



ING profile

4Q/FY2023

Global Communications, Brand & MarCom
February 2024



do your thing



Why we're here

ING's purpose is to empower people to stay a step ahead in life and in business. This purpose guides us in everything we do.

It represents our conviction in people's potential. We don't judge, coach or tell people how to live their lives. However big or small, modest or grand, we help people and businesses to realise their own vision for a better future.

We know people don't need banks, they need banking. Our **promise to customers** is to make banking frictionless, removing barriers to progress and giving people confidence in their ability to make decisions and to move forward. It frees them from the constraints that stand between them and their passions and encourages them to do more of the things that give their lives meaning.

Who we are

ING is a global bank with a strong European base. Our more than 60,000 employees offer retail and wholesale banking services in more than 40 countries.

Our purpose is to **empower people to stay a step ahead in life and in business.**

Our products include savings, payments, investments, loans and mortgages in most of our retail markets. For our Wholesale Banking clients we provide specialised lending, tailored corporate finance, debt and equity market solutions, sustainable finance solutions, payments & cash management and trade and treasury services.

Customer experience is what differentiates us and we're continuously innovating to improve it. We also partner with others to bring disruptive ideas to the market faster.





What we promise our customers



With many basic banking products indistinguishable from one bank to another, we want to stand out from the crowd by providing a **superior customer experience**.



Customers big and small expect an experience that's **easy, instant, personal** and **relevant** to their needs.



What this looks like will of course depend on the type of customer. For consumers and small businesses our focus is predominantly on **mobile banking**, while for corporate clients it's all about **personal relationships** and **superior sector and network expertise**, supported by **seamless digital delivery**.



To give our customers a superior experience we're building on our strong **technology and operations foundation** to provide **seamless digital services** while keeping their money and their data **safe and secure**.

How we help society stay a step ahead

We believe we can make the most impact and address the biggest challenges in two areas: **climate action** and **financial health**.

We want to help create a healthy planet with prosperous people. A planet not threatened by the climate crisis. People with basic human rights, decent work, good labour conditions and, ultimately, good financial health.

At the very least, we must ensure that our own operations are in line with the low-carbon economy of the future. That our employees are treated well and that neither we nor our suppliers infringe on human rights.


But as a bank with hundreds of billions of euros flowing through our books, we have a huge opportunity to make an impact for the better. We aim to bring aspects of fighting climate change and protecting human rights into our dialogue with clients and financing decisions.

Society is transitioning to a low-carbon economy. So are our clients, and so is ING. We finance a lot of sustainable activities, but we still finance more that's not. See how we're progressing on [ing.com/climate](https://www.ing.com/climate).



Our 4Q/FY2023 results in numbers

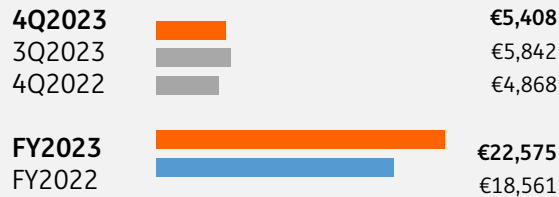
“In many respects 2023 was a challenging year, as geopolitical and economic shocks affected many of our clients and the societies we operate in. At the same time, most economies proved resilient with low unemployment, inflation coming down and rates turning positive at an unprecedented pace. In that context, we were able to continue the successful execution of our strategy by increasing the number of customers, working to provide them with a superior customer experience, further improving our digital offerings and helping our clients in their sustainable transitions.” **Steven van Rijswijk – CEO ING Group**




 Net result
€7,287 mln in 2023

Results

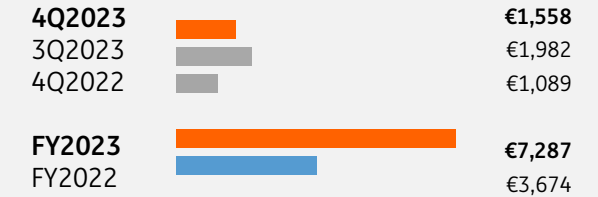
Net profit for the year almost doubled, with strong contributions from both Retail and Wholesale Banking

Income (in € mln)



14.8% 
RoE
14.7% 
CET1 ratio
-1% 
Fee income

Net result (in € mln)



 Primary customers
+750,000 in 2023

Customers

We offer a customer experience that's easy, instant, personal and relevant.

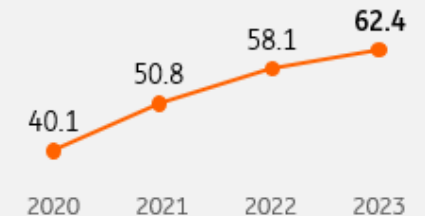
Core lending and core deposits growth – full year



 Deposits growth  Lending growth

NPS score
#1 in 5
out of 10
Retail markets

Mobile-only customers (%)



 Volume mobilised
€115 bln in 2023

Society

We aim to put sustainability at the heart of what we do. See our full story at www.ing.com/climate.

