

**ING Bank
15 years in Romania**

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A well-positioned global financial services company



Europe

Leading financial services company in Belgium and Netherlands

Market leader in direct banking in France, Germany, Italy, Spain and the UK

Market leader in life & pensions combined in CE

The Americas

Top-5 provider of retirement services and leading player in annuities in the US

3 pension provider in Latin America

Asia/Pacific

2 international life insurer in Asia

2 regional investment manager

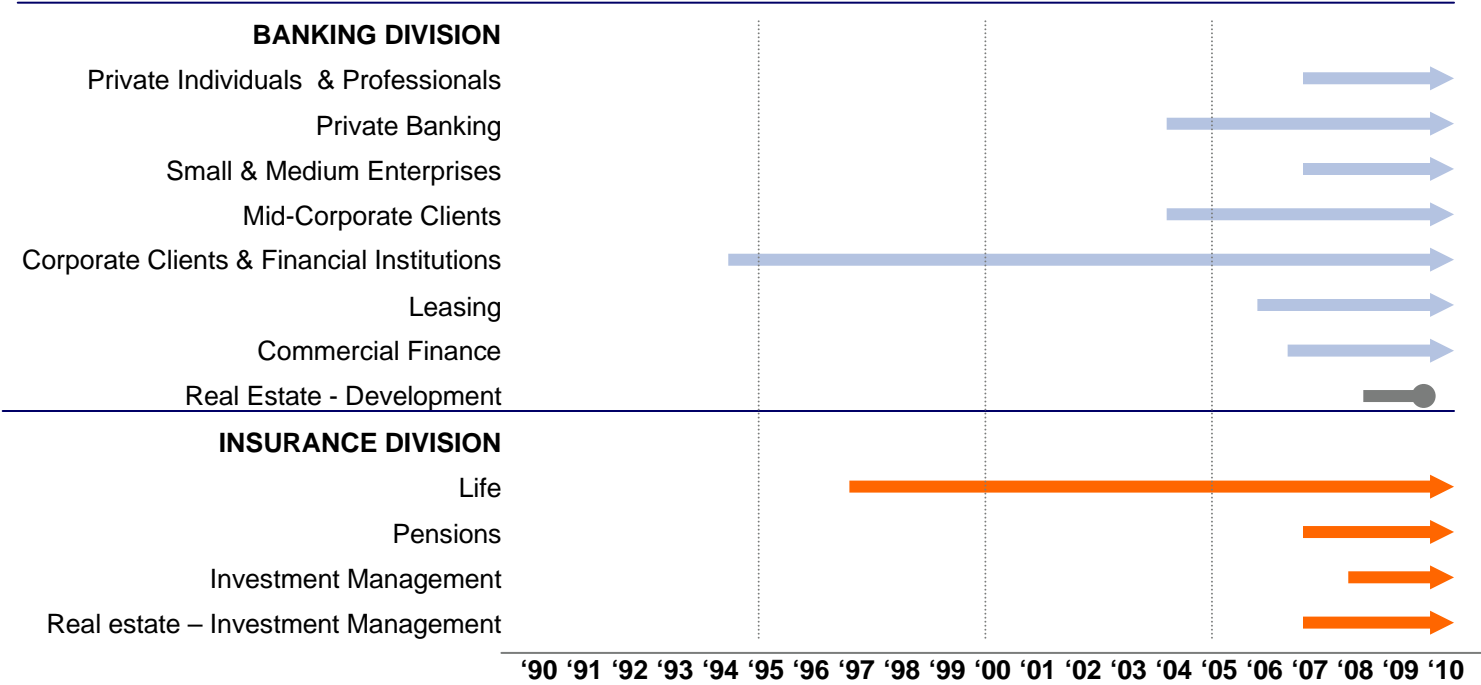
2 life risk insurer in Australia

ING Group in Romania



- First international financial group to come to Romania after 1989
- **ING Bank (1994)**
 - Services for corporate clients(1994)**
 - Services for individuals (2004)**
- **ING Life Insurance (1997) & Private Pensions (2007)**
 - No. 1 life insurer, 34,5% market share (2008)
 - No. 1 on private pensions market, 38,5% cumulated market share on pillar II and III (2008)
- **ING Lease (January 2006)**
- **ING Commercial Finance (November 2006)**
- **ING Real Estate Investment Management (December 2006)**
- **ING Real Estate Development (November 2007)**

