



Growing the difference

Accelerating growth, increasing impact, delivering value

Capital Markets Day 2024

Steven van Rijswijk, Chief Executive Officer

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do your thing

We have a track record of delivering value for our stakeholders

 Who we are



Customers

- >39 mln customers, of which 15.5 mln primary¹⁾
- ~80% of customers use mobile as preferred channel
- # 1 NPS in 5 Retail Banking markets¹⁾
- 72 NPS in Wholesale Banking²⁾



Our people

- Top quartile engagement scores
- 31% women in senior management²⁾
- Voluntary attrition down significantly to ~6%²⁾



Planet and society

- Manage our lending portfolio towards net-zero by 2050
- €115 bln of sustainable finance mobilised²⁾
- Engaging with our largest clients on their transition planning
- >30 sustainable products launched since 2021



Shareholders

- Increased annual fees by >€1 bln in 5 years³⁾
- Consistently high return on equity
- Earnings per share +68% in 2023 vs 2019
- >€23 bln cash distributed since 2019

¹⁾ April 2024

²⁾ 2023

³⁾ 1Q2024 annualised

We have been making the difference

 Who we are

Our DNA



Strong creative, entrepreneurial and digital-first mindset



Relentless customer focus



Collaborative culture



Focused and clear strategy



Loved brand with strong NPS



Growing Retail Bank



Leading Wholesale Bank



>39 mln customers



Leader in sustainability



14.7%¹⁾ CET1 ratio



14.8%¹⁾ return on equity

¹⁾ 2023

Successful strategy execution focusing on strengthening foundations

 Where we are now



Focusing on where we can make impact



- Focusing on **local scale** in Retail Banking
- Building **Business Banking** as a separate pillar
- **Optimising client selection and network** in Wholesale Banking



Building foundational capabilities



- Strengthening **income diversification**
- Enhancing **digital capabilities** (including (Gen)AI)
- Increasing **scalability**



Putting sustainability at the heart



- Supporting our clients in their **sustainable transition**



Growing employer brand and talent attraction capabilities



- Tapping **global talent pools** and improving engagement scores

A person wearing a red shawl is looking through a pair of silver binoculars. The scene is outdoors, with a grassy field in the foreground and a body of water in the background under a cloudy sky. An orange banner with white text is overlaid on the left side of the image.







Growing the difference

Our operating environment

▶ Our strategic priorities



Trends

-  Technology drives evolving customer demands
-  Intensifying competition from banks and non-banks
-  Sustainability moved to core of society
-  Regulatory demands keep growing but fragmented
-  Battle for talent is globalising
-  Dynamic geopolitical environment

Strategic requirements

Excellent customer experience

Local scale in Retail Banking

▶ Strong digital and scalable foundations

Sustainability at the heart

Proactive and agile execution


Untapped potential in our markets

▶ Our strategic priorities


Attractive market characteristics

 Resilient and growing economies with high GDP and low unemployment
5.9% unemployment¹⁾

