ING profile

1Q2018

Amsterdam • 09 May 2018
About ING

• ING is a global financial institution with a strong European base, offering retail and wholesale banking services to customers in over 40 countries. The purpose of ING is to empower people to stay a step ahead in life and in business.

• Sustainability forms an integral part of ING’s Think Forward strategy, which is evidenced by ING Group shares being included in the FTSE4Good index and in the Dow Jones Sustainability Index (Europe and World), where ING is among the leaders in the Banks industry group.

• In 1Q2018, more than 51,000 employees (FTEs) offered services to over 37.8 million customers, of which 11.2 million are considered primary customers.

• ING grew the number of primary customers by 170,000 in 1Q2018.

• ING Group shares are listed on the exchanges of Amsterdam (INGA NA, INGA.AS), Brussels and on the New York Stock Exchange (ADRs: ING US, ING.N).

More detailed information can be found on ING.com.
Looking back at the quarter

We're attracting people to ING with our easy empowering experience...

And our 75% acquisition of Payvision, a leading international payments service provider focused on e-commerce, increasing our offering for business customers.

Like ING Global Index Portfolios, a simple and empowering investment solution, launched in Austria, Belgium, Germany and Luxembourg.
Looking back at the quarter

#sustainability

...We’re also helping others to secure sustainable finance.

We were Sustainability Coordinator for Olam International's $500 mln sustainability-linked syndicated revolving credit facility, the first of its kind in Asia.

ING is also building a reputation as a leading green bond house, with eight green bond issues in 1Q2018. These included:

The €1 bln green covered bond issued by SpareBank 1, a first for the Nordic region. Proceeds are used to acquire energy-efficient residential mortgages. ING acted as sole structuring advisor.
Looking back at the quarter

But it’s our customers who count.

We welcomed more customers worldwide, bringing the total to **37.8 million** of which **11.2 million** are primary customers.

+€2.4 bln net customer deposits

+€12.3 bln net core lending
Looking back at the quarter

It’s because of them that we achieve strong results...

1Q2018 Net result €1,225 mln

... supported by our dedicated employees providing an outstanding customer experience.

For a complete overview please visit the 1Q2018 page on ing.com
Our purpose

We believe all sustainable progress is driven by people with the imagination and determination to improve their future and the futures of those around them.

We empower people and organisations to realise their own vision for a better future – however modest or grand.

Empowering people to stay a step ahead in life and in business.
ING’s Think Forward strategy

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
Creating a differentiating customer experience

| Clear and Easy | • Clear products  
|                | • Plain language  
|                | • Fair prices  
|                | • Simple processes |
| Anytime, Anywhere | • Mobile first  
|                  | • Omnichannel experience  
|                  | • Advice when needed |
| Empower | • Personalised interfaces  
|         | • Insightful tools  
|         | • Tailored offers |
| Keep Getting Better | • Continuous improvement  
|                   | • Setting the standard in service |

- Earn the primary relationship
- Develop analytics skills to understand our customers better
- Increase the pace of innovation to better serve customer needs
- Think beyond traditional banking to develop new services and business models
ING Bank’s strategy aims to create a differentiating customer experience by **simplifying and streamlining** our organisation, by further striving for **operational excellence**, by enhancing **the performance culture** within our company, and by expanding our **lending capabilities**.

<table>
<thead>
<tr>
<th>Simplify and Streamline</th>
<th>• We need to be agile, with short reporting lines and with the right people empowered to make important decisions quickly.</th>
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<tbody>
<tr>
<td>Operational Excellence</td>
<td>• We need to set clear operational excellence benchmarks and measure performance throughout the company.</td>
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<tr>
<td>Performance Culture</td>
<td>• We need to excel at attracting and keeping the talented people we need to get us where we want to be.</td>
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<tr>
<td>Lending Capabilities</td>
<td>• We have strong savings gathering and lending capabilities, but savings and lending are not in balance in many of our business units. To achieve balanced growth, we need to develop our lending capabilities, particularly in areas such as consumer and SME lending.</td>
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ING’s transformation

Customer needs are changing rapidly, as is our playing field. To stay a step ahead, we announced in October 2016 that we would accelerate the execution of our strategy and transform ING.