ING in Romania



Pioneering the banking market in Romania

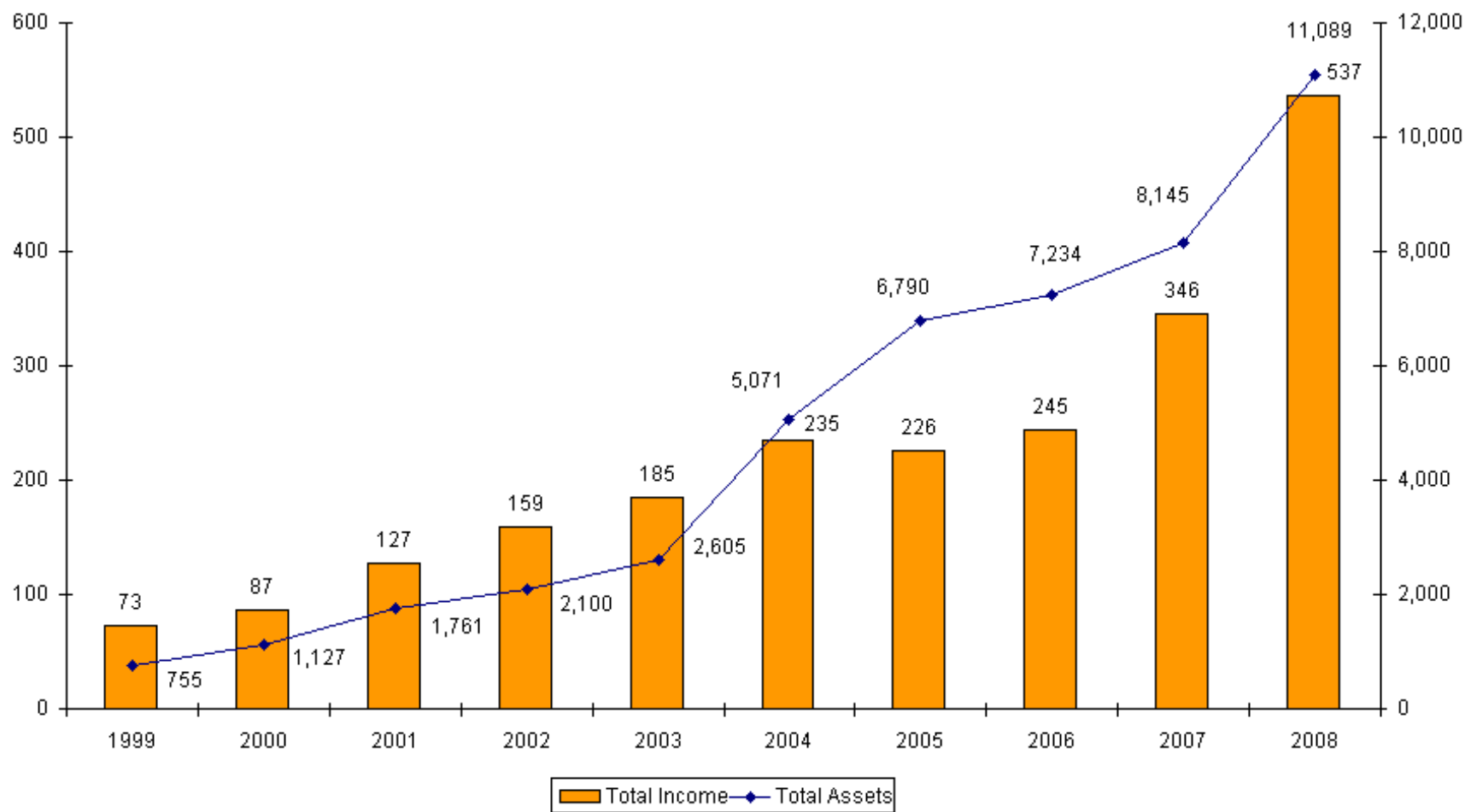


- 1st supplier of electronic banking services
- 1st supplier of Custody services
- 1st in T-bill trading
- 1st foreign bank to open a branch network in Romania
- 1st to arrange a cross-border syndicated loan
- 1st to introduce unit-linked product in ROL and USD
- 1st to introduce Employee Benefits
