



# 2025 Corporate Governance & Social Responsibility Report

**“We grow alongside the communities we serve — building long-term prosperity for businesses, families, and future generations.”**

**SAM SIDHU, PRESIDENT & CEO**

**1. Our Commitment**

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## Friends,

As the world of finance—and the world around us—continues to evolve, three things at Customers Bank remain constant:

- As we expand our geographic footprint, we invest deeply in the communities where we do business.
- As we grow our team, we continue to build an entrepreneurial culture—one where people are empowered to do the best work of their lives.
- And as we grow our company, our governance practices remain steadfast, protecting the strong, stable model we have built together.

Since our founding in 2009, giving back has been a core priority. From supporting workforce development programs to helping address food insecurity—and much more—we have remained resolute in our commitment to initiatives that strengthen lives and livelihoods across our communities.

That commitment starts from within. It's reflected in:

- how we treat our team members with respect, fairness, and transparency
- how we invest in their growth as professionals and as people, and
- how we recruit new team members who understand and amplify our entrepreneurial culture—never dilute it

Today, Customers Bank is a well-run organization, grounded in strong governance, continuous investment in our people, and a long-term commitment to the communities we serve.

We are proud to continue forging our own path forward—growing responsibly, leading with purpose, and building lasting impact together.

Sincerely,

**Sam Sidhu**  
**President & CEO**  
**Customers Bank**

## Our Legacy of Purpose

**Customers Bank was founded in 2009 with one goal in mind: to enable our customers' prosperity.**

Founded and built by bank industry veterans, we understand that true innovation is powered by people.

## Our Vision for Tomorrow

**Think big. Act fast. Delight the customer.**

Our organic growth is a direct result of our talented team members — on the front lines and behind the scenes — working to support our customers' success.

Together, we are shaping the future of banking for businesses and the people who power them.

### AWARDS & ACCOLADES



# Our Impact

*investing in our communities*

Our giving pillars target cause areas that are core to building resilient communities:

## Economic Mobility

to empower community  
members

**education**

**workforce readiness**

**financial fluency**

## Economic Development

to build vibrant  
communities

**affordable housing**

**community  
development & arts**

**small businesses &  
entrepreneurship**

## Essential services

to support healthy children,  
families & veterans

**hunger relief**

**healthcare**

**community  
support services**



At Customers Bank, CRA is more than a regulatory requirement—it is fundamental to how we operate. We deliver loans, investments, and services that support and strengthen low- and moderate-income communities.

### **Building and rebuilding**

In addition to making mortgages more affordable for homebuyers, we work with small businesses to provide the financial and business support they need for start-up and long-term growth in their neighborhoods. We also provide crucial capital and credit to diverse local partners including community development financial institutions (CDFI), landlords, and other community developers.

### **Making housing affordable**

The backbone of every neighborhood are the families and the homes in which they live in. At Customers Bank, we are committed to making safe, decent housing affordable for low- and moderate-income seniors, families, veterans, and people with disabilities.

### **Supporting small business**

Customers Bank understands that businesses located in the communities we serve are essential to community development and revitalization, and we support those businesses by providing affordable commercial financing.

### **Service to our community**

Our community efforts are not limited to banking. We encourage our employees to volunteer their time and expertise to organizations that serve low- and moderate-income communities. At events ranging from reading readiness drives to health fairs, you will likely find Customers Bank employees rolling up their sleeves and getting involved. In addition, our team members teach free courses on spending, saving, borrowing and banking – sharing special knowledge that can help people throughout our geographical footprint make sound financial decisions.

**In this report, we share just a few examples of the many ways in which we implement and uphold our CRA commitment.**



## In 2025, Customers Bank:

made

**333**

contributions

supported

**254**

nonprofit  
organizations

totaled

**\$4.8M**

in community grants

and made

**\$70M**

of investments Section 8 and  
affordable senior housing

### 2025 GIVING HIGHLIGHTS

**\$2.5M**

donated to institutions through PA's Educational  
Improvement Tax Credit Program (EITC)

**\$770K**

contributed for Community Development through PA's  
Neighborhood Assistance Tax Credit Program (NAP)

**\$569K**

given to CRA-  
qualified  
organizations

**\$2.8M**

in support of  
educational programs  
& scholarships

**23**

states were home  
to beneficiaries of  
bank contributions

**254**

nonprofit  
organizations  
supported

## In 2025, Our Team Members:

volunteered

**1,852** hours

supporting

**79** local nonprofits

### 2025 TEAM MEMBER HIGHLIGHTS

**54**

Team member  
donations matched by  
Customers Bank

**\$156K+**

Team Member contributions  
to United Ways across USA  
doubled by bank match

**\$16K+**

Corporate matches to team  
member donations to  
nonprofit organizations\*

\*excluding United Way corporate match

ECONOMIC MOBILITY	\$2.8M	→	Supporting education: schools, teachers, scholarships, camps, educational alternatives
	\$198.5K	→	Supporting training, workforce development, and careers
	\$26.5K	→	Supporting financial fluency programs
ESSENTIAL SERVICES	\$178.7K	→	Fighting food insecurity
	\$366.5K	→	Supporting health initiatives
	\$397K	→	Support for community members including youth programs, veterans services, safety initiatives and disaster relief
ECONOMIC DEVELOPMENT	\$164.5K	→	Contributions fighting homelessness and providing access to affordable housing
	\$327K	→	Community development and arts programs
	\$102K	→	Supporting small business formation and entrepreneurship

An additional \$238k was contributed to impactful organizations outside of our giving pillars, for a total of \$4.8M donations made in 2025.

# Our Impact

*National scope, community focus*

# We're a bank with a national presence. But Pennsylvania is home.

Customers Bank grew from a small community bank launched in Phoenixville, Pennsylvania in 1997. Executive Chair Jay Sidhu and a small band of talented colleagues – many of whom had worked with him at another bank – executed a turn-around during the 2008–2009 banking crisis and started a record of growth that is unparalleled in the industry.

From that beginning, being close to the communities in which we have a presence and supporting local charities and United Way chapters have been core parts of the culture.

Today, the bank serves clients in all 50 states and has team members spread across the nation. Charitable contributions were sent to organizations in 23 states in 2025. And our philanthropy will continue to spread as we grow markets and relationships with new communities.

Still, we were pleased to **support 143 charitable and non-profit organizations in our home state**. Pennsylvania state tax policies allow us to leverage tax credits that incent over \$3 million in education and community development contributions in the Commonwealth.

The team is working to replicate these giving programs and this community presence in New York, New Jersey, California, New England, and other emerging markets.

# We didn't land with the Pilgrims, but New England communities are our history.

One of the first expansions of Customers Bank from Phoenixville, Pennsylvania to new territories took place in Providence, Rhode Island. And it wasn't long before we had additional offices in Boston, Massachusetts and Portsmouth, New Hampshire.

From coastal villages to historic towns to mountain notches, dozens of Customers Bank team members call New England home and serving hundreds of diverse enterprises. Our clients span the economic spectrum from green energy to aerospace to business services to hospitality to commercial real estate, and more.

With the guidance of neighbors and friends in New England, Customers Bank became partners in the support of universities, scholarship programs, historic restorations, police charities, summer camp for children with special needs, animal shelters, and a youth symphony.

We know that good business – and good community engagement – start by listening to the needs of others.

# New York is a collection of neighborhoods and cultures.

New York thrives on the richness of its diverse neighborhoods, where cultures, languages, and traditions converge block by block. From food and music to small businesses and festivals, each community adds distinct character, making the city a dynamic mosaic that fuels creativity, resilience, and an unmatched global energy.

With more than 100 bankers in New York, Customers seeks opportunities to support organizations that drive growth and foster a way of life found no where else in America.

Customers Bank, in 2025, invested more than **\$23.6 million** in Section 8 and affordable housing in New York City.

Additionally, the bank invested nearly \$230,000 in New York to support: education programs like the EnCourage Kids Foundation; affordable home ownership with partners like the Fuller Center; EMS and first responders through the YMCA of Greater New York, FDNY Foundation, and Tunnels to Towers; fighting child exploitation through Children’s Rights; celebrating inclusion with Family Equality Night at the Pier; expanding the power of arts with the Roundabout Theatre Company, Second Stage Company, and New Dramatists; and more.

