

Leading the way in Asia, Africa and the Middle East





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# Leading the way in Asia, Africa and the Middle East

Bryan Sanderson Chairman



### **Performance highlights**



Income

US\$4.11bn

27%

Operating profit before tax

US\$1.53bn



15%

Normalised EPS

84.1c



12%

Dividend per share

20.83c



10%



### **Economic growth**



| GDP growth % | 2005 | 2006 F* | 2007 F* |
|--------------|------|---------|---------|
| China        | 9.9  | 9.8     | 8.9     |
| Hong Kong    | 7.3  | 6.0     | 4.5     |
| India        | 8.4  | 7.0     | 6.5     |
| Indonesia    | 5.6  | 5.5     | 6.0     |
| South Korea  | 4.0  | 4.9     | 3.7     |
| Malaysia     | 5.3  | 5.5     | 6.0     |
| Pakistan     | 8.4  | 6.8     | 6.0     |
| Singapore    | 6.6  | 6.5     | 5.5     |
| UAE          | 12.0 | 10.2    | 5.2     |
|              |      |         |         |
| EU           | 1.6  | 2.3     | 2.0     |
| USA          | 3.5  | 3.3     | 2.8     |
|              |      |         |         |

<sup>\*</sup> Standard Chartered forecasts



#### **Economic trends**



Economies diversify and grow domestic demand

Financial markets deepen and expand

New trade corridors emerging

Shifting economic, social and political ties



#### Governance



Board further strengthened

■ Lord Turner – Non-Executive Director

■ Rudy Markham – Senior Independent Director

Governance processes in good shape







### **Summary**



Good progress

Appropriate governance in place

Well positioned to continue to deliver good performance



# Leading the way in Asia, Africa and the Middle East

Peter Sands Group Finance Director



### **Group performance**



| US\$m  | H1 2005 | H2 2005 | H1 2006 | YOY % |
|--|---------|---------|---------|-------|
| Income                                       | 3,236   | 3,625   | 4,112   | 27    |
| Expenses                                     | (1,708) | (2,103) | (2,225) | 30    |
| Operating profit before provisions           | 1,528   | 1,522   | 1,887   | 23    |
| Loan impairment                              | (194)   | (125)   | (349)   | 80    |
| Other impairment                             | (1)     | (49)    | (8)     |       |
| Loss from associates                         | 0       | 0       | (3)     |       |
| Profit before tax                            | 1,333   | 1,348   | 1,527   | 15    |
| Profit attributable to ordinary shareholders | 956     | 961     | 1,088   | 14    |



### Performance highlights



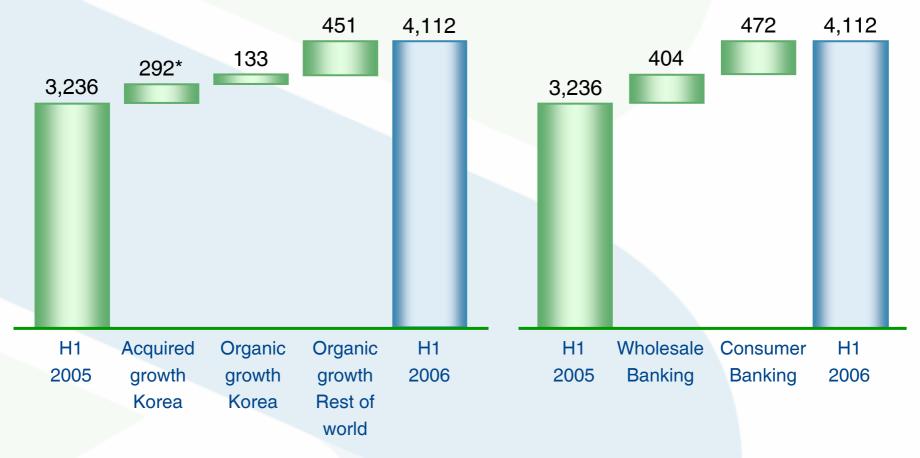
| Normalised metrics                     | H1 2005      | H2 2005 | H1 2006 |
|--|--------------|---------|---------|
| Earnings per share                     | 75.2c        | 78.7c   | 84.1c   |
| Return on ordinary shareholders equity | 18.3%        | 18.1%   | 17.9%   |
| Cost income ratio                      | <b>52.6%</b> | 57.3%   | 53.6%   |



