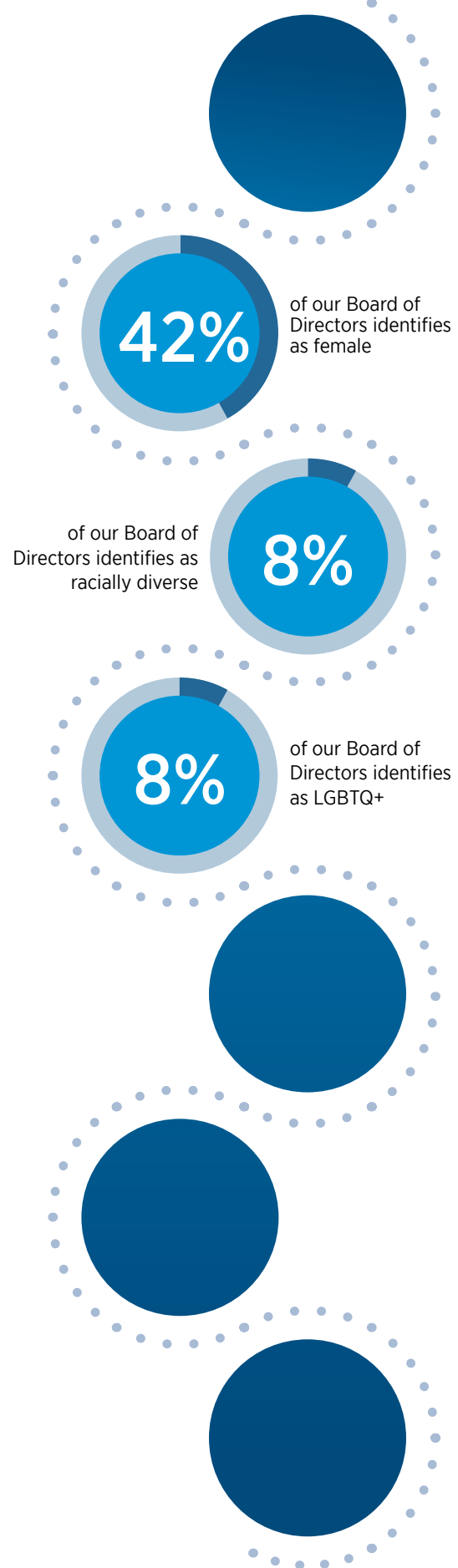
Fortifying risk oversight

We take a comprehensive approach to risk management with a defined enterprise risk management framework providing a structured method for identifying, assessing, and managing risks across the company in a coordinated manner.

Top-level risk categories include:

- credit risk
- interest rate risk
- liquidity, market, or pricing risk
- capital risk
- transactional/operational risk
- technology/cyber risk
- people and compensation risk
- compliance and legal risk
- strategic alignment and reputation risk

The Board administers its risk oversight function primarily through the Corporate Governance and Risk Committee, which meets frequently throughout the year and reports its findings to the entire Board on an ongoing basis. Our enterprise risk management & chief risk officer (CRO) reports on



matters involving corporate risk to the Corporate Governance and Risk Committee and quarterly to the Board. 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 this Risk Appetite Statement, a variety of metrics are set and reported to the Corporate Governance and Risk Committee and the Board quarterly. Our Enterprise Risk Management Committee, composed of executive management, proactively monitors the company to be sure we are meeting our strategic goals while operating within our risk appetite.

In addition, the Compensation Committee reviews and assesses risks related to our compensation programs. We also have a Management Incentive Plan Oversight Committee that reviews the company's various incentive plans for all active executives and employees. This includes:

- Monitoring and assessing the risks of our incentive compensation plans to ensure that safe and sound business practices are followed and promote ethical behavior.
- Reviewing and recommending incentive compensation plans that are designed to align with and achieve our overall compensation philosophy.
- Providing administrative oversight of our incentive compensation.

Maintaining a strong control environment

Maintaining a robust control environment is a critical priority for us, as it helps ensure that we comply with applicable laws, regulations, and policies. The Board provides oversight of the control environment with the assistance of our independent public accounting firm.