45 contributions were made to organizations in New York City and elsewhere in the Empire State.



# In New Jersey, there's a story on every corner.

Deb Runyon has been with Customers Bank since the beginning – October 2009. Throughout this time Deb has been the face of the bank in Hamilton, NJ. And Deb knows every story.

Financial contributions matter, but active participation and leadership multiply impact. Deb has been a leader in Central New Jersey's nonprofit community. When individuals, like Deb, give time, expertise, and networks, they strengthen strategy, governance, and accountability. Volunteers and leaders build relationships with communities served, ensuring programs reflect real needs rather than assumptions. They also inspire others to engage, creating a culture of shared responsibility that money alone cannot buy. Strong leadership sustains organizations through challenges, drives innovation, and amplifies every donated dollar. Ultimately, hands-on involvement transforms charity from a transaction into a partnership—one that empowers organizations to deliver deeper, more lasting change in the communities they serve.

Deb has been a Board Member of Big Brothers Big Sisters of Mercer County since 1998, and recently has been serving as the President. Customers Bank is proud to provide financial assistance to Big Brothers Big Sisters, but we're even prouder of Deb and her colleagues who do so much for the people and communities of central New Jersey.



# California wildfires spur a response in our newest community.

Los Angeles and Southern California isn't just a major market for Customers Bank. It's home to more than a dozen team members and their families, and new Customers Bank clients.

In January 2025, 14 destructive wildfires affected the Los Angeles metropolitan area and San Diego County in California. Driven by hurricane-force Santa Ana winds and aided by drought conditions the fires consumed dry vegetation and then destroyed communities. More than 18,000 homes and over 57,000 acres of land were devastated. Worse, more than 30 people lost their lives.

Customers Bank immediately donated \$50,000 to fire relief. Team members donated another \$4,300 which was matched dollar-for-dollar by the bank. The money helped with some immediate needs.

But in the year that has followed the team has been doing the long-term work needed with clients and community members to rebuild neighborhoods, businesses, and lives. We might be new to the neighborhood, but we're here to make a difference.

# Our Impact

*contributions with a purpose*

# Affordable Housing

**Collectively, Customers Bank invested \$70 million to these funds for investment in affordable housing projects in Pennsylvania, New York, and New Jersey.**

The Low-Income Housing Tax Credit (LIHTC) program is one of the most important national resources for creating affordable housing in the United States. Created by the Tax Reform Act of 1986, the LIHTC program issues tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households. Customers Bank invested in three LIHTC funds in 2025.

The bank made long-term investments in four facilities in which at least 70% of the residents are Medicaid beneficiaries. These housing developments often focus on individuals needing long-term services, such as seniors or people with disabilities, rather than general affordable housing. These housing units often link with non-clinical services and community supports to reduce dependency on costly inpatient care and emergency services. The goal is to provide a "home and community-based service" (HCBS) setting, allowing individuals to live independently rather than in nursing homes.

The bank made long-term investments in two Section 8 housing developments – privately owned residential properties where some or all units are subsidized by the U.S. Department of Housing and Urban Development (HUD). Eligible low-income tenants pay a portion of their income—generally 30%—toward rent and utilities, while HUD pays the remainder directly to the property owner. These developments and programs prioritize families with extremely low income, seniors, and people with disabilities.

**\$70M invested  
in affordable housing**

# Making Homeownership *Happen*

Homelessness is on the rise in the US. Many factors contribute, but the lack of affordable housing is the leading cause. Rapid inflation for food, fuel and other essentials also contribute. In 2025, the bank contributed to shelters in several communities.

While shelters are critical to bring people off the streets to warmth and security, a long-term solution is needed. Customers Bank contributed to Habitat Humanity (or similar) programs in California, New York, North Carolina, and Pennsylvania. The bank also contributed to legal and counseling services to assist people with housing needs.

In 2025, Customers Bank funded 72 low-to-moderate income/affordable housing loans totaling \$12.7million, 5 HomeReady first-time homebuyer mortgages totaling \$968,000 and 15 FHA loans totaling \$4.1 million.

The Bank closed 93 Pennsylvania Housing Financing Authority (PHFA) loans totaling \$18.2 million. PHFA consistently recognizes Customers Bank loan officers as among the top producing low- to -moderate income loan originators in the Commonwealth.

In addition to the bank-sponsored projects with FHLB of Pittsburgh, Customers also participates in FHLB's First Front Door (FFD) and Keys initiative, which resulted in 56 first-time homebuyers receiving \$887,673 in grants.

The bank participated in the Philly First Grant Program which provided \$470,400 assistance to 49 first-time homebuyers. The Philadelphia Urban League provided \$4,000 in grants to support another 4 first time homebuyers. In partnership with Neighborhood Housing Services, 11 first-time homebuyers received downpayment and closing cost assistance totaling \$118,290.

**\$164,500**  
**in contributions**

# Education

Education is at the core of our giving. The bank supports education programs because education is the single most essential ingredient for economic mobility and life-long achievement. Investing in education is an investment in the future of the American dream, the prosperity of the communities in which we do business, and creation of our own future client base.

With a headquarters in Pennsylvania, Customers Bank is able to leverage a tax credit program that awards a 90% credit for specific types of preK -12 scholarship and other education contributions (99% credit in one situation). This program alone incents \$2.5 million of the bank's education contributions.

Customers Bank also invests in unique programs such as Read Alliance which uses a unique dual impact model that employs high school students as teen tutors for elementary students who cannot read at grade level. With the support of Customers Bank this successful NYC-based program now operates in several Pennsylvania school districts too.

Similarly, Customers Bank is a strong supporter of City Year – an AmeriCorps affiliated program in which young adults 18 – 24 are employed as student success coaches in inner-city schools.

Customers Bank supports the experiential learning programs of local Volunteer Youth Corps programs. Customers Bancorp Executive Chair led a half-day workshop for nearly 100 Volunteer Youth Corps teens when they met for their national annual meeting in November.

And, the bank supports college scholarships for the children of team members.

**\$2.8M**  
**in contributions**

# Workforce Readiness

Savvy employers embrace investments in workforce development because it directly impacts their ability to hire, retain, and grow talent. A well-trained workforce increases productivity, reduces turnover, improves overall competitiveness, and strengthens local economies and communities. For Customers Bank, a well-trained workforce creates new and stronger clients.

In 2025, Customers Bank contributed \$198,500 for workforce development programs. We are particularly excited about the great results coming from partnerships with organizations such as Berks Latino Workforce Development Corporation, Centro Hispano Daniel Torres Inc., Hispanic Association of Contractors and Enterprises, and the Spanish American Civil Association for Equality.

These programs are opening up economic opportunity in Latino communities.

**\$198,500**  
**in contributions**



# Financial Fluency

Financial fluency is essential. It equips people to make informed decisions about earning, saving, borrowing, and investing—decisions that shape long-term stability and opportunity.

Without financial literacy, individuals are more vulnerable to debt cycles, predatory lending, and financial shocks; with it, they can build wealth, plan for emergencies, and contribute more confidently to the economy.

Customers Bank is proud to support organizations working in this space play a critical role in closing knowledge and access gaps. Here are a few examples:

- Accompany Capital provides affordable loans and one-on-one financial counseling to immigrant and underserved entrepreneurs, helping them build credit and launch sustainable businesses.
- The Bucks County Opportunity Council focuses on breaking the cycle of poverty through financial education, housing support, and workforce development—giving families the tools to achieve self-sufficiency.
- The International Women's Insolvency & Restructuring Confederation advances financial literacy and leadership by connecting and mentoring women in complex financial fields, promoting inclusion in restructuring and insolvency professions.

Supporting these organizations strengthens individuals, families, and communities by expanding access to financial knowledge, capital, and professional opportunity.