 SMEs generate ~50% of net turnover in the EU
€19 tn net turnover in the EU

 High wealth per capita and foreseen transfer
€3.6 tn transfer to GenZ²⁾

 High digital penetration
97%³⁾

 Large need for transition financing
>€4 tn annually⁴⁾

Large potential

Active in sizeable economies with **large banking revenue pools**

▶ Attractive **untapped market segments**

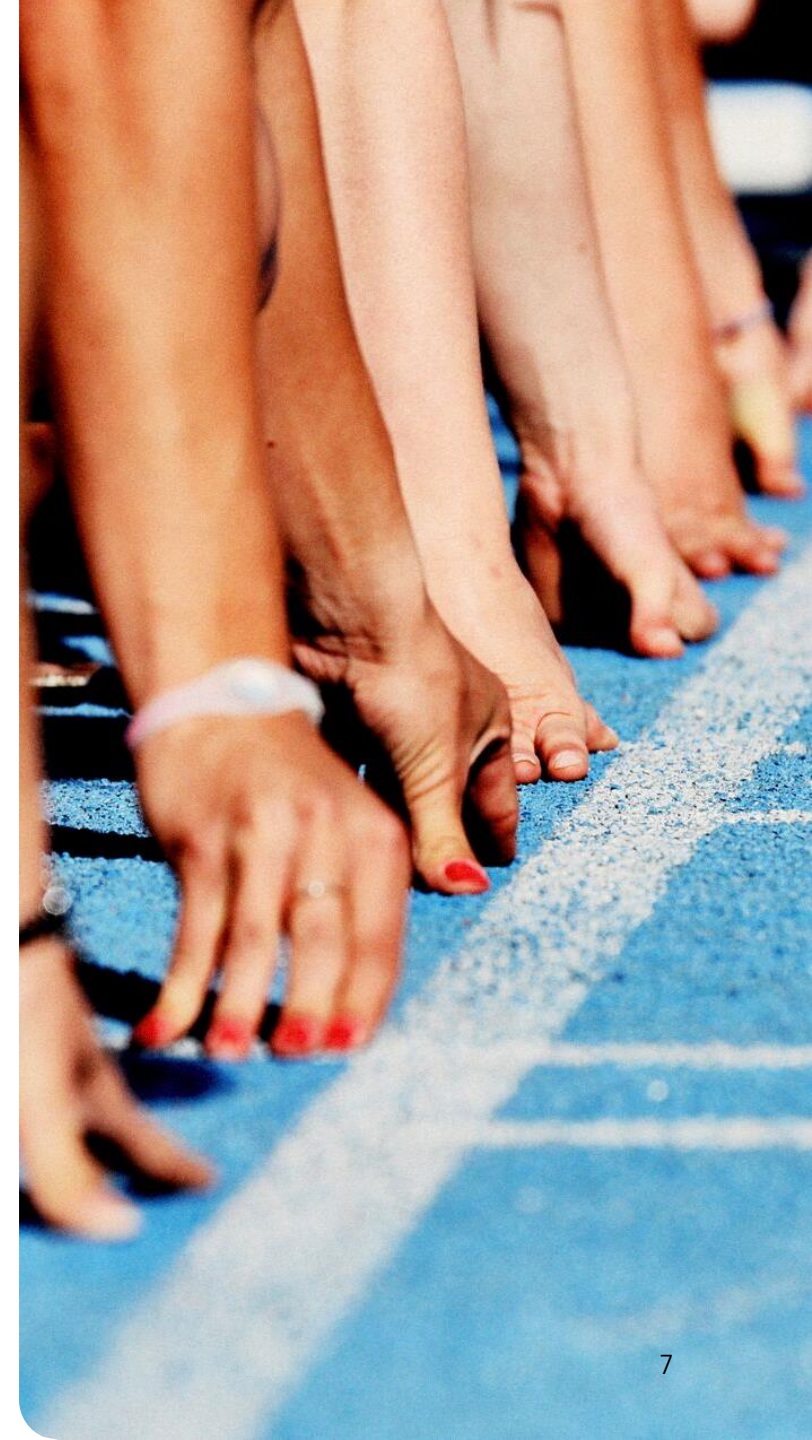
Market features play into **our strengths**

¹⁾ Average 2023 unemployment in ING's retail countries; IMF data

²⁾ Transfer by 2030; Wealth-X – Preservation and succession: Family wealth transfer 2021

³⁾ % of population that made a digital payment in the eurozone; Worldbank

⁴⁾ Annual transition financing need; McKinsey & Company – Global banking annual review 2022



Key themes to capture untapped potential

▶ Our strategic priorities

Increase **impact** and **value** for customers

Build **scale** in more market segments and **play a bigger role** in the overall economy

Build on **our strengths** and **focus on adjacencies**

ING is well positioned



Our
DNA



Our brand and
customer
experience



Strong
foundations



Execution
track record



Executing our strategy to be the best European bank

▶ Our strategic priorities



Purpose



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

Strategic pillars



Superior value for customers

*Uniquely
ING*

Sustainability at the heart

Enablers



Providing
seamless digital services

Staying
safe & secure

Using
our scalable Tech & Operations

Unlocking
our people's full potential

Translating strategy into clear direction

▶ Our strategic priorities



Growth and income diversification

- **Diversify and enhance product** offering to existing customer segments in Retail and Wholesale Banking
- Develop products and services for **new customer segments**



**Business Banking
and Investment
Products**



**Financial Markets
and Transaction
Services**



Operational leverage

- Continue to scale **processes, people** and **technology**, applying strict **cost discipline**
- **Invest** to facilitate growth and diversification, while using **new technology**



**Product
foundations**



**Platform
foundations**



Capital allocation

- Shift **capital allocation** towards **Retail Banking**
- **M&A** to be considered if it accelerates strategy execution and fits stringent criteria
- **CET1 target** unchanged at ~12.5% by YE2025



Shift to Retail Banking
from 50% to 55% of RWA by 2027

Leading in financing the sustainable transition

▶ Our strategic priorities



Environment

Continue managing our portfolio to net-zero by 2050

Frontrunner in financing the transition

Thought leader on standards and practices



Social

Contributing to financial health of customers and communities

An inclusive & diverse workplace



Governance

Keeping the bank safe and secure

Well-managed and sound bank

Adhering to all reporting and disclosure requirements

Phase out financing of **upstream oil and gas** production by 2040

€150 bln sustainable volume mobilised by 2027 and leveraging on our **net-zero housing strategy**

Triple annual renewable energy financing to €7.5 bln by 2025

25% increase in customers with long-term savings and investment plan products by end 2030¹⁾

35% female in our top five thousand people by 2028



¹⁾ The target group for this includes all digital primary customers that have been with ING NL for at least a year

Our targets confirm our ambition to be the best European bank

 Our targets



by growing the **difference**



Mobile primary customers annual growth +1 mln	Total income CAGR 2024-2027 +4-5%	Fee income by 2027 €5 bln	Cost/income ratio by 2027 52-54%	CET1 ratio by 2025 ~12.5%	Return on equity by 2027 14%
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Structurally improved profitability and continued attractive shareholder returns

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 2023 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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