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Welcome

Andy Halford

Here for good

Investor trip 2014 key messages

- We recognise our recent performance has been disappointing and are determined to get back on to a trajectory of sustainable, profitable growth, delivering returns above our cost of capital
- We understand and are responding to the challenges we are facing
- We still have enormous advantages – a distinctive business model, superb client franchise, markets that present enormous opportunities and a Here for Good culture
- We have refreshed and sharpened our strategy to adapt to external changes and to focus on our biggest opportunities
- We are taking action to execute this refreshed strategy
- You will see further progress in 2015

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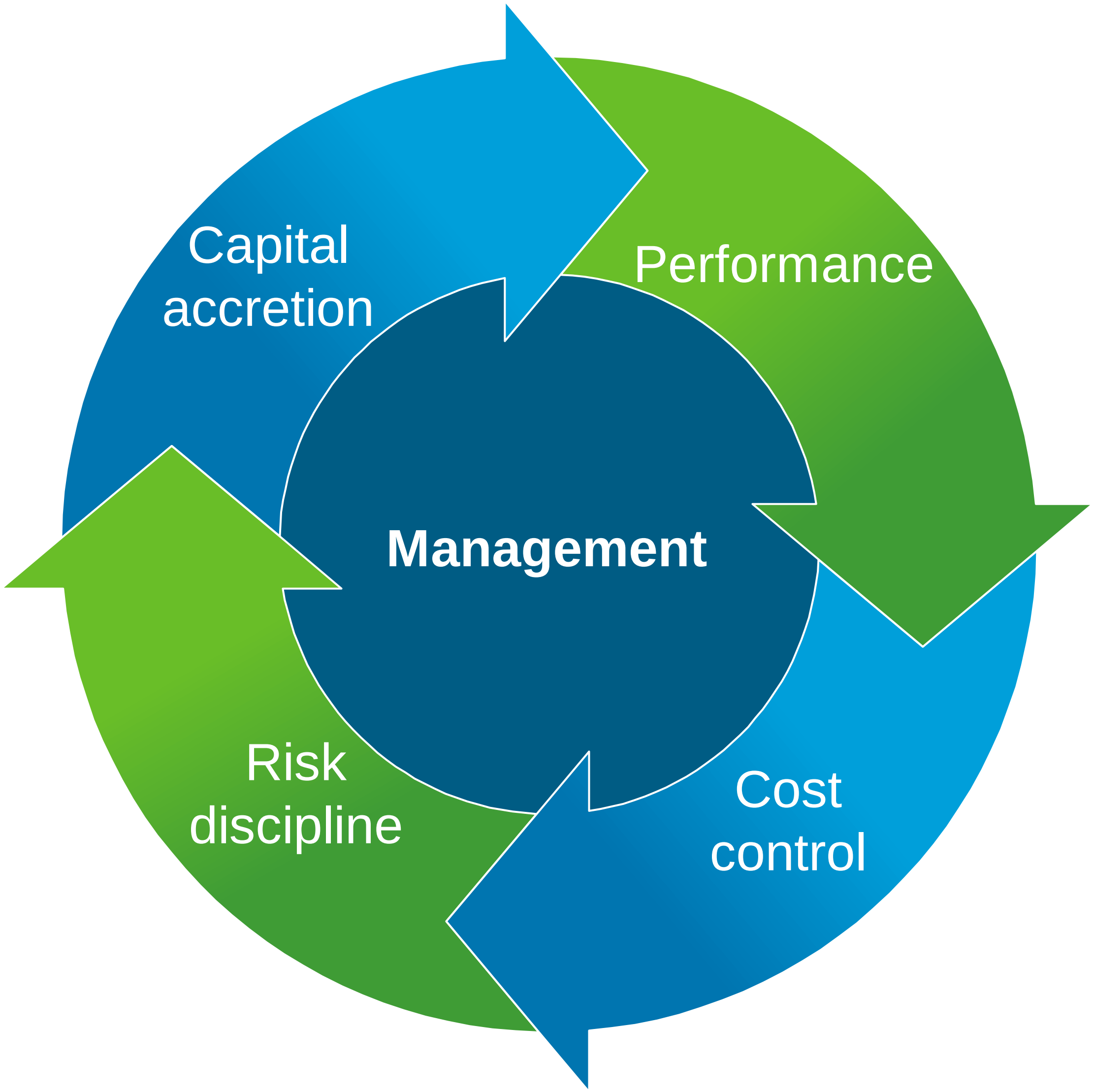
Understanding investor concerns