However, a robust control environment begins with our employees. Each business area is responsible for adopting and following policies and procedures designed to maintain transparency, which is periodically evaluated.

Bankers in each line of business serve as the first line of defense and are responsible for identifying, managing, and owning the risks in their businesses.

Risk and other corporate support functions (for example, human resources, finance, marketing, and information technology departments) serve as the second line of defense. Audit, independent of management, serves as the third line of defense and ensures that appropriate risk management controls, processes, and systems are in place and functioning effectively.

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. If a control issue is identified, it is reported to the Audit Committee, followed by a plan to improve and prevent the issue.

Adhering to a Code of Business Conduct & Ethics

All employees are bound by the provisions outlined in our **Code of Business Conduct and Ethics** relating to, among other topics, ethical conduct, conflicts of interest, and compliance with laws and regulations, which are reviewed and approved annually by the Board. Employees are routinely trained on our policy and must attest to their adherence to the Code of Business Conduct and Ethics upon beginning their employment and again annually, with a 100% training rate.

The Board has also adopted a separate Audit Committee Complaint Policy that supplements the Code of Business Conduct and Ethics. Both the Code of Business Conduct and Ethics and the Audit Committee Complaint Policy reflect the identification of our business ethics officer and their role.

We take very seriously any reported concerns around potential violations of the Code, any other company policy or procedure, or applicable law, rules, or regulations involving accounting, internal account controls, or audit matters. Upon receipt of any complaint, the business ethics officer is

2,950
AUDIT AND
INDEPENDENT
SOX TESTING
HOURS

50% OF
THE PORTFOLIO
IN DOLLARS
IS REVIEWED
ANNUALLY BY AN
INDEPENDENT
LOAN REVIEW FIRM

OUR INDEPENDENT EXTERNAL
AUDITORS REVIEW AND ASSESS
OUR CONTROLS OVER FINANCIAL
REPORTING AND PROVIDE AN
ANNUAL OPINION

responsible for investigating the matter, and will report to the audit chair and Board chair as soon as practicable and to the Audit Committee at the next meeting.

The Board has also adopted a separate **Financial Code of Ethics Policy for Financial Officers** that supplements the Code of Business Conduct and Ethics and applies to the company's CEO, CFO, and controller, as well as all financial officers and internal audit officers.

Political involvement

We prohibit contributing, in cash or in kind, to political parties or candidates at the federal, state, and local levels, as a representative of the company. 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. Any employee's political activities should be conducted outside of bank premises on the employee's time.

Bank Secrecy and Anti-Money Laundering Program

Our comprehensive Bank Secrecy Act (BSA)/Anti-Money Laundering (AML) and Office of Foreign Assets Control (OFAC) Programs consist of corporate policies and standards applicable to all employees and are approved by the Board. BSA/AML and OFAC risk governance is accomplished through formal oversight by the Board and its Audit Committee, which receive reports related to BSA/AML and OFAC from management on at least a quarterly basis.

The effectiveness of the BSA/AML and OFAC programs relies on each employee being aware of the laws designed to combat money laundering that are relevant to their job duties. 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 2022, all new hires and all employees completed 100% of their required BSA/AML/OFAC training. Our Board of Directors also receives BSA/AML/OFAC training annually and has a 100% completion rate.
- Reporting any unusual or suspicious activity to a manager or the BSA/AML Department.