- 1st to introduce Private Wealth Management
- 1st to introduce health rider
- 1st to introduce pension product
- 1st bank to introduce VISA cards with Personal Insurance
- 1st to introduce Self Bank concept and Master Card with cip technology

Sustainable long term growth



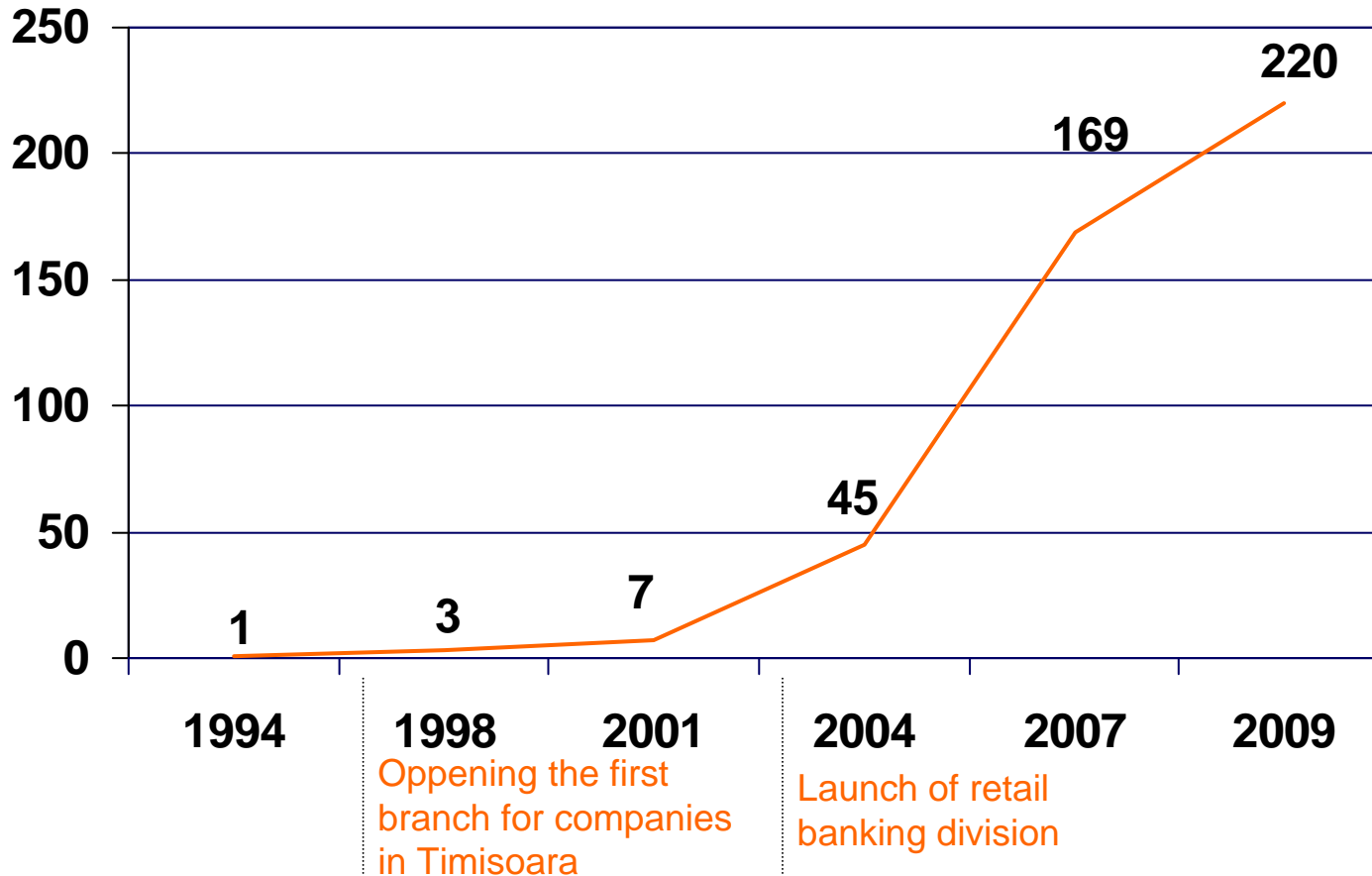
ING Bank - total assets & total income development (RON mln - IFRS)