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Understanding your concerns

Theme 1: Management action

- Does management understand that BAU is not enough?
- What is the management team solving for? Achieving top line growth or better returns?
- Is management able to drive efficiencies rather than growth when times are tough?
- How long will the group be in a transition phase?
- Is the management response sufficient?

Theme 2: Performance – Income and costs trajectory

Income

- Balance sheet shrinkage – deliberate?
- Are local competitors taking more of a share?
- How much of fall is structural and what is structural response? Impact of de-risking?

Costs

- Is US$400m enough cost action?
- Are you sub-scale in too many markets?

Theme 4: Capital accretion faces headwinds

- What capital level are you targeting?
- Why are you comfortable with not increasing your headline ratio?
- How will you generate improved returns from core business to accrete enough capital?
- What is your dividend policy going forward?
- What are your capital management levers?

Theme 3: Asset quality concerns remain high

- Does the group have concentrated risks?
- What is the scale and nature of the balance sheet in India, China and Commodities?
- What risk indicators should the market use?
- Why are NPLs and CG12's rising?
- What actions have you taken in the areas where you are "watchful"?
- How can forward looking indicators be stable?

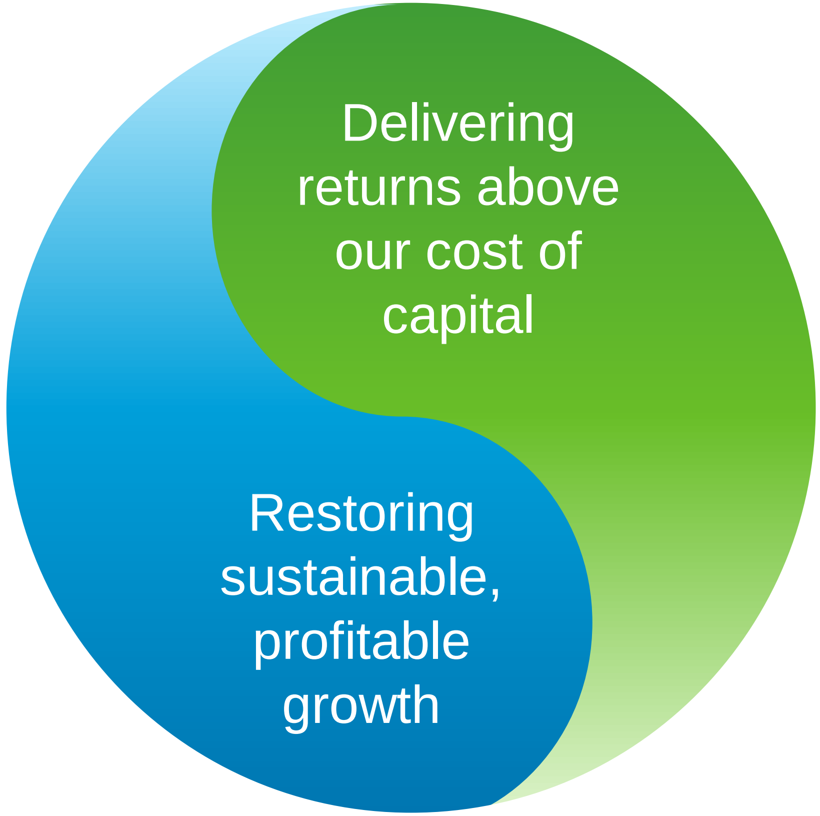
Our priorities

Priorities

Taking action to respond to a tough environment

Executing on our refreshed strategy

Goals



Agenda

DAY 1 – Clients and Products	Opening remarks – Mike Rees
Retail Clients	Karen Fawcett
Commercial & Private Clients	Anna Marrs
Corporate and Institutional Clients	Sean Wallace
Retail Products	TS Anil
Wealth Management	Bernadette Murphy
Transaction Banking	Alex Manson
Financial Markets & Corporate Finance	Mark Dowie
DAY 2 – Geographies	**Opening remarks – Jaspal Bindra**
Guest Speaker	Norman Chan – Chief Executive HKMA
Korea	Ajay Kanwal / Gregg Powell
Greater China	Ben Hung
Hong Kong	May Tan / Jamie Ling
China	Jerry Zhang / Yee Mann Hau /Xie Wen
Offshore RMB	Gene Kim
DAY 3 – Group	**Opening remarks – Peter Sands**
Capital & Liquidity	Rupert Mingay
Risk	Richard Goulding
Technology	Jan Verplancke
CEO / CFO summary	Peter Sands / Andy Halford

Opening Remarks

Mike Rees

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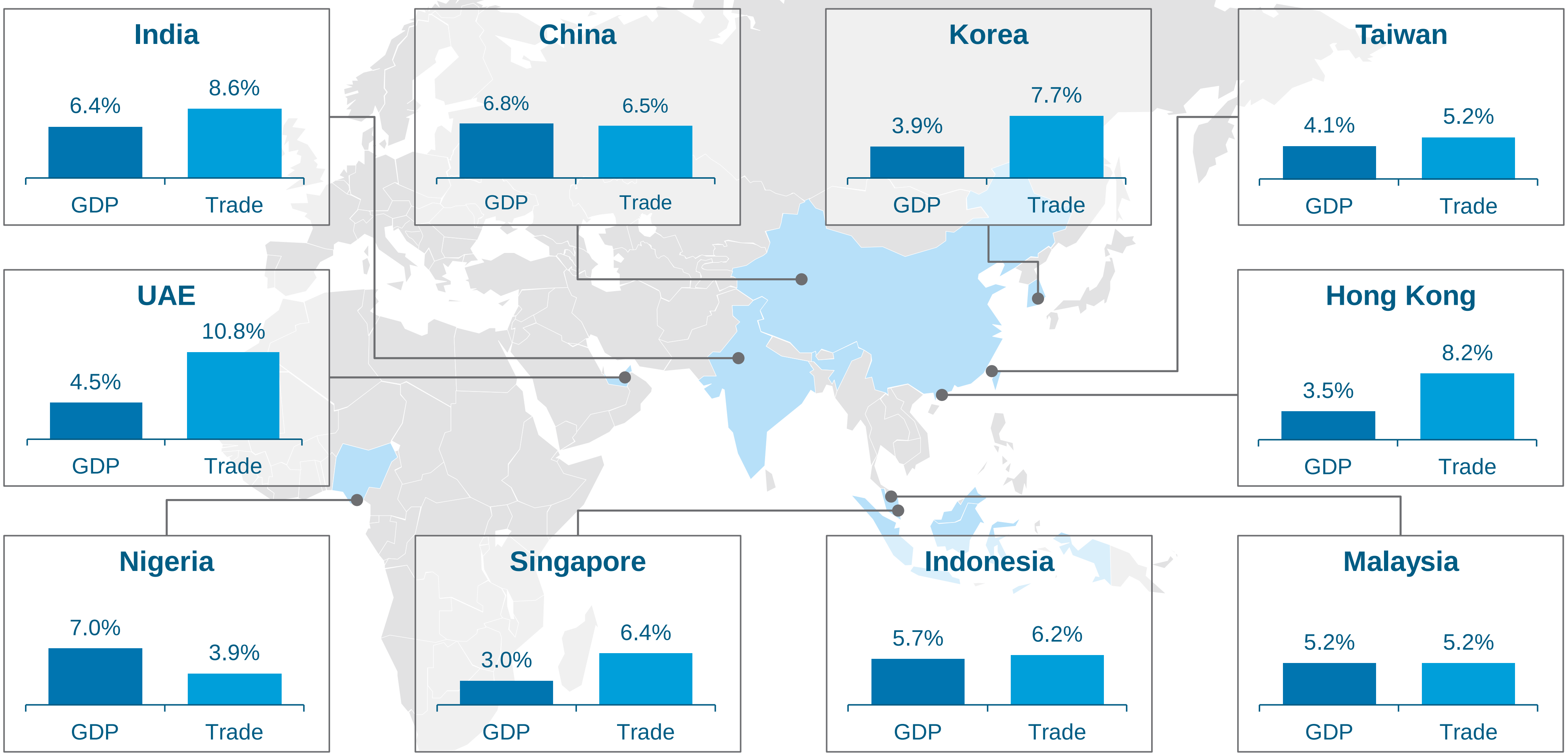
What you will hear