Whistleblower Policy

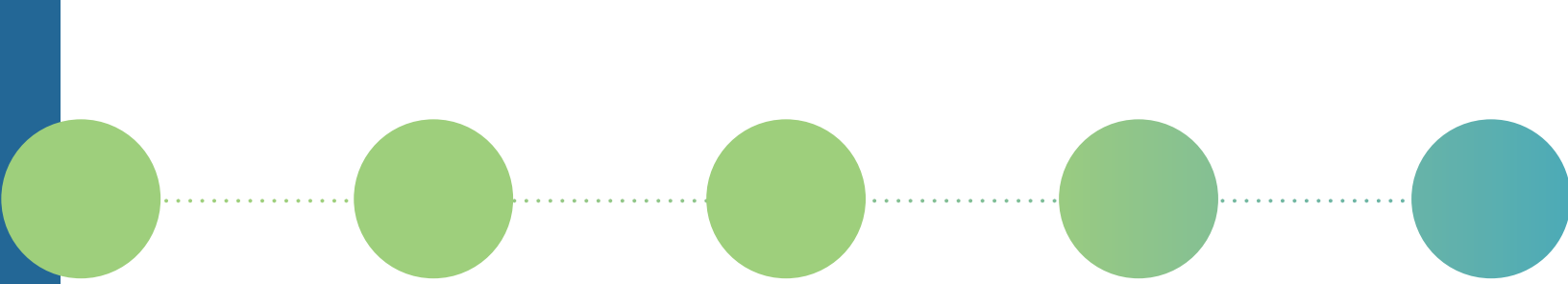
All employees must abide by the laws, regulations, and policies impacting the financial services industry, as well as other more broadly applicable federal and state laws and regulations, including employment laws, antitrust laws, privacy laws, insider trading laws, and criminal laws governing fraud, 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.

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.

CALL OUR 24/7 CONFIDENTIAL HOTLINE AT (207) 236-9064 TO MAKE AN ANONYMOUS REPORT OF ANY UNETHICAL BEHAVIOR.

Upon receipt of a report, we promptly conduct an investigation. In partnership with the business ethics officer, human resources will investigate these reports and report findings to the Audit Committee.



In addition to employees' adherence to the requirements of these programs, our compliance with BSA/AML/OFAC laws and regulations and our policies are subject to ongoing testing by our internal auditors and receive a significant review and focus from our regulators.

Bank Bribery Act Policy

Our Bank Bribery Act Policy prohibits employees from engaging in bribery. The policy requires employees to comply with all applicable laws regarding receiving gifts and other valuable items. Employees who are offered a gift or other item of value that would result in a violation of our policies are required to immediately report the incident to our business ethics officer and chief human resource officer. Our Bank Bribery 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 contained in our Code of Business Conduct and Ethics, establishes our requirements to conduct business honestly and ethically, with a zero-tolerance approach to bribery and corruption.

Data privacy, cybersecurity & third-party oversight

Data privacy, cybersecurity, and third-party oversight are a top priority for the company in protecting our customers' personal and financial information. As a community bank, we are subject to security and operational risks relating to the use of technology and cybersecurity, including denial of service attacks, ransomware, hacking, and identity theft that could result in the disclosure of confidential information or the creation of unauthorized transactions.

Our information and cybersecurity functions are designed to mitigate these risks proactively. These functions include a comprehensive Information Security Program containing technical, administrative, and physical controls and additional policies, processes, and procedures to safeguard information against unauthorized disclosure, modification, or destruction. It helps protect our information systems against unauthorized access, use, modification, destruction, loss, misuse, theft, or denial of service.

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

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

In 2022, 100% of our employees participated in data privacy and security training.

Routine security assessments and audits are conducted annually, at minimum, to ensure that internal controls are adequate. 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 reporting are also provided to the Audit Committee and Technology Committee, as well as various metrics to the entire Board on at least a quarterly basis.

We continually review and invest in new technologies and cybersecurity professionals to mitigate threats and adhere to regulatory requirements. Cybersecurity resources are dedicated to protecting customer and financial data confidentiality, integrity, and availability. Our business processes, policies, and controls regarding customer data protection and privacy are subject to numerous laws and regulations, including the Gramm Leach Bliley and Sarbanes-Oxley acts.

We follow the National Institute of Standards and Technology Cyber Security Framework to help manage cybersecurity risk by organizing information, enabling risk management decisions, and addressing emerging threats.

If a data security breach is discovered, we have a comprehensive security incident response plan that includes notification of key authorities and employees, including those impacted, based on state and federal requirements. Potential corrective actions are taken to prevent a similar breach from happening in the future. 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.



Our cybersecurity strategy includes the following:

A TOP-DOWN FOCUS ON CYBERSECURITY from our Board of Directors, Corporate Governance and Risk Committee, and executive management to prioritize cybersecurity initiatives based on risk, emerging threats, and company objectives.