Network developed through organic growth



- The best market position obtained by ING only through **organic growth** in the countries where it activates
- **A role model** within ING group for building a network from scratch
- A network including over **220 units** providing **complete services** for companies and individual entities



Distribution network with national coverage

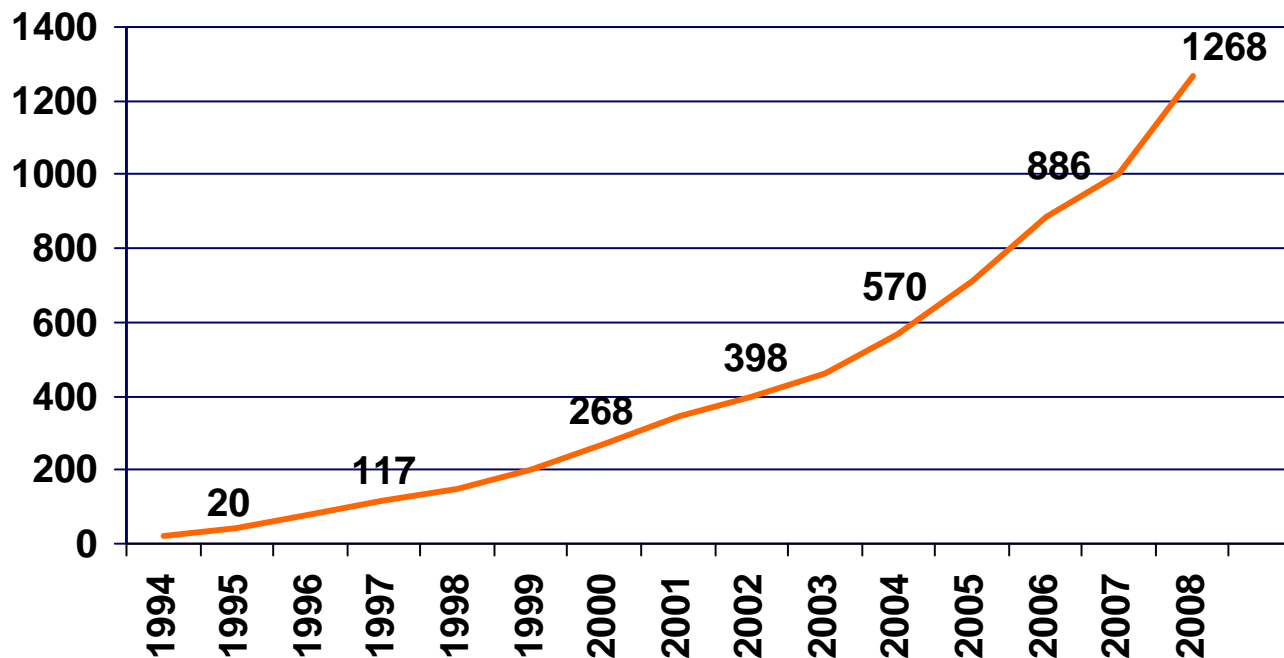


ING Bank Romania Team



- **Healthy growth** in the number of employees
- Investment in the **development and retention** of the employees
- From trainee to top management: **ING Trainee** program - a 12 years tradition
- ING Bank formed banking professionals who contributed to the development of the Romanian banking sector