**\$26,500**  
**in contributions**



READ ALLIANCE



New York City-based READ Alliance works to accelerate the educational trajectory of early elementary students through the power of teens who provide one-to-one literacy tutoring in under-resourced communities.

Customers Bank has been a proud partner of READ Alliance since 2019, helping to support their evidence-based programs in NYC and expanding their footprint to communities in Pennsylvania, including Reading.

### More about Read Alliance

**1.01 year**

of student reading growth after just 1 program cycle

**1,560**

early elementary READers served in 2025

**1,339**

teen leaders employed in 2025

# Community Development & Arts

For the second year, a significant contribution was made to the Greenlight Fund a national nonprofit founded in 2004 that partners with local communities to address critical needs by identifying, launching, and scaling proven, innovative social programs. Contributions are used to provide multi-year, startup capital and hands-on support to these organizations, aiming to improve economic mobility.

In 2025, the bank partnered with Berks Community Television (BCTV), one of the nation's oldest community TV initiatives, on an innovative plan to produce and air original, accessible content on topics of community importance including financial wellness literacy, and entrepreneurship, and small business formation featuring local voices and experts. The programming will highlight community-led initiatives, especially in the areas of affordable housing and community development, highlighting local successes and stories to foster engagement and pride. Many of the organizations and projects featured in the programming were beneficiaries of other Customers Bank grants.

And in 2025, contributions made by Customers Bank were used for capacity building in organizations like Congreso de Latinos Unidos, Inc.; Esperanza; and the Philadelphia Association of Community Development Corporations.

**\$327,000**  
**in contributions**

# Small Businesses

Since 2020, America has been experiencing a boom in new business formation. Part of the surge was related to COVID and the stimulus spending that followed. Partly, new technologies and work-from-home norms have lowered the cost of entry. A large share are “likely employer businesses” (those expected to hire workers), not just side hustles. They are particularly concentrated in metro areas like Boston, New York, and Philadelphia where there are synergies with universities, hospitals, life science, technology companies, and corporate headquarters.

This is great news for the economies of our communities. The question, as always, is will these new ventures survive.

To assist, Customers Bank contributed about \$102,000 to SBA Small Business Development Centers (SBDC), economic development corporations, angel investor and venture capital events, Community Development Financial Institutions (CDFIs), Small Business Investment Companies (SBICs) and other organizations that counsel and nurture entrepreneurs. Research by Dr. James Chrisman shows that 80% of entrepreneurs who sought the assistance of an SBDC are still in business five or more years later, proof of the value of the bank’s contributions.

And once a firm gets off the ground, we are there. Customers Bank’s SBA/Government Guaranteed Lending team is consistently one of the top 150 SBA lenders in the nation. In 2025\* the bank funded \$37 million in loans to qualifying small businesses. The team of lenders, underwriters and closing specialists worked with small businesses to grow their ventures and expand within the bank’s footprint. Loans were made to hospitality owners, medical and professional practices, franchisees, light manufacturers, warehouse and distribution firms, retailers and more. In 2025, the team closed 36 loans, with an average loan size of \$1 million.

**\$102,000**  
**in contributions**

\* Federal data run October 1 through September 30. These data represent internal records for calendar year 2025.

  
GreenLight Fund



GreenLight Fund is a national nonprofit network matching local communities' unmet needs with evidence-based social innovations. These investments fill priority, community-identified gaps in order to sustainably advance economic mobility and address inequities.

In 2025, Customers Bank supported GreenLight's launch in Philadelphia and expanded our support to Boston and the Bay Area.

#### More about Greenlight Fund

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**14 sites**

Connecting Greenlight Fund across US cities

**\$41.6M**

Greenlight invested in their fund portfolio organizations to date

**1.3M**

people with proven pathways to economic mobility

# Healthcare

Access to affordable, high quality health care is an essential element of every community.

Customers Bank and our team members are strong supporters of research into debilitating and life-threatening diseases. The bank in 2025 completed a multi-year major gift to the Children's Hospital Colorado Foundation for research into rare blood diseases impacting children. Customers Bank also contributed to the Schreiber Center for Pediatric Development, a nationally recognized pediatric facility providing family-centered education and therapy programs.

The bank contributed heavily to research for cures for cancer and heart disease. The bank also matched team member donations to these important efforts.

Customers Bank is a proud supporter of the Reading Hospital Foundation and the medical services provided in the hometown of our holding company.

**\$366,500**  
**in contributions**

# Hunger Relief

Food insecurity in the United States is widespread—and growing, especially among older adults. National data shows that over 12 million Americans age 50+ experience food insecurity, including about 6.9 million seniors (60+). That's roughly 1 in 11 seniors struggling to consistently access enough nutritious food.

For elderly populations, the consequences are more severe. Food insecurity is closely linked to chronic illnesses like diabetes, heart disease, and depression, and many seniors must choose between food, medication, and housing. Living alone further increases risk, and rates have risen in recent years due to inflation and fixed incomes.

Customers Bank in 2025, **contributed \$178,700 for food banks and prepared meals** that benefit people of all ages, but we particularly targeted programs to help seniors.

Organizations like Helping Harvest in Reading, PA and the Chester County Food Bank – both part of the Feeding America network – and local food banks provide immediate, practical impact converting donations into meals quickly and efficiently. Meals on Wheels programs like those offered by Berks Encore get nutritious meals delivered right to the door of those who need them. Reliable access to food reduces hospitalizations and improves quality of life—especially for seniors.

Many struggling people don't qualify for government aid such as SNAP benefits and food banks bridge that gap. In a particularly unique program, Customers Bank supports a job training program preparing young people for culinary careers in the hospitality industry. The meals they make during training, are delivered to senior citizens and other vulnerable populations.

Community banking isn't measured only in deposits and loans. Creative use of funds can do so much.

**\$178,700**  
**in contributions**





## **In 2025, 27 United Way Chapters across the USA received contributions from Customers Bank and its team members.**

**In addition to contributions, nearly 30 team members volunteered time and talent to United Way leadership and programs.**

**Customers Bank contributed an additional \$80K+ to support specific United Way programs in New York and Pennsylvania.**

Customers Bank has proudly partnered with United Way chapters across its footprint since 2009. Through team member pledges and dollar-for-dollar matching, along with additional corporate contributions, the Bank continues to support education, leadership, and community programs, providing support to United Way organizations nationwide.

Team member contributions and bank matches are paid to the United Way chapter which covers the location of the team member's assigned office. In this way, all contributions stay in the community.

### **More about our partnership**

# 260

**team member donors**

# \$156,300

**pledged by team members**

# \$156,300

**matched by bank**

# Our Human Capital

*investing in our teams*

# Human Capital

## Talent Acquisition

As our business continues to grow, the demand for highly qualified candidates has increased. To secure top-tier talent aligned with our organizational objectives, the Talent Acquisition team has developed a robust framework designed to identify, attract, and onboard exceptional individuals. Our recruitment strategies encompass a diverse range of channels and targeted approaches to reach broad and highly specialized candidate pools. We leverage traditional methods and innovative strategies—including job boards, social media platforms, team member referrals, and direct outreach—to attract candidates with the skills and qualifications necessary to support our continued growth.

In 2025, we executed significant hiring initiatives to cultivate a talent pool that differentiates Customers Bank from its competitors and supports our strategic priorities, with particular focus on deposit generation and the risk and compliance functions. New team members were welcomed across the Bank, spanning both revenue-generating and revenue-enabling lines of business. These strategic additions strengthen our workforce and enhance our ability to perform and compete in an evolving marketplace.

**Customers Bank’s success is intrinsically linked to our ability to consistently attract, develop and retain a pool of highly qualified and engaged team members who are also committed to delivering on our corporate strategy and living our values every day. Customers Bank does this by empowering our workforce to develop leaders and team members, as well as creating a safe and supportive workplace environment.**

	2025	2024
Full-Time Team Members	863	787
Part-Time Team Members	6	6
<b>Total Team Members</b>	<b>869</b>	<b>793</b>

# Human Capital

## Talent Acquisition

Our talent acquisition efforts remain centered on the belief that a high-performing workforce is essential to driving innovation and advancing our vision, mission, and values. The Talent Acquisition team partners closely with hiring managers and senior leadership to ensure position requirements are clearly defined and effectively communicated across our careers page and a variety of broad and specialized job boards, enabling access to diverse and highly qualified candidate pools. Customers Bank attracts top talent through a competitive total rewards package that includes compensation, comprehensive benefits, performance incentives, and recognition programs.

