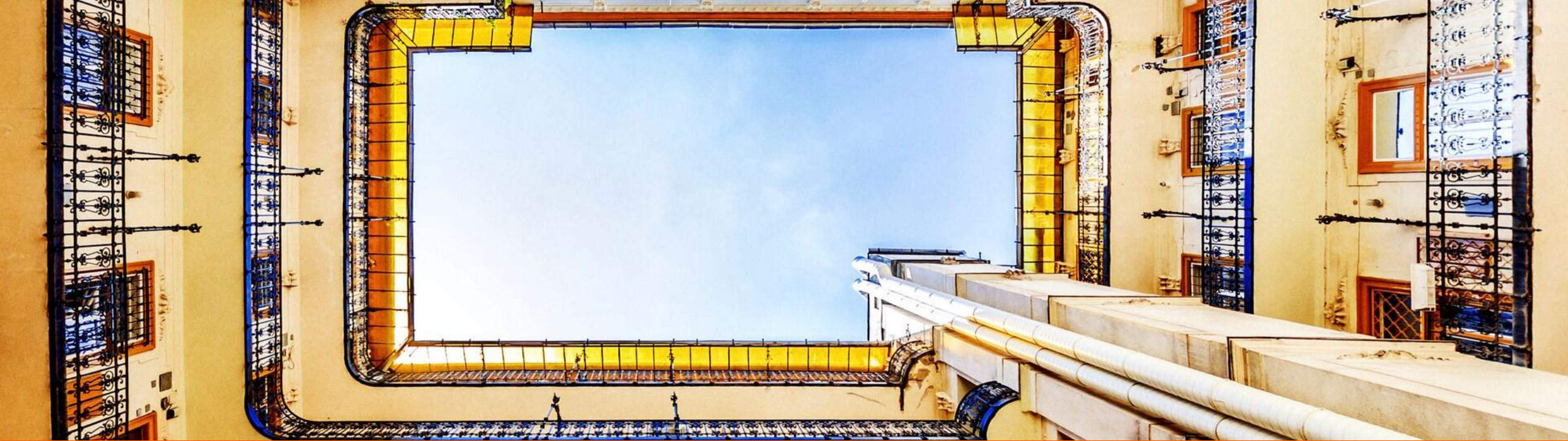




Driving value through digitalisation, scalability and (Gen)AI

Morgan Stanley European Financials Conference 2026

London, 18 March 2026



Key messages

- We have a **longstanding track record of being a technology leader** in the banking sector and have always been at the forefront of digital banking
- Our **digital-first DNA** and foundational capabilities uniquely position us to benefit from technological developments to achieve **scalable growth**
- Our scalable Operations are based on three overarching fundamentals:
 - A decade of relentless focus on **digitalisation and straight-through-processing**
 - The benefits of our **scalable hubs** network
 - A strong global platform allowing us to be a **frontrunner in adopting and scaling of AI solutions**
- **Technology is not a goal, impact is.** We are continuously pushing for superior customer experience and operational efficiency
- As a result, our strengths have led to a long track record **of improving NPS, realising scalable growth and operational efficiencies**
 - In 2026, this contributes to -3% (~€350 mln) incremental cost efficiencies¹⁾

¹⁾ As per the outlook provided with the 4Q2025 results publication



A long track record of digitalisation, adoption of new technologies and focus on operational excellence