#### Sources of income growth



#### US\$m



<sup>\*</sup> Acquired growth is the difference between KFB H1 2005 proforma income US\$ 550m and KFB actual contribution of US\$ 258m



### Performance by geography



| Profit before tax US\$m | H1 2005* | H2 2005* | H1 2006 | YOY %      |
|-------------------------|----------|----------|---------|------------|
| Hong Kong               | 363      | 354      | 458     | 26         |
| Singapore               | 104      | 121      | 134     | 29         |
| Malaysia                | 69       | 86       | 97      | 41         |
| Korea                   | 108      | 156      | 234     | 117        |
| Other APR               | 239      | 159      | (34)    | (114)      |
| India                   | 137      | 101      | 213     | 55         |
| MESA                    | 214      | 268      | 243     | <b>1</b> 4 |
| Africa                  | 30       | 34       | 91      | 203        |
| Americas, UK & Group    | 69       | 69       | 91      | 32         |
|                         |          |          |         |            |
| Total                   | 1,333    | 1,348    | 1,527   | <b>1</b> 5 |

<sup>\* 2005</sup> income restated, impact not material see Note 29 of Interim Results Press Release.



# Group performance (excluding Korea)



| US\$m                              | H1 2005 | H2 2005 | H1 2006 | YOY % |
|------------------------------------|---------|---------|---------|-------|
| Income                             | 2,927   | 2,977   | 3,378   | 15    |
| Expenses                           | (1,541) | (1,638) | (1,765) | 15    |
| Operating profit before provisions | 1,386   | 1,339   | 1,613   | 16    |
| Loan impairment                    | (160)   | (98)    | (309)   | 93    |
| Other impairment and losses        | (1)     | (49)    | (11)    |       |
| Operating profit before tax        | 1,225   | 1,192   | 1,293   | 6     |
| Normalised cost income ratio (%)   | 52.6%   | 54.8%   | 52.2%   |       |



# Consumer Banking performance (excluding Korea)



| US\$m                              | H1 2005 | H2 2005 | H1 2006 | YOY % |
|------------------------------------|---------|---------|---------|-------|
| Income                             | 1,514   | 1,591   | 1,665   | 10    |
| Expenses                           | (765)   | (831)   | (832)   | 9     |
| Operating profit before provisions | 749     | 760     | 833     | 11    |
| Loan impairment                    | (159)   | (210)   | (372)   | 134   |
| Other impairment                   | 0       | (3)     | 0       |       |
| Operating profit before tax        | 590     | 547     | 461     | (22)  |