Providing an exceptional candidate experience remains central to our talent acquisition philosophy. From initial outreach and application submission through interviews, assessments, and final offers, we prioritize transparency, consistent communication, and responsiveness to ensure candidates feel respected and engaged throughout the recruitment process.

As our business evolves, so too must our approach to attracting talent. Customers Bank remains committed to continuously refining and enhancing our talent acquisition practices to meet the changing needs of our organization and the dynamic external landscape. Ongoing investment in technology, data analytics, employer branding, and talent pipeline development will further strengthen our ability to attract, engage, and retain top talent, positioning the Bank for sustained success.

# Workplace Culture

At Customers Bank, we are committed to fostering a workplace culture grounded in our vision, mission and values. Our core values guide how we serve our customers, collaborate with one another, and contribute to our communities:

- Customer Success
- Personal Integrity
- Entrepreneurial Mindset
- Teamwork
- On-the-job Excellence

We strive to create an inclusive environment where all team members can thrive, contribute their unique perspectives and develop their talents in meaningful ways.

A key reflection of our commitment to culture and community is the Customers Bank Freedom Scholarship Program. Established in 2020 in tribute to Juneteenth—the annual commemoration of the emancipation of enslaved African Americans in the United States—the program recognizes that the promise of freedom is closely connected to access to quality education. The Freedom Scholarship Program provides financial assistance to dependents of eligible team members in support of their educational aspirations. In 2025, \$40,000 was awarded to 8 children of our team members.

# Team Member Engagement

We remain focused on delivering for our customers while fostering an environment where team members feel connected, supported, and valued. Our workplace model emphasizes in-person collaboration, with team members working in the office four days per week and working remotely on Fridays.

This structure strengthens teamwork, enhances communication, and reinforces our culture, while maintaining a level of flexibility that supports productivity and engagement.

To further support flexibility and work-life integration, team members are eligible for five Work From Anywhere days annually. This benefit provides additional autonomy and recognizes the importance of balance while maintaining our strong commitment to performance and collaboration.

## **Wellness Program:**

- Customers Bank is committed to cultivating a culture of well-being through proactive engagement initiatives designed to positively impact each team member. Our comprehensive wellness program offers a range of challenges, workshops, webinars, and health coaching sessions that support overall well-being
- Team members have access to an enhanced digital wellness platform that provides on-demand activities and initiatives focused on improving physical and mental health. The platform features a multi-tiered rewards system through which participants earn wellness points in recognition of their engagement and healthy behaviors.
- The program is structured around four pillars of well-being: physical, mental, emotional, and financial health, reinforcing our holistic approach to supporting our workforce.

# Team Member Engagement Initiatives

- **Corporate Trainer** – We continue to offer Bank-sponsored personal training sessions, available both in person and virtually to team members across the organization. Programs include body relaxation, muscle recovery, light pain management, and strength-building exercises, supporting overall physical well-being.
- **Matching Gift Program** – We recognize the importance of individual and corporate support for charitable organizations. Customers Bank matches team member charitable contributions up to \$500 annually, reinforcing our commitment to community impact.
- **Community Service Day** – Team members are eligible to receive up to eight hours of paid time off annually to participate in qualifying community service activities, encouraging volunteerism and civic engagement.
- **Team Member Referral Program** – This program provides monetary awards to team members who refer highly qualified candidates who are subsequently hired. In 2025, 5 hires resulted from team member referrals. The program supports talent acquisition efforts while promoting engagement and shared accountability in building strong teams.
- **United Way** – Customers Bank encourages team members to support their local United Way chapters, which provide meaningful assistance to the communities where we live and work. The Bank matches eligible contributions dollar for dollar, and team members who contribute at a qualifying level are eligible for additional paid time off.
- **Recognition Program** – We enhanced our recognition program to celebrate team members who exemplify our core values and advance our mission of consistently delivering “WOW” experiences for our customers and for one another.
- **CUBI Culture Connect** – This dynamic webinar series provides team members with behind-the-scenes insight into Customers Bank. Through transparent conversations, meaningful business updates, and direct access to leadership, the series strengthens engagement and organizational alignment.

**Team Member Feedback** – We believe team members should feel heard, included, and recognized within a positive leadership environment that fosters engagement and performance. Customers Bank encourages open dialogue through regular conversations with direct managers and People Experience Business Partners. Feedback is gathered on topics such as workplace environment, leadership effectiveness, work-life integration, and overall engagement. Key themes and trends are shared with leadership, enabling informed decision-making and the development of targeted engagement strategies.

# Management and Succession Planning

Strategic succession management at Customers Bank begins with a position-based planning approach and is integrated with our performance management process to support cohesive, people-centered decision-making and disciplined execution.

During the year, we enhanced our succession planning framework to strengthen leadership readiness, reduce dependency risk in critical roles, and ensure continuity across functions essential to growth, execution, and enterprise resilience. A key enhancement was an increased focus on actionable development planning, establishing clear, individualized development objectives for identified successors to accelerate readiness and address capability gaps.

Our approach is designed to build a sustainable internal leadership pipeline for senior, executive, and other mission-critical roles. In partnership with executive leadership, we systematically identify and assess high-potential team members who demonstrate strong technical expertise, leadership capability, and an enterprise mindset. Through targeted development experiences—including stretch assignments, cross-functional exposure, and leadership development initiatives—we prepare successors to assume expanded responsibilities while preserving institutional knowledge and enhancing organizational agility.

This disciplined process strengthens continuity planning, mitigates operational risk, and reinforces our ability to adapt and perform in a dynamic environment.



# Benefits & Financial Well-Being

Customers Bank provides a comprehensive benefits program designed to support the physical, emotional, and financial well-being of our team members and their families. Our offerings are regularly reviewed to ensure competitiveness and alignment with workforce needs

## Health & Wellness

- Comprehensive medical coverage
- No-cost telehealth services
- Health advocacy support

## Mental & Emotional Support

- Employee Assistance Program (EAP)
- Confidential counseling & consultations
- Access to clinical specialists

## Financial Security & Retirement

- 401(k) with Bank match (95%+ participation)
- Company-paid Life & AD&D
- Disability coverage
- Financial wellness & retirement workshops

# **Our Governance**

*investing in best practices for business*

# Corporate Governance

Customers Bank believes that governance systems ensure we manage our business in the interest of shareholders, clients, team members and other stakeholders. We believe that good governance improves financial performance by aligning management interests with shareholder interests. Key elements include board structure, compensation, human capital, risk management and cybersecurity.

Given its role of guiding the company in the creation of shareholder value, the Board recognizes that the long-term economic interests of shareholders can often be furthered by giving appropriate and responsible consideration to the interests and concerns of other constituencies, such as the Bank's customers, team members and local communities, as well as government officials, regulatory agencies and the general public.

The Board of Directors has adopted Corporate Governance Guidelines and Policies to provide the framework for effective governance of the Board and the company. These guidelines and governance policies can be found at: [www.customersbank.com/investor-relations/governance-documents](http://www.customersbank.com/investor-relations/governance-documents). The Board's Nominating and Corporate Governance Committee oversees the Bank's governance strategy.

The Bank's mission and corporate purpose is to create a strong, sound and profitable financial services company committed to long-term growth in shareholder value. To guide the Bank in achieving its mission, the company has adopted certain corporate values to provide the foundation for the company's corporate culture and to promote the highest ethical conduct among its directors, officers and team members.