What drives our operational excellence



Digital-first
DNA

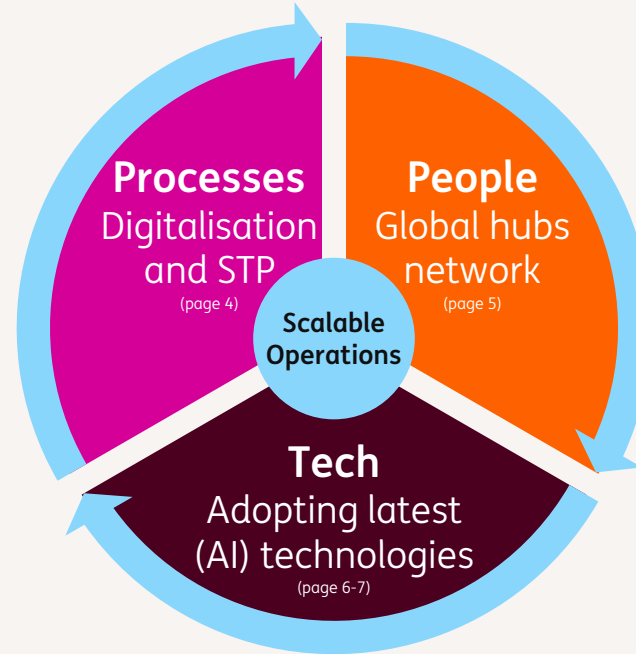


Relentless
customer focus



Foundational
capabilities

How we enable scalable growth



Where we create impact



Supporting superior
customer experience
and growth
(page 8)



Increasing scalability and
improving **operational efficiency**
(page 9)

Operations is a key enabler of customer experience and scalable growth

Relentless focus on digitalisation and straight-through-processing

Enabling a seamless digital experience and increased efficiency

Straight-through-processing

- End-to-end digitalisation of key customer journeys
- Absorbing more volume growth with stable resources

Removing friction

- Optimising journeys for frictionless banking
- Enabling customer self-service through mobile

Instant solutions

- Proactive, automated and personalised guidance
- 24/7 resolutions through smart chat and voice capabilities


Customer
centricity

Driving measurable impact

	2023	2024	2025
Digi index score ¹⁾	71%	78%	82%
Inbound contact reduction ²⁾	18%	26%	43%
Chatbot deflection ³⁾	46%	54%	75%

High level of end-to-end digitalisation drives measurable impact

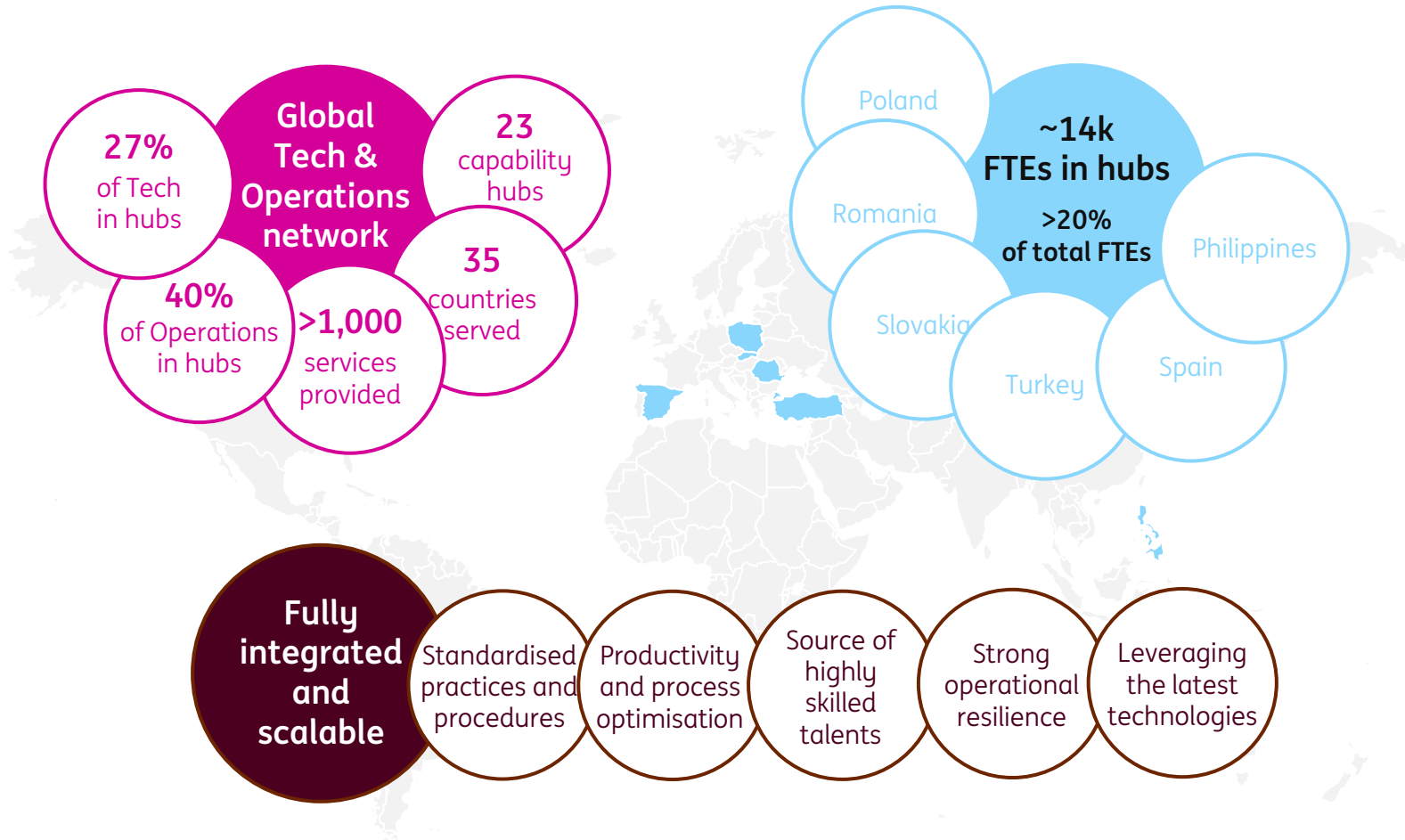
¹⁾ Average straight-through-processing (STP) rates of 245 Retail customer journeys; STP rate is the percentage of a customer journey that is handled without manual intervention