# Consumer Banking income (excluding Korea)

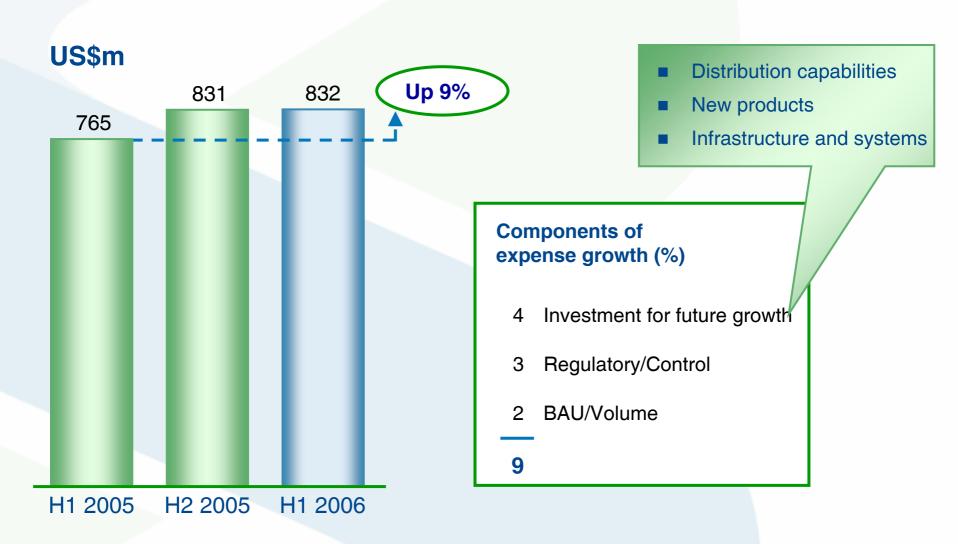


| US\$m                | H1 2005 | H2 2005 | H1 2006 | YOY % |
|----------------------|---------|---------|---------|-------|
|                      |         |         |         | 1     |
| Hong Kong            | 485     | 491     | 505     | 4     |
| Singapore            | 163     | 161     | 170     | 4     |
| Malaysia             | 101     | 109     | 112     | 11    |
| Other APR            | 292     | 319     | 317     | 9     |
| India                | 143     | 143     | 158     | 10    |
| MESA                 | 177     | 202     | 238     | 34    |
| Africa               | 124     | 134     | 128     | 3     |
| Americas, UK & Group | 29      | 32      | 37      | 28    |
| Total                | 1,514   | 1,591   | 1,665   | 10    |



## **Consumer Banking expenses** (excluding Korea)







# Consumer Banking Ioan impairment (excluding Korea)



| US\$m                           | H1 2005 | H2 2005 | H1 2006 |
|---------------------------------|---------|---------|---------|
| Total loan impairment           | (159)   | (210)   | (372)   |
| Individual impairment provision | (19)    | (40)    | (133)   |
| Portfolio impairment provision  | (4)     | (35)    | (70)    |
| Taiwan                          | (23)    | (75)    | (203)   |
|                                 |         |         |         |
| Individual impairment provision | (126)   | (124)   | (162)   |
| Portfolio impairment provision  | (10)    | (11)    | (7)     |
| Total excluding Taiwan          | (136)   | (135)   | (169)   |



# Wholesale Banking performance (excluding Korea)

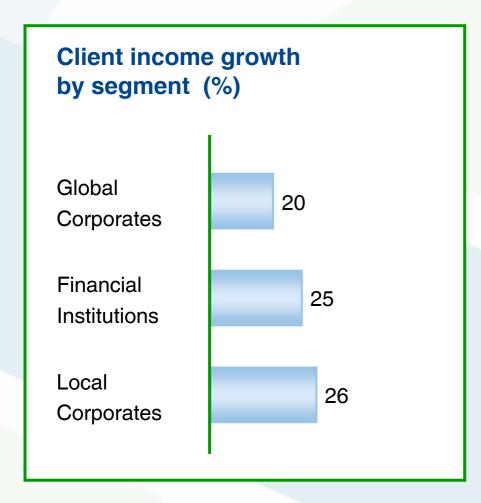


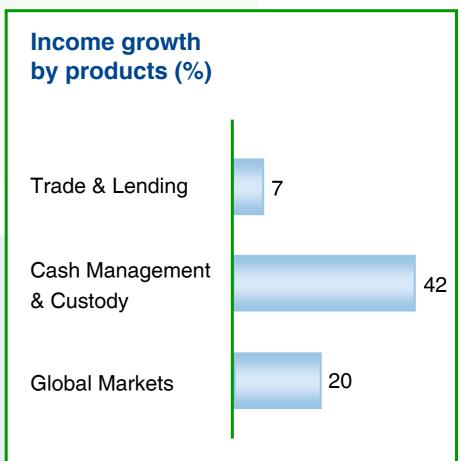
| US\$m                              | H1 2005 | H2 2005 | H1 2006 | YOY % |
|------------------------------------|---------|---------|---------|-------|
| Income                             | 1,413   | 1,386   | 1,713   | 21    |
| Expenses                           | (776)   | (807)   | (933)   | 20    |
| Operating profit before provisions | 637     | 579     | 780     | 22    |
| Loan impairment                    | (1)     | 112     | 63      |       |
| Other impairment                   | (1)     | (10)    | (8)     |       |
| Operating profit before tax        | 635     | 681     | 835     | 31    |
| Risk weighted assets (US\$bn)      | 61.9    | 65.2    | 69.5    | 12    |