## Hallmarks of the Customers Bancorp approach to sound corporate governance include:

- Majority Independent Directors
- A very experienced and diverse Board
- Strong Lead Independent Director
- Regular Board and Board Committee meetings, with executive sessions
- Annual Board performance evaluation and self-assessment
- Annual CEO performance evaluation tied to financial performance
- Audit; Nominating and Corporate Governance; and Leadership and Development Committees consist solely of Independent Directors
- Majority voting standard in uncontested election of Directors
- Annual Say-on-Pay vote
- Stock ownership policies and prohibition on hedging

# Board of Directors

Strong corporate governance begins with a strong Board of Directors that is actively engaged in meeting the company's goals, complying with laws and regulations, protecting shareholder rights and interests, and overseeing management.

The Customers Bancorp, Inc. Board of Directors is elected by its shareholders to oversee and advise management in the conduct of the company's affairs and business and to guide management in the accomplishment of its goal to create shareholder value through superior execution of its annual and long-term plans. In this regard, the Board continuously promotes an environment within the company that is conducive to sound corporate governance, including periodic review, refinement and approval of policies and guidelines, and development of Board committees that effectively accomplish the Board's oversight and advisory responsibilities.

The Customers Bancorp, Inc. Board of Directors is a one-tier system consisting of twelve members (as of 12/31/2025) and is divided into three classes, with one class of Directors elected each year. Board members are elected individually (as opposed to elected by slate), generally to serve a three-year term or until their respective successors shall have been elected and qualified. Individual elections give shareholders the opportunity to vote for or against specific Board members. Each of the members of our Board of Directors also serves as a Director of Customers Bank.

# Lead Director

The role of chair and CEO is joint, but an independent lead director is also appointed. The current Lead Independent Director is Daniel K. Rothermel.

Mr. Rothermel serves as Chairman of the Nominating & Corporate Governance Committee and the Directors Risk Committee.

In addition, Mr. Rothermel presides over all Board meetings when the Chairman of the Board is not present and presides over meetings of the non-management Directors held in executive session.

Customers Bank shares the view of many that Independent Directors can bring new insights and balance that improve the performance of a company through their objective view of the company's health and operations. This improves accountability. Independent Directors, including many who serve on the Customers Bancorp Board, also bring specific expertise from their professional experience that shapes the Bank's strategy and tactics. Independent Directors and management have different perspectives and roles in strategy development.

## The Lead Independent Director also has the responsibilities to:

1. Following consultation with the Chairman and Chief Executive Officer and other Directors, approve Board meeting agendas and schedules, ensuring that there is sufficient time for discussion of all agenda items;
2. Call special meetings or executive sessions of the Board and call and chair executive sessions or meetings of the non-management or independent Directors and, as appropriate, provide feedback to the Chairman and Chief Executive Officer, and otherwise serve as a liaison between the Independent Directors and the Chairman;
3. Work with committee chairs to ensure coordinated coverage of Board responsibilities;
4. Facilitate communication between the Board and senior management, including advising the Chairman and the Chief Executive Officer of the Board's informational needs and approving the types and forms of information sent to the Board;
5. Serve as an additional point of contact for Board members and shareholders, and be available for consultation and direct communication with major shareholders;
6. Facilitate the Board's review and consideration of shareholder proposals properly submitted for inclusion in the company's annual proxy statement;
7. Serve as a "sounding board" and advisor to the Chairman and Chief Executive Officer;
8. Contribute to the performance review of the Chairman and Chief Executive Officer;
9. and stay informed about the strategy and performance of the company and reinforce that expectation for all Board members.

The Lead Independent Director also has the responsibility of acting as a liaison between management and the non-management Directors, advising the Chairman and Chief Executive Officer on the efficiency of the Board meetings, and facilitating teamwork and communication between the non-management directors and management.

# Election of Board

Our Board of Directors consists of individuals with considerable and diverse business experiences, backgrounds, skills and qualifications. Collectively, they have a strong knowledge of our company's business and markets and are committed to enhancing long-term shareholder value. Our Nominating and Corporate Governance Committee is responsible for identifying and selecting director candidates who meet the evolving needs of our company. Director candidates must have the highest personal and professional ethics and integrity. Additional criteria considered by the Nominating and Corporate Governance Committee in the director selection process includes the relevance of a candidate's experience to our business, enhancement of the diversity of experience of our Board, the candidate's independence from conflict or direct economic relationship with our company, and the candidate's ability and willingness to devote the proper time to prepare for and attend meetings.

## Director Qualifications

The Nominating and Corporate Governance Committee identifies or evaluates and recommends candidates for Board membership. The Board has approved the following minimum qualifications for first-time nominees for director:

- individuals of the highest character and integrity,
- a demonstrated breadth and depth of management and/or leadership experience, preferably in a senior leadership role (e.g., chief executive officer, managing partner, president) in a large or recognized organization or governmental entity;
- financial literacy or other professional or business experience relevant to an understanding of the company and its business;
- and a demonstrated ability to think and act independently, as well as the ability to work constructively in a collegial environment.

The Nominating and Corporate Governance Committee traditionally has believed it appropriate for at least one member of the Board to meet the criteria for an "Audit Committee financial expert," that a majority of the members of the Board meet the definition of "independent director" under NYSE rules, and that one or more key members of management participate as members of the Board.

In identifying candidates, nominees for director, or evaluating individuals recommended by shareholders, the Nominating and Corporate Governance Committee determines, in its sole discretion, whether an individual meets the minimum qualifications and will consider other factors including the current composition of the Board.

# Election of Board

## Board Nomination Process

The Nominating and Corporate Governance Committee identifies nominees by first evaluating the current members of the expiring class of Directors willing to continue in service. Current members of the expiring class with skills and experience that are relevant to our business and who are willing to continue in service are considered for re-nomination, balancing the value of continuity of service in contrast to the merits of obtaining a new perspective. If any member of the expiring class does not wish to continue in service or if the Nominating and Corporate Governance Committee or the Board decides not to re-nominate a member for reelection, the Nominating and Corporate Governance Committee identifies the desired skills and experience of a new nominee and discusses with the Board suggestions as to individuals that meet the criteria.

The Nominating and Corporate Governance Committee has not in the past engaged third parties to identify, evaluate or assist in identifying potential nominees.

The company's bylaws contain provisions that address the process by which a shareholder may nominate a candidate to stand for election to the Board of Directors at our Annual Meeting of Shareholders.

## Board Characteristics & Performance

The members of our Board bring a variety of backgrounds, qualifications, skills and experiences that contribute to a well-rounded Board that we believe is uniquely positioned to effectively guide our strategy and oversee our operations in a rapidly evolving financial services industry. We believe that a Board comprised of Directors with a wide range of backgrounds, experiences, perspectives and viewpoints improves the dialogue and decision-making in the boardroom and contributes to overall Board effectiveness.

Customers Bancorp Directors*				
	Female	Male	Non-Binary	Did Not Disclose
Directors	2	10	0	0
African American or Black	0	1	0	0
Alaska Natives/Native American	0	0	0	0
Asian	0	1	0	0
Hispanic or Latino	0	0	0	0
White	2	8	0	0
Two or More Races or Ethnicities	0	0	0	0
Did Not Disclose Race & Gender	0	0	0	0
LGBTQ+	0	0	0	0

\*As of December 31, 2025

All twelve (12) Directors served on two or fewer public company boards; any Director that is CEO of a public company served on no more than one other public company board.

Two (2) have or have had CPA licenses, six (6) have a Juris Doctor degree, two have doctorate degrees.

All directors offer significant financial and governance experience and expertise.

Average Board attendance at meetings in 2025 was 94%.

The Customers Bank Board of Directors conducts a self-evaluation at least annually to determine whether the Board and its committees are functioning effectively.



# Management Board Characteristics & Performance

Customers Bank Management Board Members*				
	Female	Male	Non-Binary	Did Not Disclose
Members	2	15	0	0
African American or Black	0	0	0	0
Alaska Natives/Native American	0	0	0	0
Asian	1	2	0	0
Hispanic or Latino	0	1	0	0
White	1	12	0	0
Two or More Races or Ethnicities	0	0	0	0
Did Not Disclose Race & Gender	0	0	0	0
LGBTQ+	0	0	0	0

\*As of December 31, 2025

Customers Bank's Management Board is comprised of our Executive Committee and senior leaders representing departments throughout the enterprise. This group is responsible ensuring coordination and communication across the management team.