- Client and product strategies
- Short term performance
- Opportunities / Competitive position
- Challenges
- Strategic priorities and actions
- Key metrics for progress

Potential for growth in our markets...

2013–2019 forecast GDP and trade growth (CAGR%)



Source: International Monetary Fund, World Trade Organization

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Global structural changes

- Unemployment and economic disparity
- Changing political landscape
- Changing trade patterns
- Internationalisation

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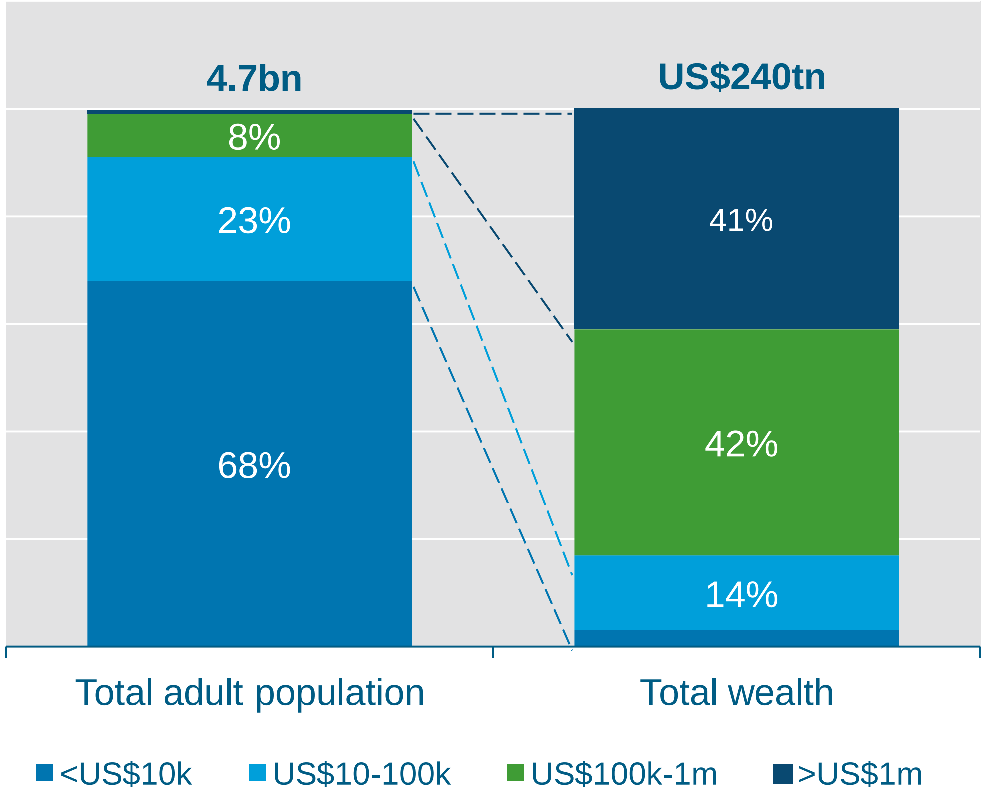
Global unemployment and increased economic disparity