**Foundations**: We will unite the foundations ING is built on. And we will simplify and streamline global support functions. This will help us collaborate better across borders and innovate faster.

**Businesses**: On top of these foundations, we will unite similar businesses. For this we introduced five change programmes (see outer circle), creating best-in-class, ‘omnichannel’ financial platforms that offer services beyond banking.

**Future vision**: Our ultimate goal is to get to a completely united ING. Offering one single empowering experience to people and businesses around the world.
ING and sustainability

Drive sustainable progress
The world is changing so quickly, sometimes it's hard to keep up. We at ING are here to help people stay a step ahead of these changes. To help them thrive in tomorrow’s world by turning the threats of climate change and fast-changing technology into opportunities.

If we want to get there, doing nothing isn't an option—and saying no isn't enough. Banks can't do it alone, but where can we make a real impact?

Being sustainable is in all the choices we make – as a lender, as an investor and through the services we offer our customers.

As a bank, we believe our role is to facilitate and finance society’s shift to sustainability. In other words: contribute to progress – environmental, economic, and social. Our ambition is to empower a low-carbon and self-reliant society.

We aim to reduce funding to companies and sectors that aren't transforming to be a part of tomorrow’s world. But more importantly, increase funding to people and companies that are leading the change the world needs.

We’ll work to empower a self-reliant society, unravelling the psychology behind how people make financial decisions, and then creating tools to help them make better ones.

It’s up to us to offer the things that people can say yes to. To fund the alternatives that will help the world transform—to be climate resilient. Socially resilient. Financially resilient. Out of all the banks helping to make the world last, we want to be the first.
ING’s worldwide presence

Disclaimer: Please note that ING Bank does not have a banking license in the US and is therefore not permitted to conduct banking activities in the US. Through its wholly owned subsidiary ING Financial Holdings Corporation and its affiliates, ING offers a full array of wholesale financial products such as lending, corporate finance and a full range of financial markets products and services to its corporate and institutional clients.
ING’s Wholesale Banking presence

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ING is a global financial institution with a strong European base

Customer deposits (1Q18)

- The Netherlands: 32%
- Belgium: 24%
- Germany: 16%
- Other Challengers: 18%
- Growth Markets: 17%
- WB Rest of World: 12%

Total income (1Q18)

- The Netherlands: 33%
- Belgium: 14%
- Germany: 12%
- Other Challengers: 12%
- Growth Markets: 12%
- WB Rest of World: 12%

Employees (1Q18)

- The Netherlands: 27%
- Belgium: 24%
- Germany: 18%
- Other Challengers: 10%
- Growth Markets: 9%
- WB Rest of World: 7%

Institutional shareholders (2017)

- The Netherlands: 33%
- USA: 14%
- UK: 13%
- France: 10%
- Germany: 8%
- Rest of Europe: 5%
- Rest of World: 4%

ING is a global financial institution with a strong European base.

- €546.8 bln
- €4,457 mln
- >51,000 FTE
- €53.2 bln mkt cap
ING serves over 37.8 million retail customers and is active in more than 40 countries

The number of retail customers increased by 19% since 2013*:

Customers value ING’s services:

- **ING awarded** Best Bank in the World 2017 by Global Finance
- **#1 Net Promoter Score** in 7 out of 13 countries; #2 in 4 countries.

* Historical numbers have been restated as of 2016 due to definition alignment between countries
ING's Management Board Banking

CEO
Ralph Hamers

CRO
Steven van Rijswijk

CFO & Vice-chairman
Koos Timmermans

Head of Market Leaders
Roland Boekhout

Head of Challengers & Growth Markets
Aris Bogdaneris

Head of Wholesale Banking
Isabel Fernandez

COO / CTO
Roel Louwhoff
Related links

- ing.com – find ING news, press releases and more
- ingwb.com – about ING Wholesale Banking
- ing.com/sustainability – ING’s Sustainability platform
- LinkedIn – find and apply for jobs, stay updated and connect with others
- Twitter – stay up-to-date on our latest announcements, innovation and sustainability initiatives and results
- YouTube – watch the quarterly video with Ralph Hamers and more

Contact us - ING.Corporate.Communications@ing.com

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