The Management Board convenes monthly, with rotating hosts driving the agenda and action steps.

# Board Committees

There are six (6) committees of the Board. The duties and functions of each are summarized below:

## Audit Committee

The Audit Committee is appointed by the Board of Directors of the company to assist the Board in overseeing:

- the integrity of the financial statements of the company
- the qualifications and independence of the company's independent registered public accounting firm
- the performance of the company's internal audit function and independent auditors, and
- the compliance by the company with legal and regulatory requirements.

The primary responsibility of the Audit Committee is to oversee the company's accounting and financial reporting process on behalf of the Board and report the results of their activities to the Board.

## Leadership Development & Compensation Committee

The Leadership Development & Compensation Committee's (LD&CC) responsibilities include formulating and guiding the company's executive compensation philosophy and program structure, which is central to the Bank's ability to attract, motivate and retain the talent needed to achieve superior long-term financial results. The LD&CC's scope also includes oversight of the company's leadership development and other human capital initiatives. Key responsibilities of the LD&CC include:

- review and approve corporate goals and objectives relevant to the compensation of the executive officers, evaluate the performance of the executive officers in light of those goals and objectives, and approve the level of the executive officers' compensation based on that evaluation;
- select and periodically review and revise a peer group of companies against which to assess the Bank's compensation programs and practices to ensure they are competitive and supportive of the Bank's strategy and objectives;
- administer the Bank's equity incentive plans, including without limitation, making grants and monitoring awards under such plans, interpreting the terms of such plans and taking such other actions as contemplated by such plans;
- periodically review and discuss Human Capital Metrics, including but not limited to turnover, headcount and talent acquisition to help identify trends and inform the design and/or delivery of various Human Capital initiatives related to retention, engagement and leadership development.

The LD&CC is made up of at least two independent directors appointed by the Board of Directors to manage its responsibilities for approving and evaluating all compensation plans, policies and programs relating to compensation for the Chief Executive Officer and the other executive officers of the Customers Bancorp, Inc. and Customers Bank.

# Board Committees

## Directors Risk & Compliance Committee

The Directors Risk & Compliance Committee is responsible for overseeing the Company's overall risk management framework and risk profile and ensuring that all risks associated with the Company's strategy, environment, regulatory compliance, and operations are suitably identified, measured, managed, and monitored within Board-defined risk appetite and tolerance levels.

### The Committee also :

- Oversees the establishment and operations of the Company's Enterprise Risk Management (ERM) program and other risk management programs, including the appropriate policies, standards, and governance structure, commensurate with the Company's size and complexity, to effectively identify, measure, manage, and monitor key and emerging risks to the Company;
- Oversees that the ERM program includes the appropriate key components, including risk appetite statements, risk assessment methodologies, metrics, reporting, and risk response measures;
- Reviews and approves at least annually the Company's Risk Appetite Statement and Enterprise Risk Management Policy;
- Receives and reviews reports from senior management regarding risk management, including compliance with applicable risk related policies, risk limits, and tolerances, as well as results and conclusions from various assessments, including a determination of whether the associated risk profiles are within acceptable tolerance levels and aligned to the Company's risk appetite, and management's action plans for any risks which are outside of acceptable thresholds;
- Approves the appointment or removal of the Chief Risk Officer (CRO) and annually review the CRO's performance and independence;
- Reviews and approve the Bank's overall policies and goals concerning regulatory compliance including but not limited to the Community Reinvestment Act, and Fair Lending Responsible Banking programs;
- Oversees the Bank's program for managing consumer compliance and conduct risk, including Unfair, Deceptive, or Abusive Acts or Practices risk, and receive and review aggregated information regarding customer complaints, trends in customer impact, and remediation activities;
- Oversees the effectiveness of the Company's Financial Crimes Compliance programs, including Bank Secrecy Act, Anti-Money Laundering and Fraud risk management, relative to the Company's risk profile;
- Provides oversight of the Company's credit risk management program and financial & model risk function, including interest rate risk, liquidity risk, investment risk, capital risk and model risk;
- Reviews material operational, technology, cybersecurity; business continuity and legal risks, including, significant incidents, control weaknesses, and management's remediation plans; and
- Provides oversight of the Company's significant expenditures or transactions, new high risk initiatives and staffing.

# Board Committees

## Nominating and Corporate Governance

The Nominating and Corporate Governance Committee consists of at least four independent directors whose purpose and responsibility are to: (a) develop and recommend to the Board corporate governance policies and guidelines; (b) assist the Board in identifying and nominating director candidates for election to the Board and appointment to committee membership; and (c) assist the Board with corporate governance matters. The Committee's responsibilities include:

- reviews and advises the Board with respect to policies or changes to the governance structure of the company to enhance the Board's effectiveness, including the size and composition of the Board, the frequency and structure of Board meetings, the frequency, structure and guidelines for calling executive sessions of independent directors, procedures for Board meetings including distribution of meeting materials, and the formation of new Board committees;
- creates and reviews, at least annually, the corporate governance policies of the company to ensure that they are appropriate for the company and comply with applicable laws, regulations and stock exchange listing standards, and recommend changes to the Board as appropriate;
- reviews and assesses the adequacy of the company's Code of Conduct and recommends proposed changes to the Board, including the terms of the enforcement and waiver mechanisms for the Code of Conduct, also reviewing and assessing the enforcement and waiver provisions of the company's other policies;
- investigates and assesses the backgrounds and skills required of Board members and those of potential candidates for Board membership, including reviewing and assessing candidates recommended by shareholders;
- recommends to the Board, director nominees to be presented to the shareholders for election or to the Board for appointment to fill vacancies, as applicable, considering the independence and other qualifications of each candidate and seeking an appropriately diversified Board
- assesses the independence of directors, director nominees and director candidates under applicable laws, regulations and stock exchange listing standards, including heightened standards for committee membership, and recommend independence determinations to the Board;
- subject to the provisions of the bylaws, makes recommendations to the Board for membership on the various Board committees (considering the qualifications for membership on each committee);
- recommends to the Board such changes to the committee structure and committee functions as it deems advisable; and reviews and recommends to the Board compensation to be paid to the non-management directors.

# Board Committees

## Regulatory Affairs Sub-Committee

The Regulatory Affairs Sub-Committee, established in October 2023, which reports to the Directors Risk & Compliance Committee, is responsible for overseeing the Company's overall regulatory compliance, strategy, and remediation efforts and ensuring that all regulatory endeavors associated with the Company's strategy, environment, risk profile, and operations are suitably identified, measured, managed, and monitored to ensure compliance with regulatory requirements and expectations.

### The Regulatory Affairs Sub-Committee's duties include the following:

- oversees the establishment and operations of the Company's Regulatory Excellence Office ("REO"), including the appropriate policies, procedures, standards, and governance structure, commensurate with the Company's size and complexity, to effectively identify, measure, manage, and monitor key and emerging regulatory risks to the Company;
- reviews and approves at least annually the REO Policy of the organization to ensure that the policy remains aligned with the Company's strategic plan;
- receives and reviews reports from senior management regarding regulatory compliance, remediation, and strategy activities;
- supports the independence of the REO through separate oversight responsibilities from other Board committees and the Chief Risk Officer ("CRO"),
- providing the Executive Chair of the REO and the Managing Director of the REO direct access to the Committee and the Board;
- receives and reviews reports from senior management regarding progress against regulatory-related actions to ensure the Company is meeting its commitments to regulators;
- reviews and approves the allocation of resources to ensure that the REO has sufficient support to successfully execute its responsibilities;
- reviews significant capital expenditures and potential significant merger and acquisition activity with consideration for regulatory implications;
- considers the regulatory implications of new strategic customer facing banking products, services or business lines; and
- meets regularly with the Company's primary regulators to independently understand and communicate the Company's regulatory requirements, expectations, strategy, and activities.