Global unemployment and working poor[1]

- Global unemployment increased to 202 million people in 2013 (2012: 197 million)
- Bulk of unemployment increase came from East Asia and South Asia
- Youth affected the most with 75 million people unemployed
- ~840 million workers or ~27% of the global workforce receive less than USD2 a day

Disparity also exists in global wealth distribution

Distribution of global wealth by wealth band, 2013[2]
(Number of adults, share of global wealth)



1) Source: International Labour Organisation, Global Employment Trends 2014; 2) Source: Credit Suisse Global Wealth Databook 2013

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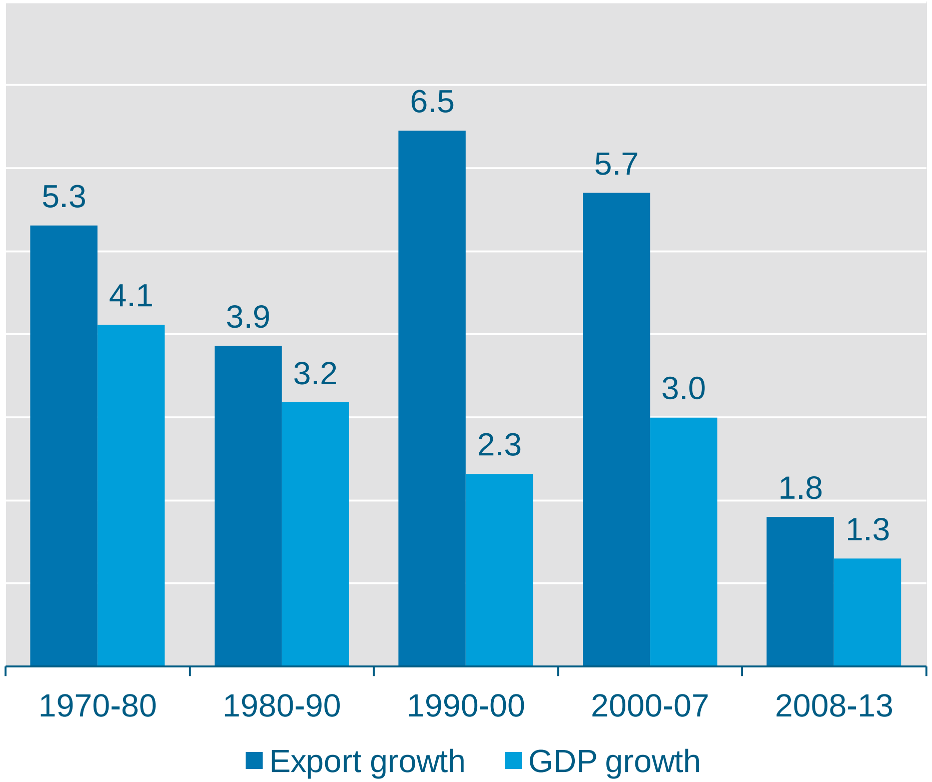
Global trade slowing but growth in our markets

