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.

• At year-end 2017, more than 51,000 employees offered services to 37.4 million customers, of which 10.8 million are considered primary customers.

• ING grew the number of primary customers by 900,000 in 2017.

• 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

#innovation

We continued to speed up innovation and improve the customer experience...

To help customers save money, ING in Australia introduced *Everyday Round Up*, a digital money jar that rounds up card purchases.

To help small business clients in the Netherlands track their income, we launched a **digital shoebox** that links receipts and bills directly to transactions.

We had important blockchain breakthroughs, including upgrading our *Easy Trading Connect* blockchain platform to conduct the first agricultural commodities trade.
Looking back at the quarter

#sustainability

...while supporting the development of a low-carbon and self-reliant society.

We launched Sustainable investments, committing EUR 100 million of capital to support scale-ups with a proven concept and positive environmental impact.

We further sharpened our coal-financing policy to support the transition to a low-carbon economy.

We’ll reduce funding to coal power generation to close to zero by 2025.
Looking back at the quarter

In 2017 we welcomed more customers worldwide, bringing the total to 37.4 million of which 10.8 million are primary customers.

#customers

But it’s our customers who count.

+€ 19.0 bln net customer deposits in 2017

+€ 26.9 bln net core lending in 2017
Looking back at the quarter

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

4Q2017
Net result
€ 1,015 mln

FY2017
Net result
€ 4,905 mln

... heartened by our dedicated employees

For a complete overview please visit the 4Q/FY2017 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

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

Customer Promise
- Clear and Easy
- Anytime, Anywhere
- Empower
- Keep Getting Better

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

<table>
<thead>
<tr>
<th>Clear and Easy</th>
<th>Clear products</th>
<th>Plain language</th>
<th>Fair prices</th>
<th>Simple processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anytime, Anywhere</td>
<td>Mobile first</td>
<td>Omnichannel experience</td>
<td>Advice when needed</td>
<td></td>
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<tr>
<td>Empower</td>
<td>Personalised interfaces</td>
<td>Insightful tools</td>
<td>Tailored offers</td>
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<tr>
<td>Keep Getting Better</td>
<td>Continuous improvement</td>
<td>Setting the standard in service</td>
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- 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>Our enablers</th>
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</thead>
<tbody>
<tr>
<td><strong>Simplify and Streamline</strong></td>
<td>• We need to be agile, with short reporting lines and with the right people empowered to make important decisions quickly.</td>
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<tr>
<td><strong>Operational Excellence</strong></td>
<td>• We need to set clear operational excellence benchmarks and measure performance throughout the company.</td>
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<td><strong>Performance Culture</strong></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><strong>Lending Capabilities</strong></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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</table>
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 upon. 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.

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.

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.
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 worldwide presence

Market Leaders
Netherlands, Belgium, Luxembourg
- Leading retail and wholesale banks in the Benelux
- Evolving into ‘direct-first’ banks
- Improving operational excellence

Challengers
Germany, Austria, Czech Rep, Spain, Italy, France, Australia.
- Leading ‘direct-first’ banks
- Further integrating retail and wholesale banking capabilities
- Broadening lending capabilities

Growth Markets
Poland, Romania, Turkey and our stakes in Asia
- Strong positions in fast-growing countries
- Evolving into ‘direct-first’ banks
- Developing digital leadership capabilities

Wholesale Banking network and global franchises
- International network: more than 40 countries
- Extensive international client base across all regions
- Global franchises: Industry Lending and Financial Markets; Trade Finance and Cash Management
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ING's Management Board Banking

CEO
Ralph Hamers

CRO
Steven van Rijswijk

Head of Market Leaders
Roland Boekhout

Head of Challengers & Growth Markets
Aris Bogdaneris

Head of Wholesale Banking
Isabel Fernandez

COO / CTO
Roel Louwhoff

CFO & Vice-chairman
Koos Timmermans
Related links

- [ing.com](http://ing.com) – find ING news, press releases, etc.
- [ingwb.com](http://ingwb.com) – about ING Wholesale Banking
- [view.ingwb.com](http://view.ingwb.com) – ING Wholesale Banking online magazine
- [Twitter](http://Twitter) – always up-to-date as a follower of the ING Group Twitter account
- [YouTube](http://YouTube) – watch the quarterly video with Ralph Hamers and more
- [ing.com/sustainability](http://ing.com/sustainability) – ING Sustainability platform

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

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