

Our strategy and how we create value

ING's purpose is to empower people to stay a step ahead in life and in business. This is founded on our belief that the role of a financial institution is to support and promote economic, social and environmental progress at the same time as it generates healthy returns for shareholders. In this chapter we explain how our Think Forward strategy helps us fulfil that purpose, achieve financial and commercial success and create value for all our stakeholders.

Our strategy and progress

ING continued in 2016 to successfully implement the Think Forward strategy based on our purpose to empower people to stay a step ahead in life and in business. We further improved the value proposition for customers that aims to provide them with a differentiating customer experience. And we accelerated our transformation to address the increasing pace of digitalisation and disruption in the financial services industry.

The approach to the customer experience we offer is based on our Customer Promise. This is our pledge to customers to be clear and easy, available anytime and anywhere, to empower and to keep getting better. We do that by striving to be leaders in the digital customer experience based on easy access, simplified products and services, and tools to help customers make smart financial decisions.

The success of our strategy is reflected in the growing number of customers who want to bank with us, the high level of customer satisfaction and the growth of our lending franchise. By end-2016 our total number of customers stood at almost 36 million, an increase of more than a million year-on-year. Primary customers also increased to 9.7 million, on track to achieve our target of 10 million primary customers by 2017; and we have now increased that ambition to 14 million primary customers by 2020. We enjoyed high customer satisfaction scores in many of our markets, achieving number one Net Promoter Scores (NPS) in 7 of our 13 retail markets. And our net core lending grew during 2016 by more than six percent, supporting the economies of the countries where we are active.

One of the ways ING is fulfilling its purpose to empower customers is by offering products, services and tools that make it easier for customers to manage their money and make better financial decisions. In 2016, ING in Spain introduced My Money Coach, a free digital service that uses answers customers provide on their personal situation, risk appetite and financial knowledge to design a personalised plan to help them achieve their savings, investment and retirement goals. Last year we also expanded the range of the successful online Financially

Fit planning tools in the Netherlands. Similar digital advisers are part of our offering or are being developed in Belgium, France, Poland and Spain.

Last year, we launched Moje ING in Poland, an omnichannel customer interface offering an easy overview of a customer's finances and financial planning tools and based on our successful Genoma platform in Spain. In the Netherlands we also introduced the "Kijk Vooruit" (or "Look Ahead") tool, which enables users to gain more control over their finances through an overview of future planned and predicted transactions.

ING believes that banking can play a significant role in creating a fairer and greener economy. This includes helping our clients to develop more sustainable business models, supporting clients who develop solutions to environmental and social challenges and also clients who are environmental outperformers in their sectors. ING's sustainable transitions financed (STF) came to more than EUR 34 billion in 2016. One notable deal we were involved in was UK waste operator Shanks Plc's merger with the leading Dutch waste processor Van Gansewinkel Groep. ING served as advisor and underwriter for this deal that will create one of Europe's leading players in recycling and illustrates ING's commitment to the circular economy.

Accelerating Think Forward

While we are achieving successes with our strategy, rapid developments in technology, customer behaviour and the competitive landscape mean we need to speed up our pace of transformation in order to offer customers a differentiating experience in the future. These trends are evident in a number of ways. We see the continuing digitalisation of banking - especially the rapid growth of mobile devices as the main customer interface. We also see that technology is reducing barriers to enter the financial services markets, resulting in a wave of newcomers targeting segments underserved by traditional banks. In addition, new regulations are opening up Europe's payment market to non-banks and we are seeing the development of digital ecosystems that allow users to access social media, online purchases, services and payments all in one app.

Low interest rates are also decreasing returns for customers and depressing banks' interest margins. And regulatory changes are increasing the cost of capital, limiting banks' capacity to continue to provide certain types of services at a reasonable price. This means we need to look to new offerings that can provide consumers an alternative, for example to low yielding savings accounts, and generate fee income for the bank. We also need to reduce our operating costs without compromising on the customer experience that we deliver.