## Wholesale Banking income (excluding Korea)



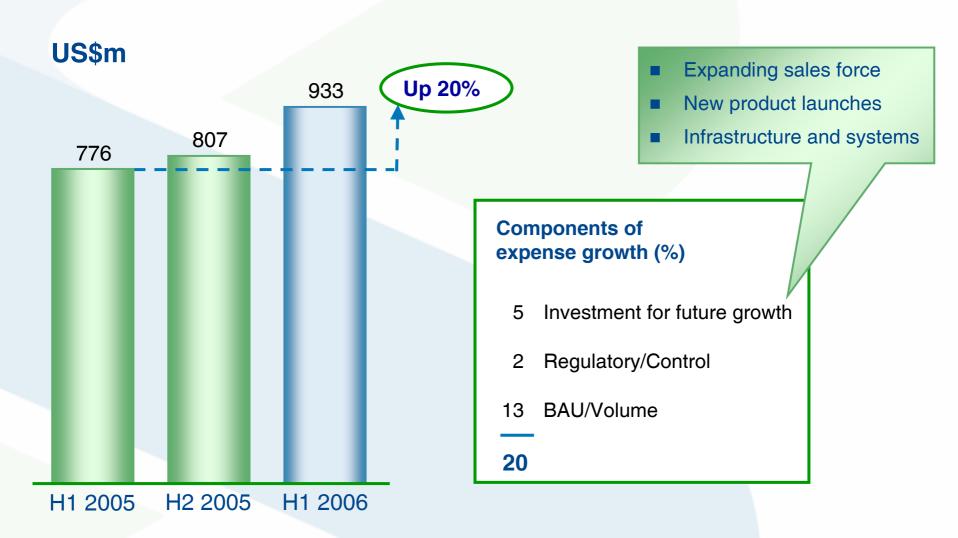






## Wholesale Banking expenses (excluding Korea)







# Wholesale Banking loan impairment (excluding Korea)



| US\$m                                    | H1 2005 | H2 2005 | H1 2006 |
|--|---------|---------|---------|
| Individual impairment provision          | (102)   | (66)    | (31)    |
| Recoveries                               | 112     | 174     | 94      |
| Net impairments                          | 10      | 108     | 63      |
| Portfolio impairment provision           | (11)    | 4       | 0       |
| Total                                    | (1)     | 112     | 63      |
| Loans and advances to customers (US\$bn) | 38.1    | 39.5    | 45.5    |



### Korea performance



| US\$m                       | H1 2005 | H2 2005 | H1 2006 | H1 06 v<br>H2 05<br>% |
|-----------------------------|---------|---------|---------|-----------------------|
| Income                      | 309     | 648     | 734     | 13                    |
| Expenses                    | (167)   | (465)   | (460)   | (1)                   |
| Loan impairment             | (34)    | (27)    | (40)    | 48                    |
| Operating profit before tax | 108     | 156     | 234     | 50                    |



### **Korea Consumer Banking performance**



| US\$m                       | H1 2005   | H2 2005 | H1 2006 | H1 06 v<br>H2 05<br>% |
|-----------------------------|-----------|---------|---------|-----------------------|
| Income                      | 209       | 488     | 530     | 9                     |
| Expenses                    | (123)     | (382)   | (378)   | (1)                   |
| Loan impairment             | (34)      | (22)    | (33)    | 50                    |
| Operating profit before tax | <b>52</b> | 84      | 119     | 42                    |



### **Korea Wholesale Banking performance**



| US\$m                       | H1 2005 | H2 2005   | H1 2006 | H1 06 v<br>H2 05<br>% |
|-----------------------------|---------|-----------|---------|-----------------------|
| Income                      | 100     | 160       | 204     | 28                    |
| Expenses                    | (44)    | (83)      | (82)    | (1)                   |
| Loan impairment             | 0       | (5)       | (7)     | 40                    |
| Operating profit before tax | 56      | <b>72</b> | 115     | 60                    |