²⁾ Contacts handled with human support (call and chat). Compared to 2021 baseline

³⁾ The percentage of chats handled by the chatbot without human support, at year end

Ready to benefit from the scalability of our global hubs network

We have built a bank-wide network organisation



Designed and streamlined for scalability

Leading to higher productivity¹⁾...

- +50% Mortgage gross production per FTE
- +21% KYC CDD cases for private individuals per FTE
- +50% Wholesale Lending deals per deal execution FTE
- +15% Mobile primary customers per Operations FTE

...better customer experience and increased operational efficiency



- Shorter time-to-market
- Consistent high quality



- Economies of scale
- Lower external- and non-hubs staff
- Lower cost to serve

A future proof network organisation as foundation for scalability and resilient capabilities

A frontrunner in adopting and scaling of (Gen)AI solutions

We are well positioned

People

A central team focused on high value priorities, talent growth and global scale

Strong foundation

Secure, stable, single cloud-based data Analytics platform for all data, analytics and AI work

Governance

Global governance and controls to enable trusted AI adoption

Data

Working towards acceleration through reusable data assets

Impact

Centralised resource allocation based on impact and return

We have a strong track record

Machine learning

10+ years of experience with broad based implementation across the business

(Gen)AI

From pilots to global scaling of capabilities across business functions

Agentic AI

Streamlined bold experiments, improving speed while supporting sustainable growth

100+

initiatives within our high value areas, organised around 12 themes

We are driving increasing impact

Examples

Customer contact

>80%

of chats resolved without human support in 4 countries, rolled out in 7 countries

Lending process optimisation

65%

instant credit decisions for consumer loans in NL, with further scale up globally

Marketing

>+3%

higher conversion through hyperpersonalisation, rolled out in 6 countries

Technology is not the goal, impact is. >90% of (Gen)AI pilots are successfully moved into production

Pushing the next phase of technological disruption

Next steps

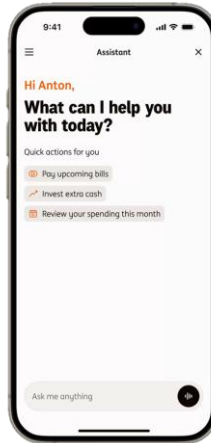
Implementing
agentic AI in
high value areas

Further scaling
of (Gen)AI capabilities

Conversational banking

Empowering our customers with increased relevance of services¹⁾

A personal assistant, with agentic experience



- Available 24/7
- Smart insights
- Proactive support
- Financial help and suggestions
- Flagging unusual activity early
- Gathering context, preparing actions, faster outcomes