To keep up with these developments and remain among the leaders in digital banking, we need to offer a customer experience that's instant, personal, frictionless and relevant - one that meets the expectations customers have from their interactions with other leaders in the online digital experience.

The future of banks is not banking as we know it today. This is challenging us as a bank to re-think who we are. We believe we should be providing our customers, both retail and wholesale, with one platform that extends beyond banking. It should provide customers with their complete financial picture across all institutions, with actionable insights so that they are empowered to make smart financial decisions. We also envisage connecting our customers to solutions offered by third parties. And we will connect our ecosystem to selected digital ecosystems, to be visible and present in the places where customers go when they are online.

To help us achieve this, we announced in October 2016 an investment of EUR 800 million in continued digital transformation to further improve the customer experience and accelerate growth in primary customers and lending. This effort will be overseen by a newly created chief transformation officer role at Management Board Banking level that will be filled by Roel Louwhoff, who will combine the new role with his current one as chief operating officer.

Our goal is to ultimately converge our different banking models into one globally scalable platform. As a first step, we will move to an intermediate state (2016-2021) where we will converge businesses with similar customer propositions that can benefit from a more standardised approach and economies of scale.

In the Netherlands and Belgium, we intend to improve our customer experience by moving to an integrated banking platform, leveraging the combined strengths of the omnichannel capabilities of the Netherlands with the relationship model and advice capabilities of Belgium. In our Challenger markets, we will work towards a Model Bank, with one retail strategy and harmonised retail proposition focused on increasing customer interaction, and supported by a shared services organisation. Germany's Welcome banking platform will further digitalise our business there and enable us to pilot key elements of the future integrated platform, which we plan over time to open to non-customers and for selected third parties. In Wholesale Banking we will continue our Target Operating Model (TOM) programme, further driving simplification, business growth and innovation.

In this intermediate state we are also laying the bank-wide, shared foundation that will allow us to develop into a single, integrated platform in the future. This comprises global process management, global data management, modular architecture, bank-wide shared services and cloud-based services.

We will fund this journey and respond to headwinds on the economic growth and regulatory fronts through additional cost management and income diversification.

Elements of our strategy

Our Think Forward strategy was launched in March 2014 and guides everything we do. In this section we give you an overview of the strategy with references to where you can look in the Annual Report for examples and additional information and how our strategy links to the material topics identified by our stakeholders.

Strategic priorities

To deliver on our Customer Promise and create a differentiating customer experience, we have identified four strategic priorities:

1. Earn the primary relationship

The better we know our customers, the better we will be able to empower them to make smart financial decisions and continue to be relevant for them. We can do this best when they do a range of banking with us and when we are the bank our customers go to for their daily transactions. We call that the primary relationship.

In Retail Banking, we define the primary relationship as a customer with a payment account with recurrent income and at least one other product with ING. In Wholesale Banking, we aim to increase primary relationships by increasing our so-called "flow" relationships (e.g. transaction services, working capital solutions) and the percentage of relationships where we are the client's lead finance provider.

In 2016, the number of retail primary relationships grew by more than eight percent to 9.7 million, putting us well on track to reach our ambition of 10 million primary retail customers in 2017. We have now increased our ambition to 14 million primary customers by 2020.

Material topics: financial performance, pricing of products and services, fair communication about products and services, enhancing customers' financial capabilities, responsible lending and debt prevention, trust, transparency and openness.

2. Develop data analytics

The relationship between banks and their customers, as in other industries, is increasingly a digital one. Digitalisation challenges banks to maintain intimacy with a customer who they rarely meet face to face. But the digital interface also provides a wealth of data on customers' preferences and needs that gives banks important insights they can use to provide the kind of experience customers now expect from businesses they interact with online. Developing analytic skills is essential to serving customers in a digital world. This is not only important for improving customer services, but also for preventing fraud, improving operational processes, reducing risks and generating services that go beyond traditional banking so we can stay relevant for customers.

Our strategy on a page

With the launch of our Think Forward strategy in March 2014, a one-page overview was created to show our new strategy in a clear and visual way to all our stakeholders.