### **Group balance sheet – liabilities**



| Deposits<br>US\$bn                  | H1 2005      | H2 2005      | H1 2006      | YOY % |
|-------------------------------------|--------------|--------------|--------------|-------|
| Current & demand accounts  Deposits | 46.2<br>84.2 | 53.3<br>87.9 | 60.4<br>95.2 | 13    |
| Total                               | 130.4        | 141.2        | 155.6        | 19    |



### **Group balance sheet – assets**

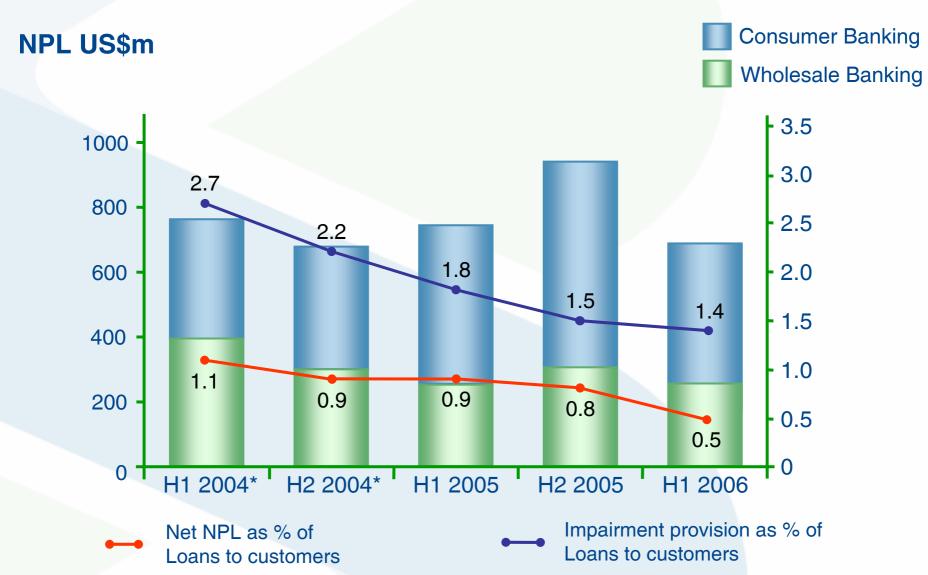


| Loans to customers US\$bn | H1 2005 | H2 2005 | H1 2006 | YOY % |
|---------------------------|---------|---------|---------|-------|
| Consumer Banking          |         |         |         |       |
| Mortgages                 | 41.0    | 44.0    | 44.0    | 7     |
| Other                     | 14.2    | 14.6    | 15.5    | 9     |
| SME                       | 8.3     | 9.5     | 9.6     | 16    |
| Total Consumer Banking    | 63.5    | 68.1    | 69.1    | 9     |
| Wholesale Banking         | 44.2    | 44.4    | 51.5    | 17    |
| Total Loans to customers  | 107.7   | 112.5   | 120.6   | 12    |