ROBUST ENTERPRISE RISK GOVERNANCE AND OVERSIGHT to enforce adherence to cybersecurity frameworks, policies, and standards and to meet compliance initiatives and requirements to ensure proper data protection, including encryption of all data and clear procedures governing access and control of data.

SIGNIFICANT INVESTMENTS IN “BEST IN CLASS” INFORMATION SECURITY TOOLS and continuous security assessments to ensure proper risk mitigation based on emerging threats.

STRONG SECURITY CONTROLS ON CUSTOMER-FACING APPLICATIONS, including multifactor authentication and fraud monitoring.

STRONG PARTNERSHIPS WITH INDUSTRY-LEADING THIRD-PARTY SECURITY PROVIDERS (e.g., Rapid 7 Inc., Mimecast Limited, Fortinet, Inc., Tenable, Inc.) for system monitoring, threat intelligence, and incident response, along with robust third-party due diligence practices that include ongoing monitoring of critical third-party service providers.

IMPLEMENTATION OF CYBERSECURITY through investing in highly skilled talent and leveraging technologies to identify and mitigate existing and emerging threats.

PROMOTION OF CYBERSECURITY THROUGH EMPLOYEE AWARENESS AND CYBERSECURITY-RELATED TRAINING focusing on email/internet security, social engineering, and protecting customer information.

IMPLEMENTATION OF A COMPREHENSIVE VULNERABILITY MANAGEMENT PROGRAM to continually assess the threat and vulnerability landscape, along with leveraging industry-leading tools and intelligence to detect, evaluate, prioritize, and track vulnerabilities through remediation.

COMPREHENSIVE CYBER INSURANCE POLICY to ensure coverage is in place to protect the bank, its employees, customers, and shareholders.

COLLABORATION with threat intelligence organizations, law enforcement agencies, and partners to keep abreast of cybersecurity threats.

We defend against fraud

In the present environment, security threats are ever increasing in number and sophistication. Understanding emerging fraud schemes is a priority for us.

We focus strongly on the safety and security of our customers and employees. We maintain a robust Physical Security Program to ensure we provide safe locations. All employees take annual active aggressor awareness training to ensure workplace safety and preparedness. Our banking center employees are further trained on best practices in procedures for opening and closing, robberies, hostage situations, bomb threats, alarm responses, and evacuations.

We believe our customers and employees are the first lines of defense against security and fraud risks. We educate our customers through direct interactions with our fraud and security teams; we also provide education via our website through ongoing messaging and customer email campaigns to educate them on topics of heightened focus. Customers and employees are encouraged to report phishing and fraud concerns to the bank's security and fraud departments.

Vendor management oversight

To deliver a best-in-class experience for customers, we partner with third-party vendors to provide products and services. We employ a comprehensive vendor management program that assesses vendor risks and holds vendors accountable for contracted services. The risk-based program evaluates many facets, including but not limited to the vendor's operational risk, financial risk, compliance risk, security policies, control environment, and overall stability, to ensure alignment with our internal practices. Every vendor is reassessed regularly.

In 2022, a **Vendor Code of Conduct** was established to formally outline our expectations of our vendors, including adherence to our Core Values and Code of Business Conduct and Ethics.

Internal oversight groups

Management has established the following internal groups to provide strategic direction and govern our various risk management activities:

- Asset & Liability Committee
- Community Reinvestment Act Committee
- Consumer Lending Compliance Committee
- Credit Risk Policy Committee
- Data Governance Council
- Deposit Pricing Committee
- Loan Pricing Committee
- Enterprise Risk Management Committee
- ESG Executive Committee
- Incentive Compensation Committee
- Loan Committee
- Allowance for Credit Loss ACL/Management Provision Committee
- Office of Project Management
- Risk and Disclosure Committee
- SOX Control Review Committee
- Senior Operating Group Committee



ENVIRONMENT

We are committed to operating our business responsibly, understanding that doing so will help us create long-term, sustainable value for our constituents and society. We aim to advance smart, responsible practices that lessen our impact and contribute to our business goals. We are mindful of the direct environmental impact of our banking centers and operations facilities. We actively seek to reduce adverse effects where possible.

We continually strive to reduce our environmental footprint while empowering customers to bank the way they want and enabling employees to collaborate and connect remotely. We help our customers and employees adopt digital tools and technology to manage their finances and conduct business.