Evolution of full-time employees



Social Responsibility



➤ **ART: Promoting Romanian artists**

Tradition in issuing an annual art album dedicated to Romanian artists

Private collection of over 200 works of Romanian painters

➤ **EDUCATION: ING Bank – business school for the banking industry**

ING Trainee program (from 1997)

➤ **SOCIAL: ING A Better World Foundation**

Founded and managed by the ING employees

The projects are financed by equal contributions from employees and the company and have three major directions:

- Charity
- Education
- Environmental care



Present

ING Bank Romania at 15 years

ING Bank Romania in 2009

An universal bank integrated in the Romanian economy



- **An international bank**, integrated in the Romanian economy
- **An universal bank** delivering a complete range of products and services to all categories of clients: individuals, SME's, large enterprises, financial institutions
- **A solid network**, built entirely through organic growth – over 220 units for corporate clients and individuals

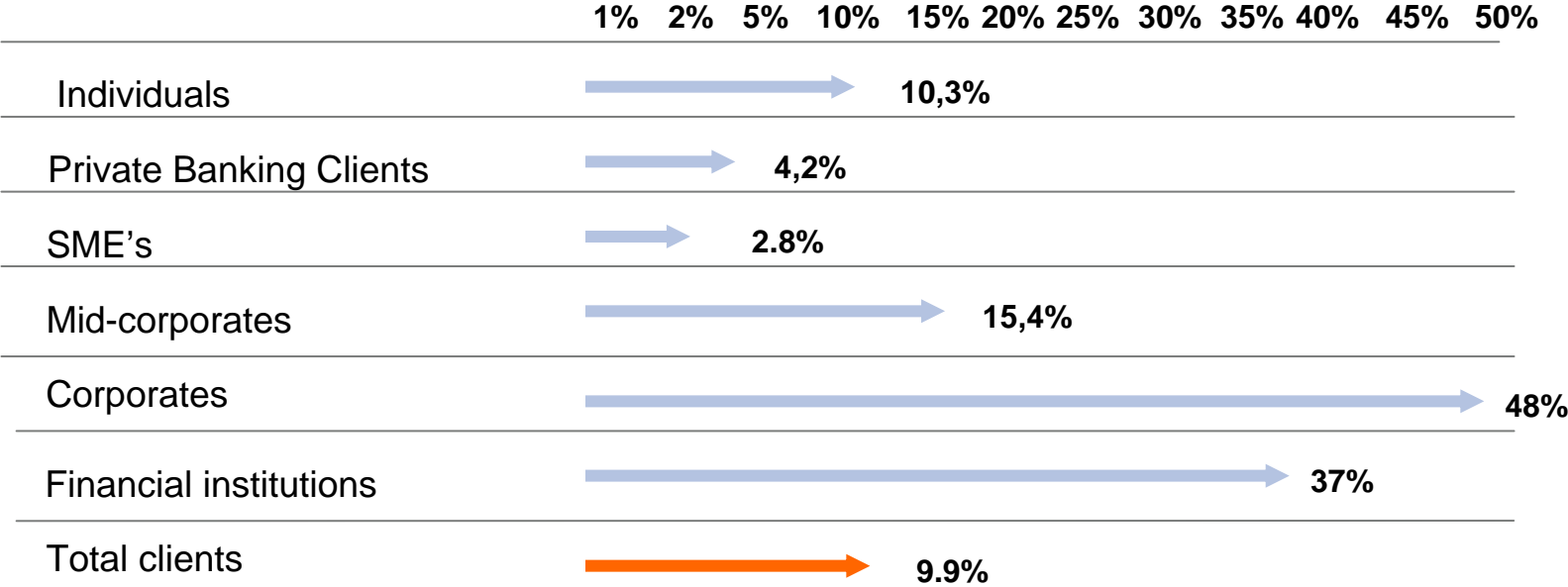
ING Bank Romania in 2009

Healthy portfolio of clients



Market penetration

S1 2009