#### Risk management



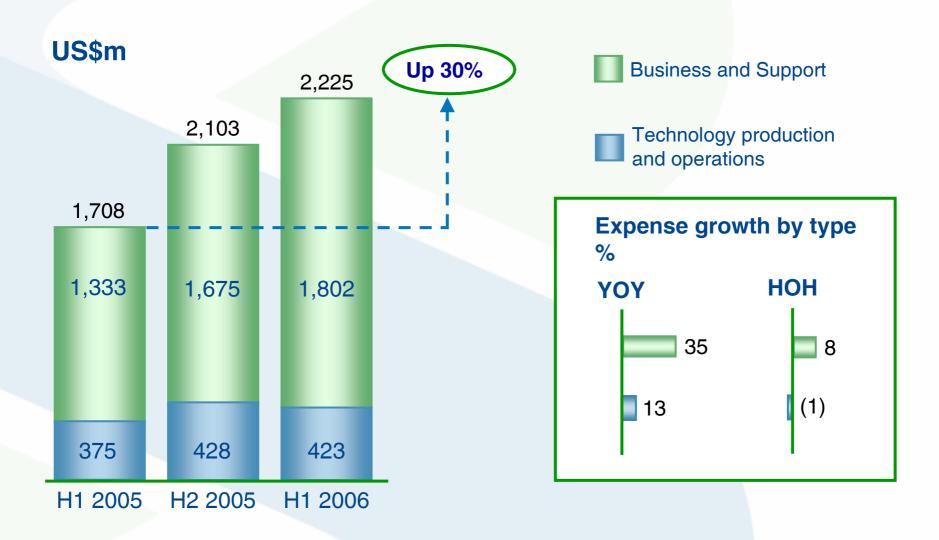


<sup>\*</sup> Excludes balances that were part of the Loan Management Agreement portfolio (see page 33 of Annual Report and Accounts 2005 for further information).



#### **Group expenses**

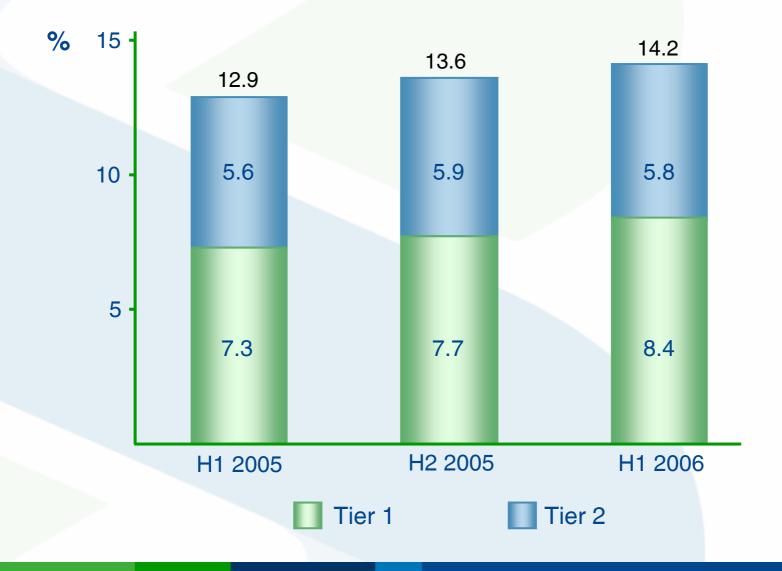






### **Capital management**







### **Summary**



Good income momentum

Disciplined expenses management

Tight management of risk



# Leading the way in Asia, Africa and the Middle East

Mervyn Davies
Group Chief Executive



### Five year performance



|                                     | H1 2001 | H1 2006 | CAGR |
|-------------------------------------|---------|---------|------|
| Income (US\$m)                      | 2,164   | 4,112   | 14%  |
| Operating profit before tax (US\$m) | 628     | 1,527   | 19%  |
| Normalised EPS (US\$)               | 40.2c   | 84.1c   | 16%  |
| Dividend per share (US\$)           | 12.82c  | 20.83c  | 10%  |