Operating Sustainably

Reducing our environmental footprint

WE HAVE ESTABLISHED a Board-approved Environmental Risk Policy and Program to manage overall environmental risks in our credit/lending activity in alignment with safety and soundness principles. This policy is consistent with regulatory guidance.

The Environmental Risk Management Policy and Program is a reference guide and training tool outlining management's expectations for identifying, mitigating, and managing environmental risks associated with lending activities. This policy establishes guidelines and requirements for environmental risk identification, assessment, due diligence, and underwriting; establishes environmental safeguards in loan workout and foreclosure situations; and addresses reporting, training, and vendor management considerations.

Climate resilience and management

We recognize that climate change is already impacting regions around the world, including ours, and we are committed to making climate risk a key component of our overall risk management framework. As set out in our underwriting

guidelines, an environmental risk assessment is a requirement for all multifamily and commercial real estate loans and a key consideration when lending to companies in environmentally sensitive industries.

As a crucial first step in our environmental due diligence process, we provide guidance on the types of properties and operations that are generally known to pose greater environmental risk than others. Such "high-risk" properties and operations require a greater level of environmental due diligence. We require ongoing environmental risk assessment during the life of these loans by monitoring the borrower's business activities and the real estate property for potential environmental concerns. Should we become aware of collateral property changes that increase environmental risk, we have a process to review and assess the collateral, within our policy guidelines.

Environmental risks, such as significant weather events across our country, require proactive monitoring and engagement. Although heavily based in northern New England, our loan portfolio extends across the country.

Our special assets/credit risk teams monitor significant weather events, monitor the portfolio populations that may

be impacted, and then proactively reach out to borrowers to confirm whether there was any impact to underlying collateral, but also to discuss any need for a loan modification, payment holiday, or other solutions that may assist our customers.

Our asset portfolio is also subject to other environmental influences that can affect its performance. The special assets/credit risk teams actively monitor issues/concerns and how they may affect our customer base and, subsequently, the performance of our loans to affected industries.

We continually stay up to date, understand our customers' risks, and assess how we can best mitigate them and support the industries.

Providing ESG investment capabilities

Camden National Wealth Management works closely with clients to customize investment portfolios and meet any ESG-related requirements, such as avoiding fossil fuels and investing in alternative energy, on a portfolio-by-portfolio basis. While not constrained by an ESG mandate as an organization, Camden National Wealth Management closely monitors ESG practices for individual stock and bond investments, and unique company ESG rankings factor into our overall research process.