**Purpose**

Empowering people to stay a step ahead in life and in business

**Customer Promise**

Clear and Easy



Anytime, Anywhere



Empower



Keep Getting Better

**Strategic Priorities****Creating a differentiating customer experience**

- 1 Earn the primary relationship
- 2 Develop analytics skills to understand our customers better
- 3 Increase the pace of innovation to serve changing customer needs
- 4 Think beyond traditional banking to develop new services and business models

**Enablers**

Simplify &
Streamline

Operational
Excellence

Performance
Culture

Lending
Capabilities


To make this happen, an international Advanced Analytics team based in Frankfurt and Amsterdam acts as a centre of excellence and supports all business units. At the same time, local advanced analytics teams have been established in Belgium, the Netherlands, Poland, Spain, Turkey and in Wholesale Banking.

Our Chief Data Management Officer oversees the implementation of global data management together with local data officers.

Material topics: customer privacy and data security, managing risks

3. Increase the pace of innovation to serve changing customer needs


Customer expectations, new technologies and new competitors are transforming banking. Through innovation, we can increase efficiency, improve the customer experience and gain competitive advantage. Our PACE methodology is designed to encourage fast experimentation and turn ideas quickly into new products and services for customers. We also promote an internal culture of innovation through our employee-driven Innovation Bootcamps. To speed up the pace of innovation we also partner with outside parties, including fintechs. As of the end of 2016, we were partnering and in some cases also investing in more than 65 fintechs in various areas, like instant lending, factoring and customer loyalty.

 Read more in the “Improving the customer experience” chapter.

Material topics: innovative business developments, usability and accessibility of our products and services

4. Think beyond traditional banking to develop new services and business models

Thinking beyond traditional banking is crucial given that disruption in the banking industry puts a significant portion of revenues at risk. Our payments value chain is already under threat from many bank and non-bank players. To be successful, banks need to expand the concept of what a bank is and what it means to customers. We envisage doing this by creating an open digital platform that also includes relevant offers from third parties, providing a complete financial view for customers in one place – including of their holdings at other institutions – so they are empowered to make better financial decisions, and also by finding ways to be relevant to customers earlier in their purchasing decision process. In 2016, ING developed the Yolt aggregation platform, which offers users a view of their complete financial holdings across institutions. Yolt is currently being user tested in the UK.

 Read more in the “Improving the customer experience” chapter.

Material topics: innovative business developments, sustainable finance and investment policies


Enablers

Four strategic enablers support the implementation of our strategy: simplifying and streamlining our organisation, further striving for operational excellence, enhancing the performance culture within our company and diversifying our lending capabilities.

1. Simplify & streamline

Simplify and streamline refers to ING's aim to become a more effective, cost-efficient and agile organisation with the flexibility to respond to fast-changing customer needs and low-cost competitors. In the Netherlands we have introduced agile working based on end-to-end, multidisciplinary teams. These teams are focused on delivering customer improvements from design to product delivery at lower cost and with shorter time to market than previously required. We have also introduced targeted operating models (TOMs) to streamline our Finance, HR, Procurement and Risk functions.


Material topics: usability and accessibility of our products and services, fair communication about products and services

 Read more in the “Improving the customer experience” chapter.

2. Operational excellence

Operational excellence requires continuous focus to ensure that ING's operations deliver a seamless and flawless customer experience. Our operational excellence vision concentrates on delivering the Customer Promise. To meet changing customer expectations arising from increasing digitalisation, we aim to converge to a single platform for financial services that will deliver a uniform customer experience across borders. This will be based on simplified and standardised products and systems supported by modular architecture, integrated and scalable IT systems, and shared services. While pursuing this ambition we are also investing to provide stable IT systems and platforms to ensure we are there for our customers when they need us and to provide them with the highest standards of data security.

Material topics: stability of IT systems and platforms, usability and accessibility of our products and services


 Read more in the “Improving the customer experience” chapter.