ING Bank Romania in 2009

High performance and competitiveness



- Top 10 bank as per total assets
- Top 5 corporate bank in Romania
- Primary Dealer on Financial Markets ~ 10% market share
- No. 3 on Equity Markets (no. 4 in 2007)
- No. 1 custodian bank – over 45% of the assets in custody placed by foreign investors
- Consolidating market share in PCM ~ 10%; ING On-line capabilities – key driver

ING Bank Romania in 2009

5 years of services for individuals



2004 - launching retail services with an innovative concept:

Self'Banking with access to personalized consultancy

2010 Objectives

- 1million clients
- between 200 and 250 offices
- high customer satisfaction

With the launch of retail services, ING Bank introduced in Romania a new series of premieres :

- ING Self'Bank, the place where the clients have the possibility to manage their finances on their own
- The first ATMs with cash deposits
- ING Cont'Rol, the first current account with a high interest attached card
- The pilot program ING Mobile Payments, representing the payment service using the mobile phone

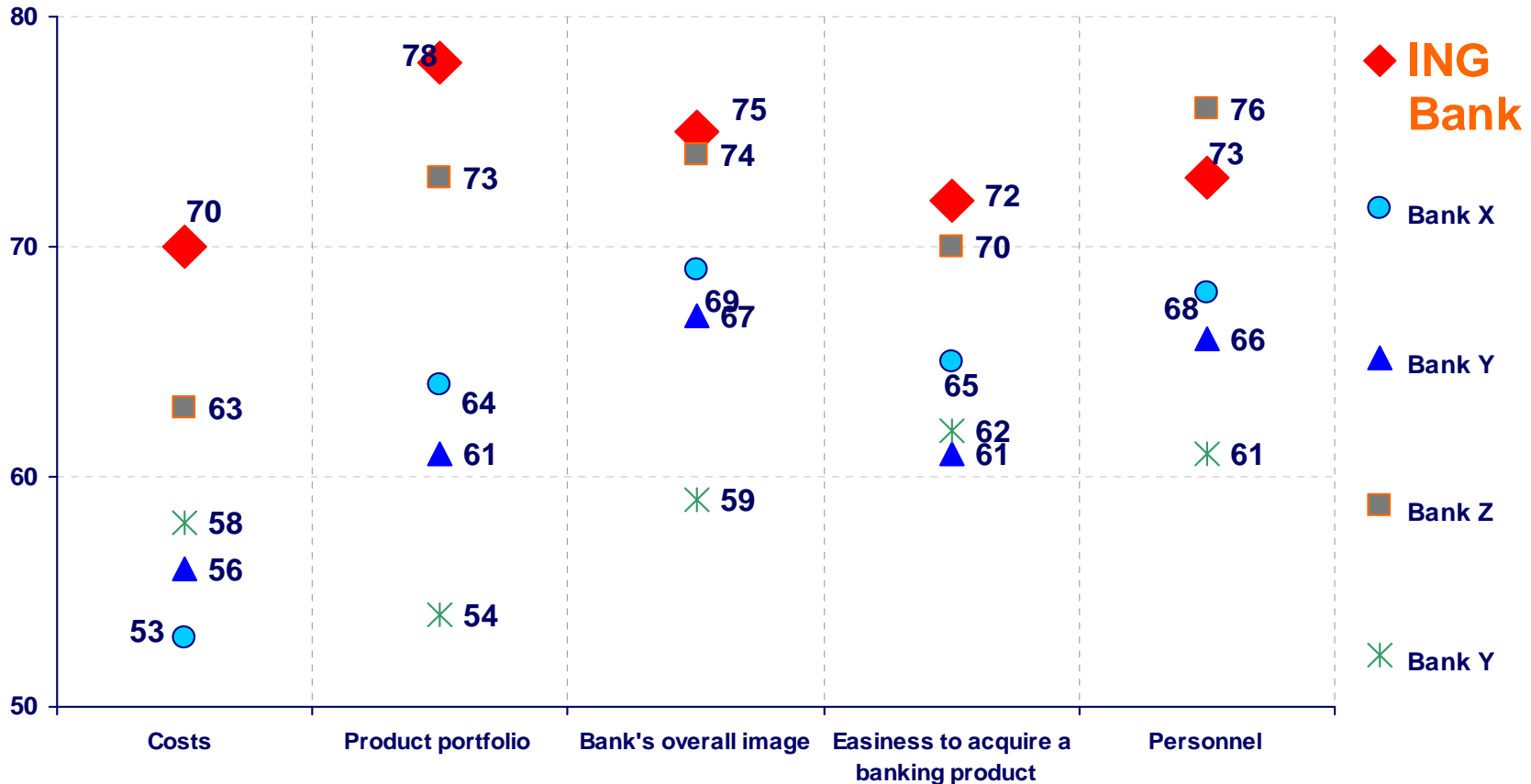
2015: over 1 million satisfied clients, top 1 e-bank