As society transitions to a low-carbon economy, so do our clients and so does ING. Building on the outcome of COP28 and the most recent scientific insights and scenarios, we announced in December that we will speed up the phasing out of the financing of exploration and production of oil and gas, gradually bringing our portfolio to zero by 2040. We also aim to triple the financing of renewable energy to €7.5 billion annually by 2025, up from €2.5 billion in 2022.

We use technology and our insights to create innovative digital tools that help customers improve their financial health. We launched Everyday Roundup also in the Netherlands. Customers can choose to round up their payments and automatically move the difference to their savings accounts. At year-end, over 1.5 million people used this in the seven countries where it's offered, including 120,000 users in the Netherlands.

Where you'll find us

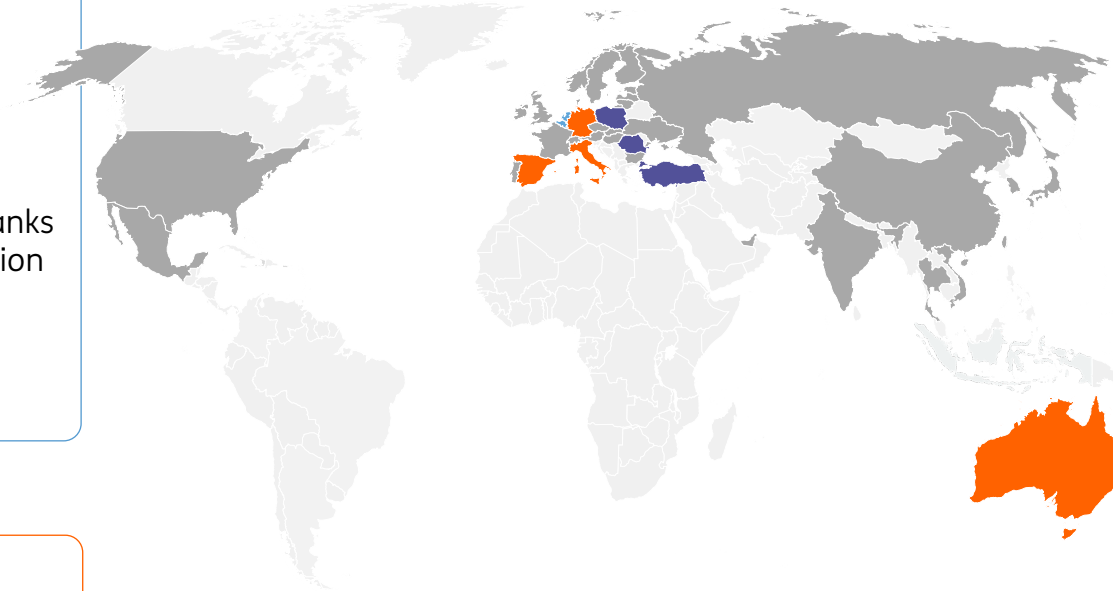
We serve customers in more than 40 countries

Market Leaders: The Netherlands, Belgium, Luxembourg

- Leading retail and wholesale banks
- Cross-border customer interaction platform with mobile-first customer experience and cost efficiency

Challengers Markets: Australia, Germany, Italy, Spain

- Wholesale banks and digital retail banks with 'direct bank' roots
- Expanding their product offering and delivering a mobile-first, superior customer experience



Growth Markets: Poland, Romania, Türkiye

- Retail and wholesale banks in economies with high growth potential
- Developing superior customer experience, based on mobile-first approach

Wholesale Banking only: international network and global franchises

- Extensive international client base across all regions
- Sector-focused client business in lending, capital structuring and advisory, transaction services, sustainable finance solutions and financial markets

On 2 March 2022, we announced our decision to not do any new business with any Russian companies due to the invasion of Ukraine.

Our leadership

Management Board Banking

Chief executive officer

Steven van Rijswijk



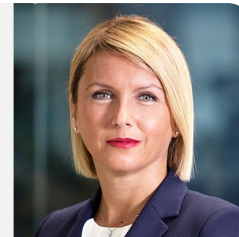
Chief financial officer

Tanate Phutrakul



Chief risk officer

Ljiljana Čortan



**Head of Retail,
Market Leaders and
Challengers & Growth
Markets**
Pinar Abay



**Head of
Wholesale Banking**

Andrew Bester



**Chief operations officer,
chief transformation
officer, chief technology
officer a.i.**
Marnix van Stiphout



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