3. Performance culture

A strong performance culture is key to achieving the bank's ambitions and deliver on our Customer Promise. Following the introduction in 2015 of the Orange Code – a new set of values and behaviours that sets out our way of working – we are taking a number of steps to strengthen performance culture. These include a Think Forward leadership programme designed to develop the leadership behaviours we need to achieve the strategy. It is currently being rolled out to top managers and will later be offered to over 6800 managers. We are working to improve performance management for all employees through the Step Up Performance

Management framework. This replaces a backward looking performance assessment with a real-time review process that seeks to empower employees and make them more accountable for their own performance and development. The process has been rolled out to all employees in Spain, managers in Belgium and around 200 senior leaders globally. Step Up will be introduced to all employees from 2017 onwards. We are also committed to accelerating the development of diversity, including in areas such as gender, age, background, sexual orientation, physical ability and religious beliefs. That is why we introduced a diversity manifesto, “Success through difference”, in January 2016 and have a range of initiatives in place designed to improve diversity and foster an inclusive culture.


Material topics: diversity and equal opportunities, preventing discrimination, being a good employer

 Read more in the “People” chapter.

4. Lending capabilities

Broadening and diversifying our lending capabilities to continue to grow our client franchises is our fourth strategic enabler. To do so, we are seeking opportunities in retail, SME and consumer lending, as well as focusing on Wholesale Banking lending growth in our Challengers & Growth Markets businesses and in our specialised Industry Lending franchise. In 2016, a number of innovative products and services that support ING’s Customer Promise were launched. Customers in Poland, Romania, Spain and Turkey can now get personal loans instantly online based on advanced analytics that enables ING to use data it already has rather than asking the customer to provide it.

Material topics: financial performance, sustainable finance and investment policies, enhancing customer financial capabilities

 Read more in the “Retail Banking” and “Wholesale Banking” chapters.

Geographical presence and strategic approach

ING has a presence in over 40 countries. Though our local businesses vary in terms of their market positions all are guided by our purpose of empowerment and strategy to provide customers with a differentiating customer experience.

Market Leaders

These are our businesses in mature markets in the Benelux where we have strong positions in retail and wholesale banking. Our strategy is to grow in selected segments, continue to invest in digital leadership with a digital-first model, deliver on operational excellence programmes and create greater cost efficiency in order to fund business expansion in growth markets.

Challengers

These are businesses in markets where we offer both retail and wholesale banking services. Our retail activities are mainly direct-banking offered online with a significant cost advantage over traditional banks. Our strategy is to leverage our strong savings franchises in these markets to expand into payments accounts and increase the number of primary customer relationships. We are also using our direct banking experience to grow the lending business at low cost in areas like consumer and SME lending. And we are using our strong savings businesses to fund expansion of Wholesale Banking, particularly to support clients in Industry Lending and working capital solutions.

Growth Markets

These are businesses with a full range of retail and wholesale banking services in markets with expanding economies and strong growth potential. We are investing to achieve sustainable franchises and will focus on digital leadership by converging to the direct-first model and by prioritising innovation.

Wholesale Banking

We are a network bank for our clients across Europe with global reach and strong positions in a number of global franchises, including Industry Lending, Financial Markets and Transaction Services. We are investing in our business transformation programme Target Operating Model and are targeting growth in our corporate client base, Industry Lending and Transaction Services. In Challenger countries we are expanding our lending activities to build locally optimised balance sheets and sustainable franchises.

Our performance

The good progress we made in 2016 implementing the Think Forward strategy and providing a differentiating banking experience for customers resulted in strong commercial and financial performance. ING Group net result of EUR 4.7 billion and underlying net result Banking of just under EUR 5 billion were driven by robust commercial growth at resilient margins and declining risk costs and achieved despite increasing regulatory costs.

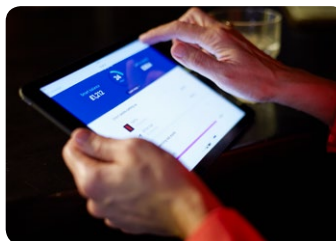
Our focus on primary customer relationships helped us to achieve healthy and balanced growth in our lending to customers and in customer deposits. Net core lending grew by nearly EUR 35 billion and customer deposits increased by EUR 28.5 billion in 2016, both rising around six percent. Lending is well diversified across regions and categories, with particularly strong growth in the Challengers & Growth Markets and Industry Lending in Wholesale Banking. We also saw substantial progress in fee and commission income, particularly in Challengers & Growth Markets where we are increasingly becoming the primary bank for customers.