ING Bank Romania in 2009

5 years of services for individuals



The level of clients' satisfaction depending on performance factors



ING Bank Romania in **2009**

5 years of services for individuals



We continue to launch products according to our clients' needs

- **The anniversary offer: ING Personal**
loan with low interest rate on short term
- **Children saving account**
high interest – even 10%
- **ING Casa Noua**
DAE only 6.11%, fast and flexible
- **The first package for payment on the Internet- ING Web Card**
benefits of the best security system 3D Secure and cip

...and soon, the saving account

ING Bank Romania in 2009

5 years of services for individuals



How do we guaranty the continuity of success

- We proved that we are able to launch competitive products even in difficult periods
 - we never stopped lending
- The client will always be the centre point of our concerns
 - even if the legal environment becomes more and more difficult to understand, we continue to offer transparent products
 - presently, our rate is one of the most competitive – for the real estate loan, the interest for the existing clients remained under 9% even when the new clients acquired the product with an interest rate over 9%
- The product portfolio will continue to be restricted (as number) but adapted to present and future needs
 - When the cash of the high interest current account is restricted by regulations, we are adapting and launch new product with cash access – the saving account



Vision

ING Bank Romania in the next 15 years

Continuity on the Romanian market



“We are here to stay”

- We have **solid future plans** and a **long-term strategy**
- Romania – **strategic country** within the region and within ING Group
- ING Bank – part of the **Romanian economy**
- **Productive phase** of our development: all divisions generate profit

Direction – where to?



Back to Basics Strategy

- **Reformation** strategy
- **Adapting** to the present market conditions
- Focus on **essential needs of our clients**
- **Cost cutting** and **simplification**
- Stimulus to **re- think the basic concepts** on the financial sector

ING Business Principles

- Integrity
- Transparency
- Respect
- Responsibility

Direction- where to?

Bottom Line- new image campaign for corporate services



What's the bottom line?

It's **honest**.

It's **lean**.

It's all the elements
boiled down to
the **essence**.

It's what matters to you most
in the end.

So the bottom line is

*What we never lose track of
When we work with you.*



ING Bank Romania



After 15 years, we are now entering a new stage: **One Bank**

- **Sinergy** – merging services for individuals and corporate clients
- **Focus** on clients' needs
- **Simplify**

Objectives:

- Top 5 largest banks in Romania
- Extension of distribution network through healthy, organic growth
- Performance, competitiveness, innovation, efficiency
- Over 1 million satisfied clients
- Continuous organic growth



Thank you!