#### Delivering 2006 management agenda

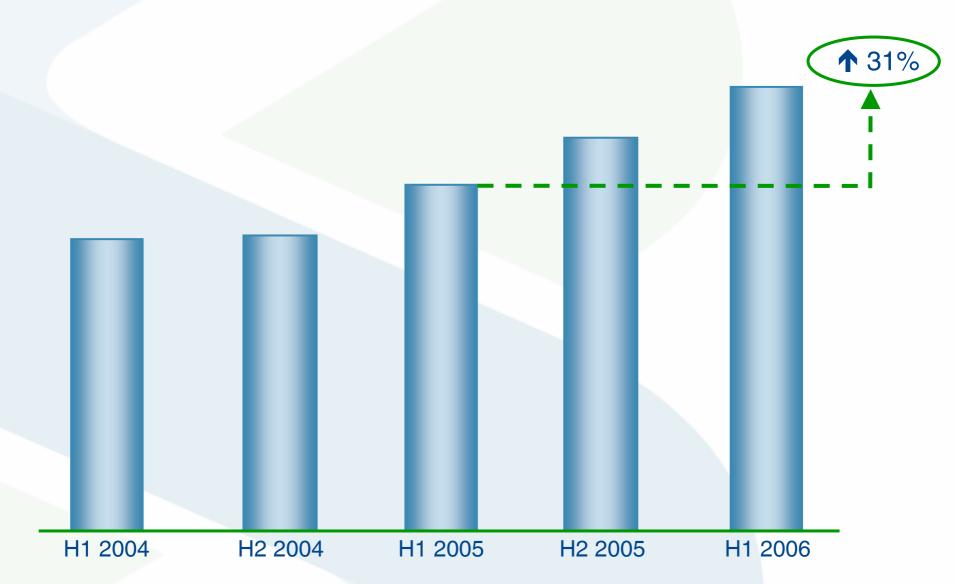


- Accelerate growth in both businesses, focusing on priority markets
  - Deepen client relationships in Wholesale Banking
  - Enter new customer segments in Consumer Banking
- Drive growth and performance in Korea
- Excel in service and innovation
- Lead by example in corporate responsibility