Creating environmental benefits through digital adoption

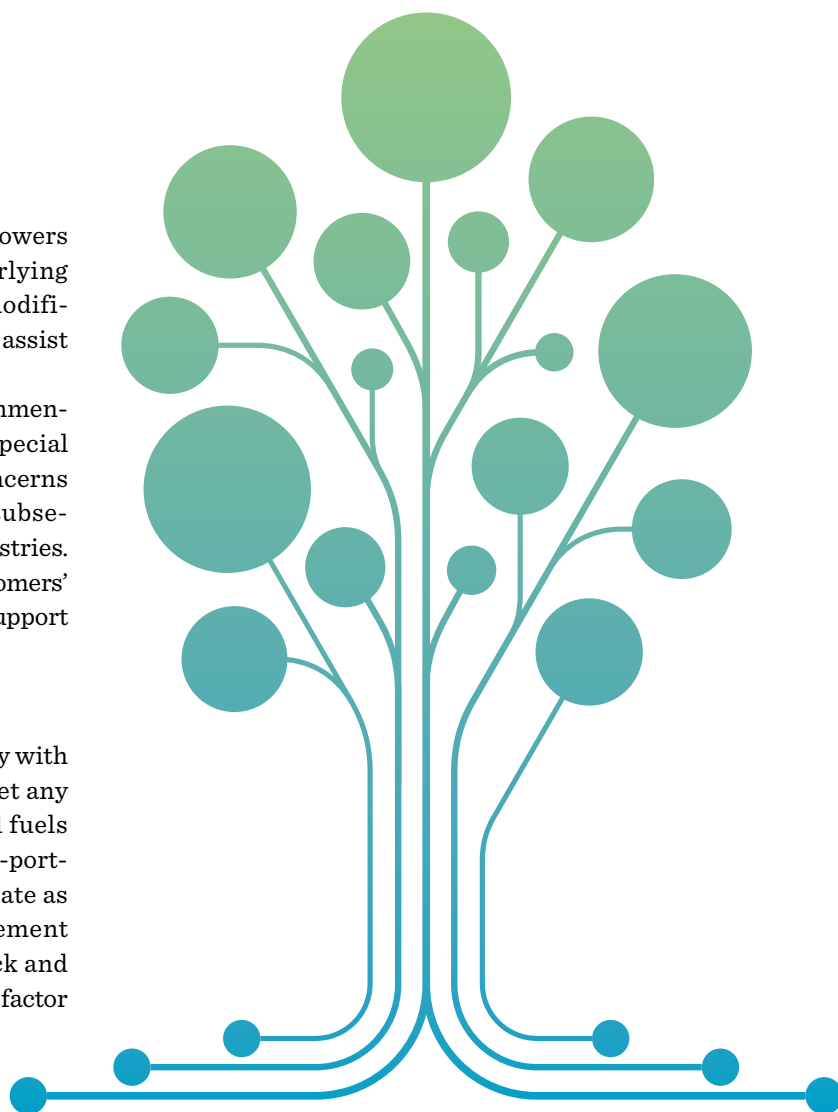
As of December 31, 2022, we recycled over 70,000 pounds of paper.

Our paperless statement service is utilized by 57% of our consumer deposit accounts and 52% of our business deposit accounts, which translates to about 3.7 million pages of paper saved each year, highlighting our concerted efforts to use less paper.

We continue increasing our electronic signature platforms for customers to improve our efficiency and reduce paper usage.

We opened more than 1,000 customer accounts online in 2022, reducing the need for paper forms. Our secure, easy-to-use online application platforms, MortgageTouch® and BusinessTouch®, allow customers and employees to upload documents electronically, reducing paper use. In 2022, 33% of funded residential loans originated using MortgageTouch®.

Our secure document imaging platform, which we installed in 2011, has improved our scanning efficiency and currently houses 213 million pages digitally, representing an increase of 29% from the previous year, reducing the need for paper printing and storage.



We dispose of nearly all of our retired equipment and electronics in an environmentally sensitive manner, including the reuse and reclamation of precious metals, through our partnership with Records Management Center (RMC). RMC assists us in the proper disposal of materials such as cellphones, hard drives, memory sticks, ribbon reels, and debit cards.

We offer a full slate of digital banking solutions to provide self-service options for our customers. We are committed to delivering advanced digital banking solutions that meet customers' preferences for self-service transactions utilizing online, mobile, and ATM channels. As customers turn to our sophisticated digital banking tools for managing their everyday finances, reliance on fossil fuels for travel to and from the banking center decreases.

In 2022, total digital banking logins grew to 18.9 million, a 5% increase over 2021. Services within digital banking also grew in popularity, with a 9% increase in total mobile deposit users and transactions over the previous year. Over 72% of our consumer and 62% of our business customers are digitally active, with most of our commercial clients using our treasury services within online banking.



SPOTLIGHT: HURRICANE IAN

In the aftermath of Hurricane Ian, a costly and deadly storm that hit Florida in September 2022, our special assets team proactively identified 33 loan relationships totaling \$18.5 million held in our commercial, residential, and HELOC portfolios and 12 residential serviced loans totaling \$2.5 million that may have been affected by the natural disaster. The team actively reached out to the borrowers to offer support and to discuss the availability of loan modifications.



SPOTLIGHT: NYLE SYSTEMS

We look for opportunities focused on climate transition and sustainable projects, such as financing provided to Nyle Systems, a growing, innovative company that develops, manufactures, and sells heat pump-driven energy-saving products. The company builds industrial equipment to enable energy efficiency and the electrification of industrial and commercial processes, enabling customers to save money and reduce emissions.