# Board Committees

## Corporate Social Responsibility Committee

Among its responsibilities, the Corporate Social Responsibility (“CSR”) Committee has responsibility for oversight of our ongoing commitment to the principles of supporting economic and community development efforts that improve the lives of our Team Members, our clients and the communities in which we operate and appropriate and transparent corporate governance and reporting related to climate disclosure and other CSR-related matters. The CSR Committee Charter is available on our website at [www.customersbank.com](http://www.customersbank.com) by selecting “Investors,” “Governance,” and finally selecting the CSR Committee Charter. This Committee:

- determines the key stakeholders in relation to the company’s and Customers Bank’s general strategy relating to corporate social responsibility and climate disclosure-related considerations (the “CSR Strategy”), including coordination with other board-level committees as the Committee deems appropriate;
- oversees the development and implementation by management of the CSR Strategy and any initiatives and policies deemed by the Committee to be necessary or advisable to implement the CSR Strategy;
- oversees reporting and disclosures by management with respect to CSR matters in compliance with applicable laws, including applicable federal and state laws and regulations related to climate disclosure or other CSR-related matters; and
- oversees the preparation by management of the annual Customers Bank CG&SR Report.

# Customers Bancorp Governance Major Policies

## Code of Ethics and Business Conduct

Every director, officer and team member is required to comply with the Customers Bancorp, Inc. Code of Ethics and Business Conduct (“Code of Conduct”). The Code of Conduct, which is reviewed annually by the Board and acknowledged annually by the company’s directors, officers and team members, sets forth policies covering a broad range of subjects and requires compliance with laws and regulations applicable to our business.

The Code of Conduct is intended to promote the highest standards of integrity among all team members, by providing guidance in how team members should perform their duties with honesty and integrity. Each director, officer and team member must act with integrity and observe the highest of ethical standards of business conduct in their dealings with customers, team members, suppliers, service providers, competitors and all other stakeholders with whom they have contact in the course of performing their duties.

Further, the company and Board of Directors continue to nurture and celebrate a culture that embraces diverse points of views, background and experiences. We are committed to equity in how people are treated and the opportunities available to them. Each of our directors, officers and team members is required annually to review and provide acknowledgment of their understanding of the company’s Code of Conduct.

The Code of Conduct addresses the Bank’s commitment to providing an inclusive, respectful and non-discriminatory working environment, free from harassment or any other inappropriate conduct.

# Customers Bancorp Governance Major Policies

## Whistleblower Policy & Hotline

It is important that Customers Bank maintains a culture where anyone feels they can speak up if they believe that something is not right. Customers is pleased that a significant majority of our team members feel comfortable raising concerns directly to their management, People Experience Team (Human Resources), Compliance or Legal. However, sometimes team members will not feel comfortable raising concerns using these avenues.

At Customers Bank, we have a policy regarding reporting of complaints via the company's dedicated Whistleblower Hotline about accounting, internal controls, employment practices, auditing matters, questionable financial practices, Code of Conduct violations or violation of laws, rules or regulations by others. The policy is designed to provide a channel of communication for team members and others who have concerns about our conduct or any of our directors or team members. Complaints are treated seriously, handled expeditiously and fully investigated regardless of the nature. Complaints that are accounting or financial in nature or allege any immediate threat to the corporate security of the company are handled by the company's Audit Committee and Legal Team.

Team members submitting a complaint are not required to provide their names or other personal information, and reasonable efforts are used to investigate the complaint in a manner that protects the confidentiality and anonymity of the team member who submitted the complaint.

Team members are reminded of the company's Whistleblower Hotline at least annually. Information regarding the company's Whistleblower Hotline and contacts is accessible from the homepage of the Bank Intranet and is referenced in the company's Code of Conduct.



# Customers Bancorp Governance Major Policies

## Zero-Tolerance Policy – Workplace Harassment

Consistent with the company's current policies and processes, the company and Board of Directors remain committed to a zero-tolerance policy regarding sexual harassment and behaviors that contribute to a hostile work environment. The company and Board of Directors remain focused on the prevention of workplace harassment through the application of enhanced education and training to support and encourage a climate of mutual respect among all team members. Further, the company and Board of Directors continue to nurture and celebrate a culture that embraces diverse points of views, backgrounds and experiences. We are committed to equity in how people are treated and the opportunities available to them. Each of our directors, officers and team members are required annually to review and provide acknowledgment of their understanding of the company's Code of Conduct. The Code of Conduct addresses the company's commitment to providing an inclusive, respectful and non-discriminatory working environment, free from harassment or any other inappropriate conduct.

# Customers Bancorp Governance Major Policies

## Stock Ownership Policies & Prohibition of Hedging

Research shows that stock ownership by senior management is positively correlated to financial performance and shareholder value. Customers Bank has in place stock ownership guidelines for directors and key members of the executive management team.

Under the guidelines, each non-management director is required to own shares of the company's common stock having a value equal to five times the annual cash retainer.

Directors have five years from their appointment to the board to reach the targeted level, and then they must maintain at least that stock ownership level while serving as a member of the Board and for one year after service as a director terminates.

In addition, the Board has adopted stock ownership guidelines for key members of the company's executive management intended to align the interests of the executive with the interests of the shareholders so that decisions made consistently consider the shareholders' interests.

The ownership guidelines vary with the individual's rank:

**Chairman & CEO -- six times base salary**  
**President -- four times base salary**

**CFO -- three times base salary**  
**Executive Officers -- one times base salary**

Many of our senior executives exceed these guidelines.

Under the Bank's Code of Conduct, our officers, directors and team members are prohibited from the short selling of or other hedging transactions involving company securities, or the purchase or sale of derivatives related to the company's securities.

No governmental institutions own more than 5% of the total voting rights.

# Customers Bancorp Governance Major Policies

## Insider Trading

All directors, officers and team members of our company and its subsidiaries (together, the "Covered Persons" are required to abide by our Insider Trading Policy (the "Policy"). The company may also determine that other persons should be subject to this Policy, such as contractors or consultants who have access to material nonpublic information. This Policy also applies to family members, other members of a person's household and entities controlled by a person covered by the Policy. The Policy provides guidelines with respect to transactions in the securities of the company and the handling of confidential information about the company and the companies with which the company does business. The company's Board of Directors has adopted this Policy to promote compliance with federal, state and foreign securities laws that prohibit certain persons who are aware of material nonpublic information about a company from: (i) trading in securities of that company; or (ii) providing material nonpublic information to other persons who may trade on the basis of that information. The company's General Counsel is the Policy's Compliance Officer. Directors, officers and team members who, because of their position, are likely to possess material non-public information regarding the company are required to obtain approval from the Compliance Officer before trading in company securities. The company requires Covered Persons to acknowledge at least annually that they have read and understood the Policy.

# Customers Bancorp Governance Major Policies

## Clawback Policy

The Company has adopted an Incentive-Based Compensation Clawback Policy in accordance with Exchange Act Rule 10D-11, which requires national securities exchanges to establish listing standards that require listed companies to develop and implement a clawback policy providing for recovery of incentive-based compensation erroneously received by current or former executive officers during the three completed fiscal years immediately preceding the year in which the company is required to prepare an accounting restatement due to material noncompliance with financial reporting requirements. Under the Policy, erroneous payments must be recovered even if there was no misconduct or failure of oversight on the part of an individual executive officer, and the Company's obligation to recover erroneously awarded Incentive-based Compensation is not dependent on the filing of restated financial statements. The recoverable amount is the difference between the amount actually received by the executive and the amount that would have been received based on the restated amount.

This Policy applies to former executive officers who are no longer serving at the time the clawback is required. However, this Policy does not require recovery of Incentive-based Compensation in circumstances where (i) the compensation was received by a person before beginning service as an executive officer or (ii) if that person did not serve as an executive officer at any time during the three-year lookback period to which the Rules apply. The Company is prohibited from indemnifying or reimbursing any executive officer or former executive officer against the loss of erroneously awarded compensation or from paying the premiums on an insurance policy that would cover an executive officer's potential clawback obligations. The Policy contains certain exceptions to recovery when permitted by law, such as when recovery would be impracticable. This Policy is in addition to other clawback policies implemented by the Company, which are triggered by illegal activity, breach of fiduciary duty, intentional violations or grossly negligent disregard of our policies, rules or procedures.