Global rollout of existing initiatives

Agentic mortgages

Accelerating growth and increasing productivity

Leveraging our position as of one of Europe's largest mortgage providers

Our first agentic mortgage assistant pilot is live in the Netherlands



- Autonomously plans workflow
- Switches between tools to perform tasks
- Verifies quality of its own output
- Full traceability of reasoning and decisions
- Increasing productivity and customer experience
- Working towards fully instant mortgages. Go-live in Germany expected within one year

Expanding capabilities to new impactful domains

Driving increasing value through new technologies

¹⁾ Gradual rollout starting before summer 2026

Driving a superior customer experience

Constantly improving our capabilities to deliver a superior customer experience

Easy
Seamless interactions

Instant
Digital and automated

Personal and relevant
Tailored and proactive

Secure
Smart anti-fraud solutions

Working towards

100%
instant
onboarding
Retail clients¹⁾

-75%
onboarding
time
Wholesale
clients

<1 day
mortgage time-to-yes²⁾

50%
complaints reduction

Protecting our clients from
evolving fraud threats

Further pushing our sector leading NPS in Retail and Wholesale Banking

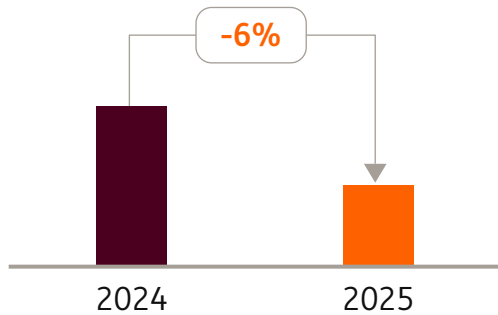
¹⁾ Excluding midcorporate clients, for which the ambition is similar to Wholesale Banking

²⁾ From income application to irrevocable binding offer. Time to yes excluding customer time for 80% cases

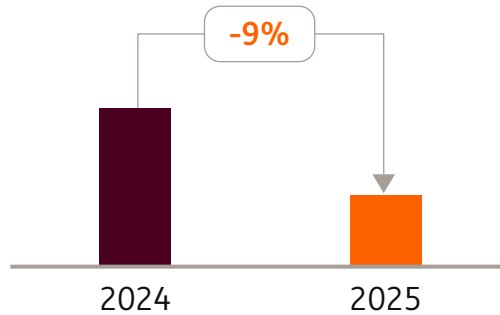
Operational efficiencies serve as a flywheel for growth