We also implemented a “Walk Out Working” program that allows new customers to access their digital banking immediately after opening their accounts. In December 2022, of our customers who enrolled in digital banking, 77% registered the same day they opened their account with us, representing a 13% increase in same-day enrollment from 2021 to 2022, giving our customers immediate access to their financial accounts at their convenience.

We finished the year with our app store ratings for iOS at 4.6 out of 5 and Android at 4.5 out of 5, which is directly tied to our improvements throughout the year.

Tuning up our technology infrastructure

Our ongoing cloud migration initiative focuses on bringing value to our employees and customers while positively impacting the environment and reducing costs. In 2022, we reached our initial cloud initiative goal to reduce the physical space occupied by our data centers by 60%. As a result, we reduced the power consumption in these spaces by approximately 50%. Additionally, in 2022, we reduced our reliance on physical tapes by 76%. This initiative significantly reduces our overall carbon footprint while yielding facility and infrastructure cost reductions. Using our more efficient storage and computing solution, the cost of operations for power, cooling, and maintenance is significantly reduced. We will continue to work on our cloud migration for an even more significant impact.

Our print management software allows us to identify

printer use by employees, business lines, and print types. Print management software protects confidential documents and reduces the volume of unclaimed printouts. By encouraging responsible printing, we simultaneously reduce paper, toner, and power usage and costs.

Reducing energy consumption

As of December 31, 2022, 23% of our non-banking center employees are classified as fully remote workers. This gives our employees greater flexibility while reducing the environmental impact of commuting each day. During this time, energy and water consumption at our operations offices have also decreased.

In 2022, we tallied 23,500 meetings using our upgraded cloud-based conferencing software, allowing us to reduce travel and maintain a high level of connectivity and collaboration between employees and our customers.

Increasing LED lighting

We have a partnership with Efficiency Maine, an independent administrator for programs to improve energy efficiency and reduce greenhouse gas emissions for consumers and businesses. Our partnership has led us to implement an energy-efficient LED lighting strategy and motion sensor automation to decrease energy consumption while participating in tax-advantaged promotions and programs. In 2022, our LED lighting strategy led us to upgrade 14% of our banking centers.

Overview

The chief experience & marketing officer leads our ESG reporting efforts. Our corporate documents are publicly available in the Investor Relations section of our website at **CamdenNational.bank**.

About Camden National Corporation

Camden National Corporation (NASDAQ: CAC) is the largest publicly traded bank holding company in northern New England, with \$5.7 billion in assets, and was proudly listed as one of the Best Places to Work in Maine in 2021 and 2022. Founded in 1875, Camden National Bank is a full-service community bank dedicated to customers at every stage of their financial journey. With 24/7 live phone support, 58 banking centers, and additional lending offices in New Hampshire and Massachusetts, Camden National Bank offers the latest digital banking, complemented by award-winning, personalized service. To learn more, visit **CamdenNational.bank**. 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, 2022, unless otherwise noted, and the narrative may include updates in 2023, where applicable. This report is not comprehensive and contains only voluntary disclosures on important ESG topics. For that reason, this report should be read in conjunction with our 2022 Form 10-K (particularly the “Forward-Looking Statements” and “Risk Factors” sections) and 2022 Proxy Statement, all of which can be found on our investor relations website. All information in this report is current as of the date of publication. We undertake no obligation to update the information in this report or otherwise notify you if any views, opinions, or facts stated in this report change or subsequently become inaccurate.

Policies available on our website

- **Code of Business Conduct and Ethics**
- **Financial Code of Ethics Policy**
- **Audit Committee Complaint Policy**
- **Privacy Policy**
- **Online Services Privacy Policy**
- **Vendor Code of Conduct**

Additional Resources

- Camden National Corporation Annual Report
- Form **10-K**
- Camden National Corporation Proxy Statement
- **Camden National Bank Website**

BOARD OF DIRECTORS



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CHAIRMAN AND CEO,
UNITY FOUNDATION



S. Catherine Longley
EVP & COO, THE JACKSON
LABORATORY



Ann W. Bresnahan
CIVIC LEADER



Marie J. McCarthy
CHIEF OPERATIONS OFFICER,
L.L. BEAN



Craig N. Denekas
TRUSTEE, CHAIRMAN
AND CEO, LIBRA
FOUNDATION



Robert D. Merrill
PRESIDENT, MERRILL
FURNITURE



Gregory A. Dufour
PRESIDENT & CEO, CAMDEN
NATIONAL CORPORATION AND
CAMDEN NATIONAL BANK



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CHANCELLOR EMERITUS, THE
UNIVERSITY OF MAINE SYSTEM



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CORPORATE FINANCE AND
CORPORATE CONTROLLER,
WEX INC.