We believe that this strong profitability and growth and the important steps we are taking to accelerate the strategy position us well to continue to be successful in the future and provide a superior experience for customers.

All your finances at your fingertips with Yolt



The future of banking will not be banking as we know it. The Yolt app, being tested by ING in the UK, allows consumers to manage their finances across multiple institutions in one mobile dashboard. We believe open platforms and digital ecosystems will define the customer experience of the future, also for financial services.



Ambition 2020 financial targets

We have published financial targets for 2020 reflecting our ambitions. These include a common equity Tier 1 ratio for ING Group above the prevailing fully-loaded requirement, currently estimated to be 11.75%, plus a comfortable management buffer, a leverage ratio above 4 percent, a 50-52 percent underlying cost/income ratio and an underlying return on equity to be determined when outstanding regulatory issues are clarified.

As of year-end 2016, we were on track to meet all of our Ambition 2020 targets. Our CET1 ratio of 14.2% was well ahead of regulatory requirements and the leverage ratio rose to 4.8%. The Board proposes to pay a total 2016 dividend of EUR 2,560 million, or EUR 0.66 per ordinary share, subject to the approval of shareholders at the Annual General Meeting in May 2017. This comprises the previously announced interim dividend of EUR 0.24 paid in August 2016 and a final dividend of EUR 0.42 per ordinary share. We aim to pay a progressive dividend over time.

How we create value

The role of a financial institution is to support and promote economic, social and environmental progress leading to a better quality of life for people in society, while generating adequate returns for shareholders. This is what the value we create for and with our stakeholders, such as customers and shareholders, should be about. This naturally fits with our purpose: “empowering people to stay a step ahead in life and in business”.

The value creation model on pages 26 and 27 illustrates what we do and how we create value with our stakeholders through our unique Customer Promise to be clear and easy, to make financial services available anytime and anywhere, to empower and to keep getting better for customers. The framework of the International Integrated Reporting Council serves as a basis for this model.

Our services and products

We add value by delivering products and services that aim to empower people and fuel economic growth. Examples of that are payments services, which help companies run smoothly, and mortgages, which help people buy homes.

Our people

We believe that in addition to assisting customers a bank should also provide employees the means to be the best they can be. ING employees are encouraged to develop their talents and take charge of their own careers. We believe that investing in people not only generates more engaged and higher performing employees, but results in more satisfied customers and improved business performance.

Financial

As a bank, our value chain involves the inflow and outflow of money. We facilitate payments and transactions. We also take in savings and transform them by making them available in the form of loans, at the same time managing the associated risks. Our 2016 profitability was strong, enabling us to support economic development by paying wages, taxes and dividends.

Innovation The rapid pace of global technological developments is undeniable. We place a high priority on innovation within ING to keep pace with the change around us and meet changing customer needs. We are experimenting with agile working to increase the pace of innovation. We also create intellectual capital through the expertise we are developing in areas like environmental and social risk management, sustainable finance and data analytics. We aim to share knowledge via different networks and, for example, our ING Economics Department publications.

Social and network

We add value for our customers by making banking more accessible guided by our Customer Promise: clear and easy, anytime and anywhere, empower, keep getting better. Many consumers feel challenged when making financial decisions. We see an important role we can play in empowering customers with products, services and tools that make it easier for them to handle their money matters and make sounder financial decisions. We also contribute our expertise in public forums to raise awareness of consumer behaviour, to contribute to improved products and services for consumers and to promote sounder public policy.

Environmental capital

Our activities impact the environment. This includes the direct impact we have from the operations of our buildings, from IT systems and from business travel. However, our indirect impact on the environment is much greater through our financing portfolio and our procurement supply chain. We are committed to reducing our own footprint by 20 percent in 2020 and to working closely with both customers and suppliers to help them adapt and take advantage of opportunities in the low-carbon economy of the future. This is demonstrated by our increased number of sustainable transitions financed and sustainable assets under management in 2016.