Business growth with lower Operations FTE underscores scalability

Operations FTEs /
total customers

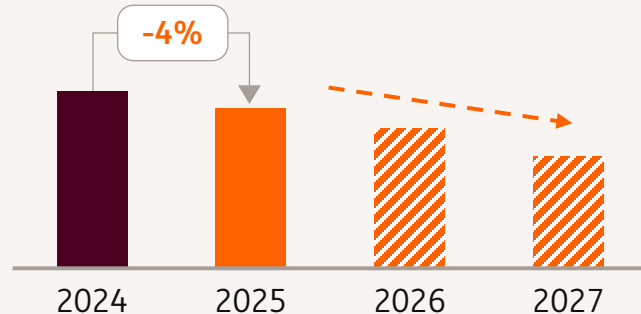


Operations FTEs /
customer balances



Supporting efficiency at Group level, now and going forward

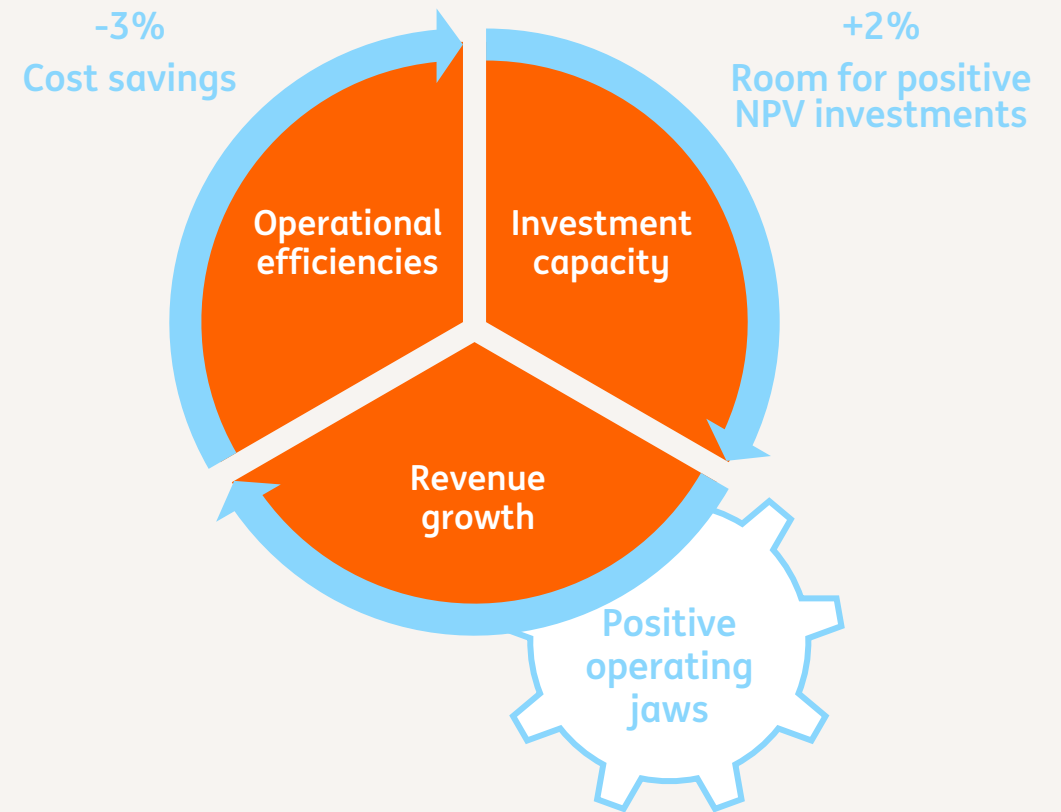
ING Group FTEs / customer balances



- Absolute Operations costs to come down further
- Decrease of ~1,250 Operations FTEs expected in 2026²
- Group efficiency ratios to further improve

With cost efficiencies functioning as a flywheel

% impact on 2026 expenses¹⁾



Operational efficiencies support positive operating jaws and further increasing ROTE

¹⁾ Excluding regulatory costs and incidental items. Flywheel excludes 4% inflationary impacts

²⁾ Among others in KYC and associated activities, which account for ~6,000 FTEs

Technology is not the goal, impact is



Digital-first DNA

- Longstanding technology banking leader at the forefront of digital banking
- Our digital-first DNA uniquely positions us to benefit from technological developments to achieve scalable growth



Strong foundation with scalable Tech & Operations

- Our scalable Operations are based on three overarching fundamentals:
 - Digitalisation and straight-through-processing
 - Our scalable hubs network
 - A strong global platform allowing us to adopt and scale AI solutions quickly



Relentless customer focus

- Continuously pushing for a superior customer experience and commercial growth
- Long track record of improving NPS, scalable growth and operational efficiencies



Driving impact

Further efficiency in Operations

- Absolute Operations costs to come down further
- Decrease of ~1,250 Operations FTEs expected in 2026

Supports efficiency at Group level

- -3% or ~€350 mln incremental cost efficiencies in 2026¹⁾
- Increasing FTEs efficiency: FTEs over balances to come down further
- Continued investments in positive NPS business cases
- Positive operating jaws and increasing ROTE

Our continuous focus on operational excellence drives scalable growth

¹⁾ As per the outlook provided with the 4Q2025 results publication

Important legal information

ING Group's annual accounts are prepared in accordance with International Financial Reporting Standards as adopted by the European Union ('IFRS- EU'). In preparing the financial information in this document, except as described otherwise, the same accounting principles are applied as in the 2025 ING Group consolidated annual accounts. All figures in this document are unaudited. Small differences are possible in the tables due to rounding.

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