



**Arkadi Kuhlmann** - *Chairman, President and CEO of ING DIRECT USA*



Affectionately referred to as "The CEO of Savings" by ING DIRECT associates, Arkadi is the Chairman and President of ING DIRECT USA, the retail bank that offers simple financial products direct to consumers over the telephone and internet. In a nation full of spenders, Kuhlmann is dedicated to inspiring all Americans to be a nation of savers. When ING DIRECT's online banking concept was introduced to the United States in 2000, analysts predicted it would be a failure. Ten years later, under Kuhlmann's leadership, ING DIRECT has grown to become the country's largest savings bank, with more than \$91.3 billion in assets, and has led more than 7.6 million Customers back to saving.

Prior to ING, Arkadi's experience includes both high-level corporate and academic positions. He served as President of North American Trust and CEO of Deak International Incorporated and held various executive positions at the Royal Bank of Canada. His academic experience includes teaching at the American Graduate School of International Management ("Thunderbird") in Phoenix, Arizona where he was a professor of International Finance and Investment Banking.

Arkadi received an Honors B.A. in Business Administration along with an MBA from the Richard Ivey School of Business at the University of Western Ontario, Canada. He serves as chairman of the board of ING DIRECT Canada, and is a member of the Global Management Team for ING DIRECT N.V. and of the ING DIRECT N.V. Supervisory Board. He is on the ING Foundation Board, ING Americas Advisory Board, ING Direct Council, and the ING Group Leadership Council. Additionally, he chairs the Advisory Board of the Richard Ivey School of Business and in 2010 was awarded an honorary Doctor of Laws (L.L.D.) from the University of Western Ontario for his contributions as one of the world's most important business leaders.

Arkadi has had a positive influence on the banking industry by breaking the traditional mold to lead Americans back to saving, and also has had a significant impact on Wilmington, Delaware, the location of ING DIRECT's U.S. headquarters. By choosing to renovate historic buildings at the Wilmington Riverfront, Arkadi has helped transform the area surrounding the Amtrak train station to create a booming commercial center that has prompted national companies to relocate there. Under Arkadi's leadership, ING DIRECT has expanded into four buildings in Wilmington and is one of the state's leading employers.

Instead of having stodgy bricks-and-mortar branches with line-ups, Arkadi chose to create architecturally award-winning cafés where customers can experience ING DIRECT and enjoy a cup of coffee. Arkadi established the Cafés, located in Los Angeles, New York City, Philadelphia, Chicago, Honolulu, St. Cloud, Minnesota, and Wilmington, Delaware, to underscore the fact that opening an account with ING DIRECT is as easy as having a cup of coffee. In addition to whipping up lattes, Café Associates are able to provide information on the company's savings, mortgage, loan, and mutual fund products. Café visitors can even purchase products to make their lives better and simpler, ranging from computer security software and financial literature to lunch pails and mountain bikes. This is just one more way that Arkadi inspires consumers to view banking as simple, easy, and even fun.