Our value creation model

As a global bank we bring more to society than just our financial value. Our value creation model shows in a simplified way how we create value for and with our stakeholders, as well as major external trends that have an influence on that. As a financial institution, our input is in the areas of finance, our people, innovation and environmental capital. We impact society across all the capital outputs defined in the International Integrated Reporting Council (IIRC) value creation framework. More information and context to the numbers below can be found throughout this report.

How we create value

Trends impacting the banking landscape

Digitalisation of banking is continuing.

Technology reduced barriers to enter the financial services markets which has resulted in a wave of newcomers targeting segments underserved by traditional banks.

Europe's payments market is opening to non-banks.

Low interest rates are decreasing returns for customers and depressing banks' interest margins.

Ecosystems are developing, allowing users to access social media, online purchases, services and payments all in one app.

Regulatory changes are increasing the cost of capital.

A need to reduce operating costs.

The transition to a low carbon economy continues.

The political landscape is changing.



Value out

Products & services

- Making banking easier
- Customers value our products and services
- Supporting economies of countries where we are present

Our people

- Being a good employer
- Strong employee engagement scores
- Impact of changing banking landscape and technology on people

Financial

- Strong financial results
- Ensuring stability
- Shareholder value
- Paid taxes and regulatory costs

Innovation

- Move fast and fail fast innovations
- External collaborations

Social & network

- Customers empowered to make better financial decisions
- Better awareness of how consumers make financial decisions leading to improved products and services

Environmental

- Support progress
- Responsible lending
- Own environmental footprint

Value in

- The expertise, capacity and energy of over 54,000 employees
- Strong belief in diversity
- Focus on performance culture

Our people

- Large customer base
- Solid financial position
- Healthy cost-income ratio

Financial

- Innovation to enhance customer experience and/or move beyond banking
- Innovation to improve operational excellence
- Developing thought leadership

Innovation

- Environmental programme
- Sustainable procurement
- ING supports UN Sustainable Development Goals, particularly SDG 8 and 12
- Developing thought leadership

Environmental



Impact on society

Sustainable and inclusive economic growth consistent with UN's Sustainable Development Goal 8.

Financially empowered people who contribute to a healthy economy.

Enhanced skills set and employability of adolescents through volunteering and donation programmes.

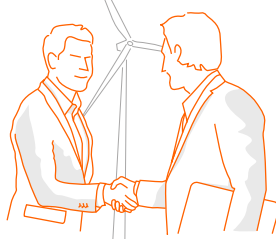
Economic development and job creation in emerging countries through impact finance.

Responsible consumption and production consistent with UN's Sustainable Development Goal 12.

Direct environmental and social impact through our reduced operational footprint, respectively human rights focus.

Indirect impact by supporting clients in addressing environmental and social challenges impacting their business.

Knowledge creation on pioneering themes (e.g. Circular Economy) through thought leadership.



Our strategy and how we create value – continued

How we create value
(deep dive)

Value in

Our people

The expertise, capacity and energy of over 54,000 employees

- EUR 70 million spent on training and development.
- Employees submitted 1,194 ideas through Innovation Bootcamp.
- More than 2,000 employees trained in PACE methodology.
- Introduction of a new global Employee Value Proposition (EVP).
- Wholesale Banking expertise in a variety of sectors.
- Advanced analytics teams in five countries and in Wholesale Banking operations.

Strong belief in diversity

- Diversity manifesto introduced in all ING countries.
- More than 1,000 employees across eight countries have gone through unconscious bias workshops.

Focus on performance culture

- Distinctive culture through Orange Code.
- 99% of employees took part in a formal performance management process.
- Launch of kudos, ING's online compliment tool.
- Almost 300 Performance management workshops with around 1,000 managers in 15 countries.

Financial

Large and growing customer base

- Well-known, strong brand with positive recognition from customers in many countries.
- Over 35 million customers entrust us with payments and their deposits.