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AVESTA HOUSING



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PRESIDENT, SODERBERG
COMPANY, INC.

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NATIONAL CORPORATION AND
CAMDEN NATIONAL BANK



Timothy P. Nightingale
EVP, CHIEF CREDIT OFFICER



Michael R. Archer, CPA
EVP, CHIEF FINANCIAL OFFICER



**Heather D. Robinson,
CPA SHRM-SCP**
EVP, CHIEF HUMAN RESOURCES
OFFICER



**Joanne T. Campbell,
CRCM**
EVP, ENTERPRISE RISK
MANAGEMENT & CHIEF RISK
OFFICER



Patricia A. Rose
EVP, RETAIL & MORTGAGE
BANKING



William H. Martel
EVP, CHIEF TECHNOLOGY
OFFICER



Ryan A. Smith
EVP, COMMERCIAL
BANKING



**Jennifer L. Mirabile,
CFP, CWS**
EVP, MANAGING DIRECTOR OF
CAMDEN NATIONAL WEALTH
MANAGEMENT



Renée D. Smyth
EVP, CHIEF EXPERIENCE &
MARKETING OFFICER

CAMDEN NATIONAL 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 report 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, 2022. 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
DATA SECURITY		
FN-CB-230a.1		
(1) Number of data breaches	In the event Camden National experiences a data security incident, Camden National will comply with its obligations under United States securities and banking laws and regulations and other applicable law regarding public disclosure of such incident.	SOURCE: 2022 PROXY, PAGE 30
(2) Percentage involving personally identifiable information (PII)	Not applicable	
(3) Number of account holders affected	Not applicable	
FN-CB-230a.2 Description of approach to addressing data security risks	See the information under "Data Privacy, Cybersecurity & Third-Party Oversight" heading in the Governance section of this report.	SOURCE: 2022 ESG REPORT PAGE 24
FINANCIAL INCLUSION & CAPACITY BUILDING		
FN-CB-240a.1 (1) Number; and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	In 2022, Camden National had 4,845 outstanding loans for small business and community development with a total outstanding of \$474,415,098.	
FN-CB-240a.2 (1) Number and (2) amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	In 2022, Camden National had 38 past due and nonaccrual small business loans totaling \$18,386,672. There were no past due community development loans.	
FN-CB-240a.3 Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Camden National has 13,249 no-cost checking accounts. Camden National does not track whether customers were previously unbanked or underbanked.	
FN-CB-240a.4 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.	
INCORPORATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS IN CREDIT ANALYSIS		
FN-CB-410a.1 Commercial and industrial credit exposure, by industry	See the information in the Form 10-K as to industry concentrations and loan portfolio composition.	SOURCE: 2022 FORM 10-K, PAGE 54
FN-CB-410a.2 Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	See the information under "Climate resilience and management" heading in the Governance section of this report.	SOURCE: 2022 ESG REPORT, PAGE 27
BUSINESS ETHICS		
FN-CB-510a.1 Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behavior, market	The Company did not have any material loss contingencies that were realized and/or that were required to be disclosed as of December 31, 2022 and 2021.	SOURCE: 2022 FORM 10-K, PAGE 109
FN-CB-510a.2 Description of whistleblower policies and procedures	See the information under the "Whistleblower Policy" heading in the Governance section of this report.	SOURCE: 2022 ESG REPORT, PAGE 23
SYSTEMIC RISK MANAGEMENT		
FN-CB-550a.1 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.	
FN-CB-550a.2 Description of approach to incorporation of 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 in light of our asset size. Capital planning and stress testing are important components of Camden National's strategic and risk management practices. The Camden National 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 Camden National 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
For You 24/7: 800-860-8821

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