# Customers Bancorp Governance Major Policies

## Marketing Materials Review

All marketing communications including, but not limited to paid advertisements for any form of media; charitable event sponsorship promotions; customer communications, website content; in-branch signage; banking statement supplements; and social media posts designed to sell a product or service are subject to review by the Marketing, Compliance and Legal Departments of the Bank.

Reviews are intended to comply with all applicable laws, rules and regulations relevant to advertising and communications, including but not limited to the Truth in Savings Act "TISA"/Regulation DD; Fair Lending Laws: Equal Credit Opportunity Act/Regulation B and Fair Housing Act; Truth in Lending Act/Regulation Z; Real Estate Settlement Procedures Act; Fair Debt Collection Practices Act; Unfair, Deceptive or Abusive Acts or Practices; Deposit Insurance; Electronic Fund Transfer Act/Regulation; Rules Applicable to Check Transactions; Gramm-Leach-Bliley Act; Privacy Rules and Data Security Guidelines; Fair Credit Reporting Act; Children's Online Privacy Protection Act; and the Federal Trade Commission.

Additionally, the review is intended to ensure clear and consistent messaging, an appropriate "voice of the Bank," adherence to community standards, a good customer experience, and good taste and mitigation of reputational risk.

The evolution of marketing content including copy, images, audio visual assets or animation including meta data, drafts, edits, comments and all versions of the content are recorded and maintained in a software platform for access by auditors and regulators. Records are maintained in accordance with the Bank's records retention policy.

# Customers Bancorp Governance Major Policies

## Social Media Policy

Social media has become an integral part of many people's lives. It is a viable channel through which the Bank and its team members may engage in interactive communication with customers and prospective customers to market the Bank's products and services, as well as to share information about the Bank in this public arena. Furthermore, clients may choose to communicate with the Bank using various social media platforms to ask questions, voice complaints, indicate satisfaction or dissatisfaction with the Bank and its products or services, or for other purposes.

The Bank recognizes that the use of social media to attract and interact with customers and prospective customers can negatively impact the Bank's risk profile, along with subjecting the Bank to compliance and legal risks, operational risks, and reputational risks. Moreover, team members' use of social media can pose risks to the Bank's confidential and proprietary information, expose the company to discrimination and harassment claims, and jeopardize the Bank's compliance with various laws, rules and regulations.

For this reason, all posts made to Bank-owned and titled user accounts can only be made by authorized team members or consultants and only after review and approval by the Bank's social media manager. The Social media manager is also responsible for managing the engagement with customers and prospective customers through the Bank's social media pages and other social media pages as deemed appropriate, including responding to customer inquiries, complaints and feedback, and escalating such items to the appropriate department(s) for response as needed.

Business units that wish to employ social media to advance sales goals or generate publicity consult with the Marketing team and social media manager to generate the posts.

Team members are strongly encouraged to engage with the Bank's social media pages, regarding community engagement, charitable giving, team member recognition or Bank awards, but in doing so, team members must:

- Disclose their affiliation with the Bank in their profiles on any social media
- platform in which they engage in such activity.
- Indicate that the views they express are their own and not the Bank's in their profiles on any social media platform in which they engage in such activity as well as in the content of any such commentary.
- To the degree possible on the social media platform, share content in its
- entirety and original form without edits or omissions.
- Not share any content— regardless of date of posting – or post any original content or comments dealing with product offerings, terms, rates, conditions of service or other business development issues.
- Otherwise conduct themselves on such social media platforms in
- compliance with the scope of our policy, applicable laws, and the standards expressed in Customers Bank's Code of Ethics and Business Conduct.

If the team member does not acknowledge their employment with the Bank, they are in violation of the Social Media Policy and the Truth in Advertising guidelines put forth by the Federal Trade Commission.

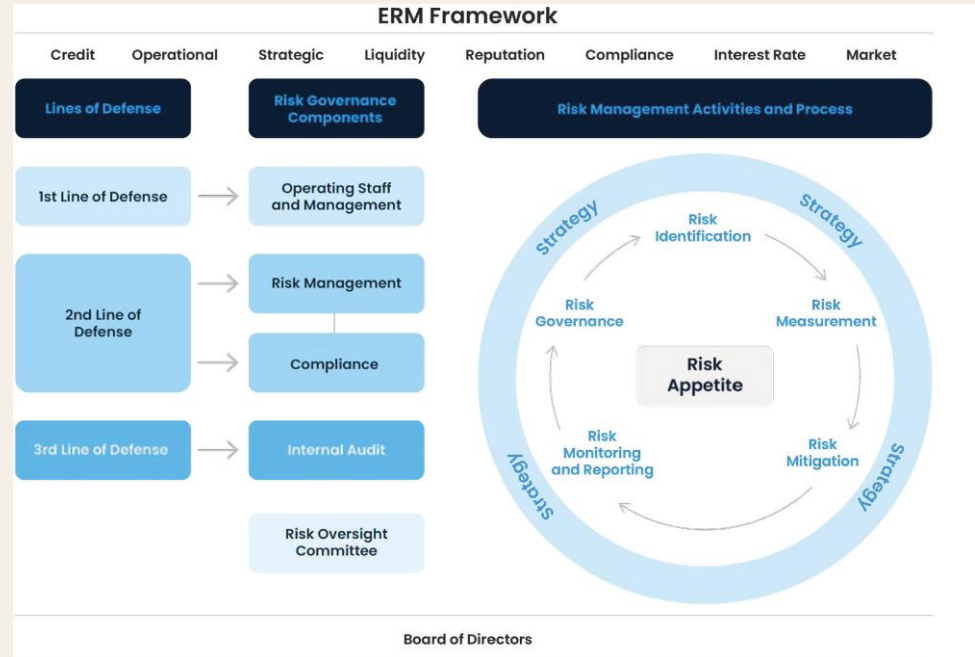
Customers Bank recognizes the right of team members to use social media in its intended way for their personal benefit or enjoyment but remind them that they are always a representative of Customers Bank and its culture, even if not expressly seeking to represent the Bank. Team members must be mindful of the Bank's standards. Customers Bank will not be associated with content that is racist or misogynistic.

## Risk Assessment & Management

Banks are in the business of taking risk, and we consider prudent risk management key to our success over time. The responsibility for risk management begins with the Board of Directors. The company's overall objective is to manage its businesses, and the associated risks, in a manner that balances serving the interests of its customers and investors and protects the safety and soundness of the company.

The Enterprise Risk Management Framework serves as the foundation for consistent and effective risk management by setting forth clear roles, responsibilities and accountability for the management of risk. The Risk Management Framework considers risk holistically, and ensures risks are evaluated across the primary risk categories – strategic, credit, liquidity, interest rate, price, operational (including IT, third party and information security), compliance and reputation risk.

The company's strong Enterprise Risk Management Framework includes various risk management activities and processes related to risk appetite, risk identification, risk measurement, risk mitigation, risk monitoring and reporting, and risk governance across the first, second and third lines of defense.

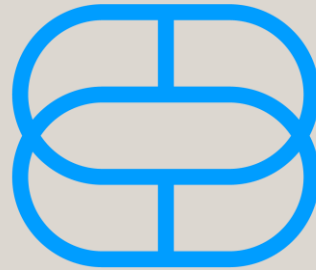


# Government Affairs & Political Action

Customers Bancorp monitors public policy at the local, state and federal levels for potential impacts on the business and its operations. The company does not have a political action committee (PAC).

Some executives and team members make voluntary personal contributions to political candidates and campaigns. The company employs one individual whose duties include government affairs and who is a registered lobbyist in Pennsylvania. The activities at the Federal level do not reach the threshold requiring Federal lobbyist registration. All lobbyist registration and reporting requirements are followed strictly. The company is a member of the Mid-size Bank Coalition of America, the American Fintech Council, and several state and local chambers of commerce and banking associations. These professional trade associations undertake lobbying activities on behalf of the collective interests of their members.





**customers  
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