Solid financial position

- EUR 49.8 billion shareholders' equity and EUR 152.4 billion debt securities, bank deposits and subordinated loans.

Increased profitability and healthy development of costs

- Increased focus on fee income to compensate for low interest rates.
- Focus on cost control; decreasing cost/income ratio

Innovation

Innovation to enhance customer experience and/or move beyond traditional banking

- Digital channels account for 98% of contact with retail customers; mobile interactions increased by more than 50% during 2016.
- Innovation Fund to finance initiatives.
- Data analytics to identify customer needs and tailor services and products accordingly.

Innovation to improve operational excellence

- Target Operating Models (TOMs) to streamline Finance, HR, Procurement and Risk functions.
- PACE methodology to experiment and quickly turn ideas into new products and services.
- Cybercrime programme to mitigate any security threat.

Developing thought leadership

- Developed thought leadership on blockchain.

Environmental

Environmental programme

- Global Environmental Management System (EMS) in place.
- ISO14001 EMS certification for head office and operations in the Netherlands.

Sustainable procurement

- Global supplier qualification (SQ) process.

ING supports UN Sustainable Development Goals

- ING focuses in particular on SDG 8 and 12.

Developing thought leadership

- Creating thought leadership on Circular Economy e.g. by joining the Ellen MacArthur Foundation as a CE100 member.
- Adherence to Dutch Sector Agreement on Human Rights.



Value out

Products & services

Customers value our products and services

- Our number of primary customers increased by more than 8%.
- Customers in 7 out of 13 countries rank ING as #1 bank.

Making banking easier

- Retail customers now can get a mortgage twice as fast as before in the Netherlands.
- Inside Business in 17 countries providing real-time insights and single point of access to manage financial transactions.
- In Wholesale Banking, simplified requirements for accounts and payments services, reducing paperwork for applications from 836 to 47 pages.
- Channel availability improved to 99.8%.

Supporting economies of countries where we are present

- Lending grew by EUR 35 billion
- EUR 282 billion outstanding in mortgages
- Instant lending platforms developed.

Our people

Being a good employer

- Human Capital Return on Investment 2.59.
- Improved employability and helping employees to find new opportunities.
- ING ranked as one of the most transparent financial sector companies in the Netherlands when it comes to diversity and social equality in Bloomberg Financial Services Gender-Equality Index.
- The Top Employer Institute gave several ING operations in Europe the highest classification.
- Of our managers of managers, 29.3% were women.

Performance culture

- 79% of employees globally indicated they were aware of the Orange Code.
- Almost 33,000 employees signed up as kudos users and more than 143,000 compliments were sent amongst employees.

Strong employee engagement scores

- Employee engagement score of 77%.

Impact of changing banking landscape and technology on people

- We anticipate 7,000 jobs will be impacted by the acceleration of the Think Forward strategy.

Financial

Strong financial results

- Fees and interest results: EUR 15.7 billion.

Ensuring stability

- 14.2% Common Equity Tier 1 ratio.
- Low credit risk due to diversified nature of lending portfolio Wholesale Banking.

Shareholders value

- EUR 2,560 million dividend.

Paid taxes and regulatory costs

- Responsible tax principles: global effective tax rate for continuing activities of 27.4%.

Innovation

Move fast and fail fast innovations

- Innovation Fund financed 20 initiatives in 2016.

External collaborations

- More than 65 fintech partners.
- 11 investments.

Social & network

- 23.9 million customers feel financially empowered by ING initiatives.
- 95,227 adolescents reached through PFY UNICEF programme.
- ING is a founding member of the Think Forward Initiative.
- 10% of Groenbank's balance sheet for impact activities, including education and research.
- ING funds research, makes donations and shares its knowledge, with employees volunteering as guest lecturers.

Environmental

Support progress

- EUR 34.3 billion sustainable transitions financed.
- EUR 3.31 billion sustainable assets under management.

Responsible lending

- ESR is applied to 100% of our corporate loans.

Own environmental footprint

- CO₂ emissions decreased by 27%.
- 91% of our global electricity use is from renewables.