### Wholesale Banking client income

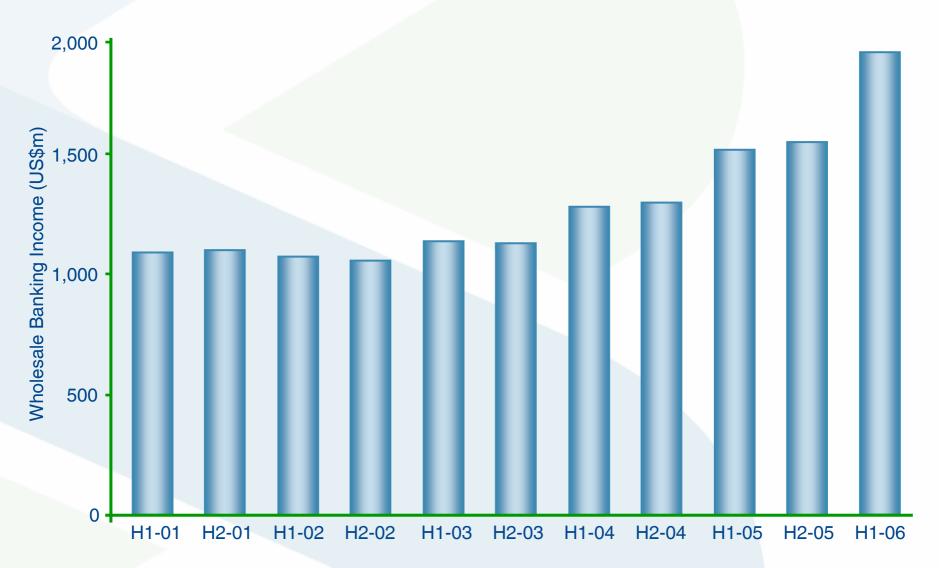






### **Wholesale Banking transformation**







### Wholesale Banking business awards



### Euromoney



in Thailand

Awards for Excellence 2006

### Global Custodian



Best Agent Bank in Asia

Global Custodian Agent Bank Survey 2005

#### The Asset



Best Structured Trade Finance Bank

The Asset Triple A Asian Awards 2006

### **Emerging Markets**



Best Project Finance Loan Best Corporate Loan

> Emerging Markets 2006 Awards

### Global Finance



Best Bank for Liquidity Management in Africa

Global Finance 2006

#### The Asset



Best Cash Management Bank for South Asia

The Asset Triple A Asian Awards 2006

### Euromoney



Best Project Finance House in Asia

Awards for Excellence 2006

#### The Asset



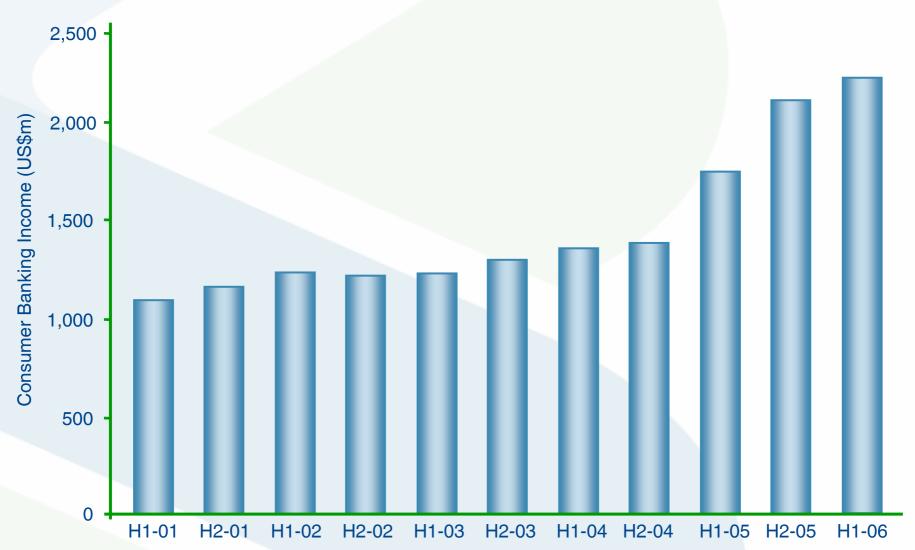
Best Sub Custodian in Thailand

The Asset Triple A Asian Awards 2006



### **Consumer Banking growth**







### **Consumer Banking product portfolio**









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## Consumer Banking service guarantee



| Sr. No.                 | Sr. No.  | MANHATTAI  |
|-------------------------|--|--|
| Certificate Issued Name | OH DAY BE  | Certificate of Guarantee   |
| Ref No                  | To  This certificate guarantees d  | Reference No   |
| Delivery Time           |  | orking day, we will not charge you the Credit Card annual fees for the first year.  Delivery location: Office address Residence address  |
| Delivery Location       | Delivery date  | Delivery recalled a grant of the second of t |
|                         | Delivery time  Akujom Shaiyorlava  |  |
|                         | Anupam Shrivastava<br>General Manager<br>Credit Cards & Personal Loans<br>United Arab Emirates | Primary Applicant Signature Date Time  The guarantee is subject to the terms and conditions mentioned overle   |



## **Consumer Banking investment**







### Korea product launches



### **Consumer Banking**

- Wealth Management e-Click Account,
   My Dream Account, 30 new funds
- Mortgages Credit linked retail mortgages
- Credit Cards PB Platinum, Rotary
- Personal Loans Drim, Select Loan
- SME Express Trade Services,
   Business Plus accounts

### **Wholesale Banking**

- Cash Prime Money Market Deposit Account
- Trade Cross border supply chain finance,
   Forfaiting solutions
- Global Markets New FX and Interest Rate derivative structures





## **Key Outserve elements**



Voice of customer

Process improvement

Metrics and measurement

Change management and communication





## Sustainable economic development



Social contribution

Environmental protection

Strong governance





## **Delivering growth**



Focused strategy delivering results

Disciplined investments paying off

Investments drive future growth



### **Growth in India**







## **Growth in Africa**







### Africa business awards



### Euromoney



Best Bank in Sub Saharan Africa 2005 & 2006

### Market Intelligence



Best Bank Corporate Banking & Most Efficient Bank, Kenya

### Trade Finance



Best Trade Finance Bank in Sub-Saharan Africa 2005 & 2006

#### Banker FT



Best Bank 2005 Country Award for 6 African Countries

#### **Global Finance**



Best Emerging Market Bank, Ghana and Zambia, 2005

### Euromoney



Best Bank Project Finance 2006

### **FUE**



Best Employer Award in Uganda

### Euromoney



Best Bank in Botswana, Tanzania, Zimbabwe 2006



## **Growth in MESA**













## **Strategic focus**







### Power of the brand





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### **Investment strategy**



Extending market penetration

Extending product reach

Delivering shareholder value





# Diversity







## **Summary**



Well positioned in dynamic markets

Strategic progress

Disciplined approach

Investing for future growth