

ING Positions

The bank of the future



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“We want to build the agile bank of the future. Our goal is to be even closer to our customers and fulfil their wishes even faster. Agility is the prerequisite for this. That’s why, in the future, we will work in flexible interdisciplinary teams that can deal with issues and carry out projects independently.”

Nick Jue

Nick Jue
CEO

What are our aims?

- ① We want to make banking so simple, transparent and convenient that people can take their financial operations into their own hands and manage them easily anytime, anywhere.
- ② Agile working methods and the right mindset within the bank ensure that we can react more quickly and efficiently to the changing needs of our customers.
- ③ As a banking platform, we want to offer customers and non-customers solutions for all their financial matters, while at the same time developing offerings that go beyond.

What will the bank of the future be like?

These are the cornerstones of ING’s vision:

To be successful in the future, a bank must do the following:

- › **Consistently focus on customers and their needs** and make their lives easier with innovative services – both in their private and professional lives
- › **Provide a unique and consistent customer experience** that is “transparent, simple and convenient”
- › **Use advanced data analysis** to deepen and expand customer relationships and develop products and services that go beyond banking
- › **Be a digital platform** where people can easily manage their finances and finance-related affairs anytime, anywhere.
- › **Integrate its offerings in larger ecosystems** where consumers spend most of their online time and where products and services of all types are available



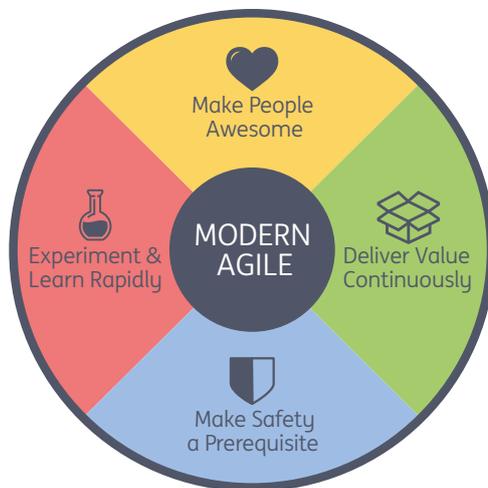
What are ING’s role models and what makes them special?

Looking beyond one’s own horizons is a necessary condition for banks that want to remain successful in the future. That’s why, in its search for role models for its “One Agile Way of Working”, ING has approached companies that already practice agile working methods. They are not financial service providers, but companies such as Spotify, Zappos, Netflix and Google. Their core competence is being close to customers and fulfilling their wishes quickly and easily.

“One Agile Way of Working” – How does ING define agility?

For ING, agility is a way of thinking and a philosophy. It helps the bank to adapt its offering faster to changes in the market and thus to serve customers' needs more quickly and efficiently. In addition to agile tools and methods, short, clearly defined development periods and reacting to direct feedback from customers are important prerequisites for achieving this goal.

Four principles characterize a modern and agile way of working:



The “One Agile Way of Working” practiced at ING builds on this model. At its core are the **fundamental guidelines** that will shape the work and organisation of the bank in the future:

› Empowering employees

The work is carried out in strong and competent teams that are interdisciplinary in their makeup and pursue clearly defined tasks in a largely self-determined way. This fosters the talent, technical expertise and autonomy of the employees.

› Customer involvement

The development of products and services happens increasingly in cooperation with customers. Their knowledge and experience contribute directly to the permanent improvement of the bank and its services. ING aims to offer a consistent and unique customer experience across national borders.

› Uniform organisational design and working methods

The agile bank works in structures and with tools and methods that guarantee high efficiency and speed in the development of services and products. Clear prioritisation of activities on the basis of overarching objectives and simple and transparent working methods are also important prerequisites for this.

The successful transformation of ING in Germany depends on all the parties involved working together according to these principles and the codes of conduct defined in ING's “Orange Code”.

ING's “Orange Code”

Three behaviours define the way employees work together at the ING Group. At the same time, they are an important yardstick for assessing performance:

› You take it on and make it happen



› You help others to be successful



› You are always a step ahead



What are the results of the changeover to the “One Agile Way of Working” in the Netherlands?

During the last two years, the ING bank in the Netherlands implemented the new working model under Nick Jue's leadership.

The results of the change are:

1. The bank has become **more flexible and efficient**. Silos were dissolved and productivity increased.
2. The **speed** with which innovations can be brought to market has increased significantly.
3. The bank has become **more attractive as an employer** for people who want to assume responsibility and work in small teams to make things happen together.

With more than 9 million customers, ING in Germany is Germany's third-largest bank. Its core retail banking services are mortgages, current accounts, savings, consumer loans and brokerage. The bank can be reached by customers 24/7. ING Wholesale Banking takes care of corporate clients, including large, internationally operating companies. Some 4,000 employees work for ING at its offices in Frankfurt (headquarters), Hanover, Nuremberg and Vienna.