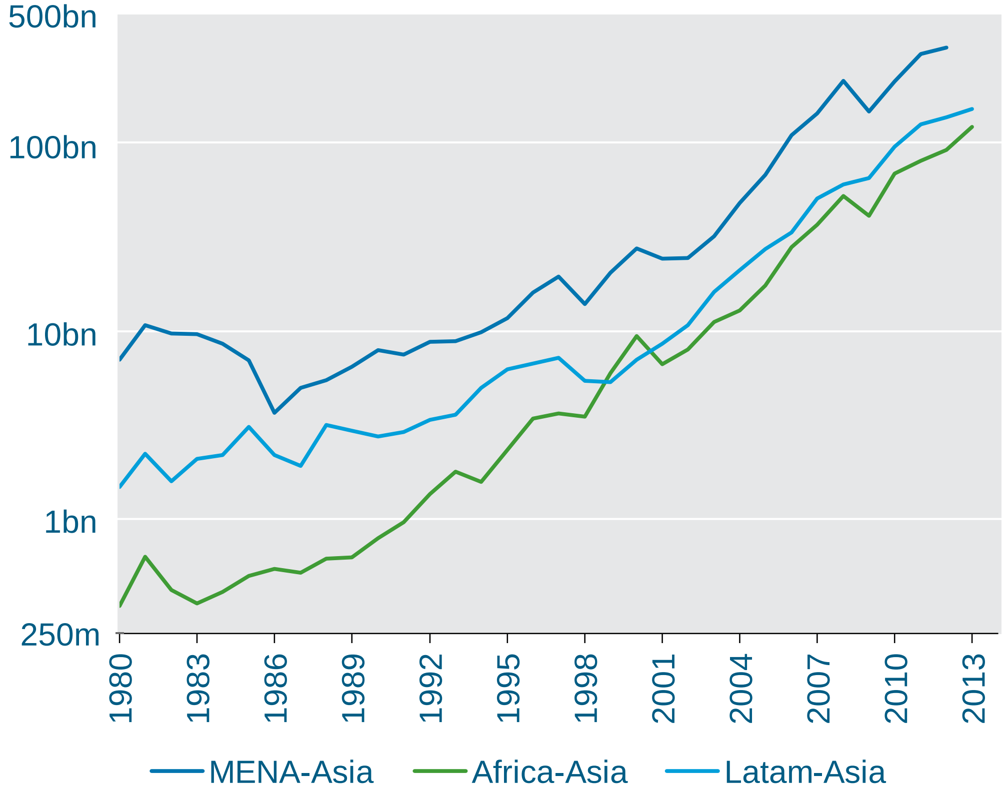
Trade growth has slowed since the crisis, but remains higher than GDP growth

Global export growth vs GDP growth
(1970–2013, volumes, %YoY)



Some of the fastest growing trade corridors are linked to our markets

Value of exports in selected trade corridors
(1980–2013, value of exports in US$)



Source: WTO, IMF DOTS, Standard Chartered Research, 2014

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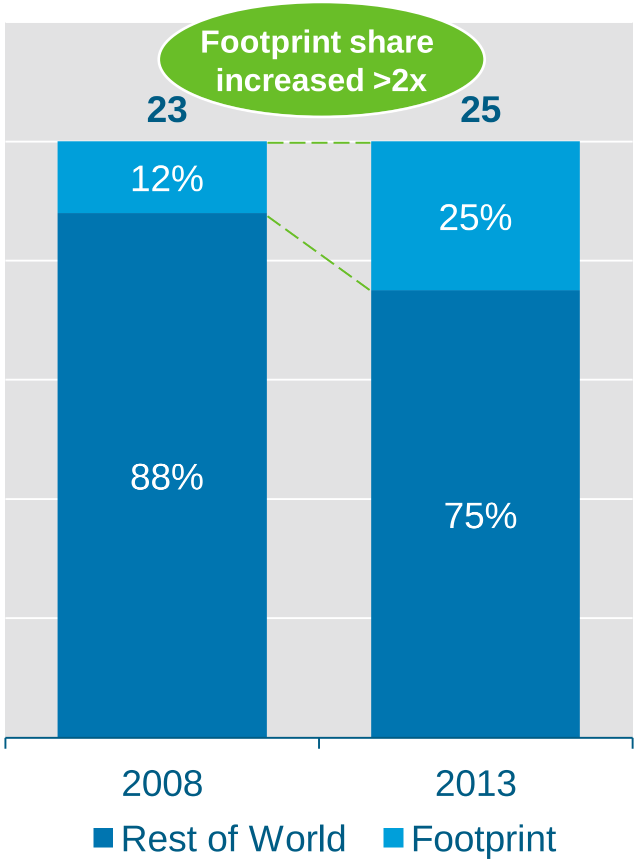
Internationalisation on the rise

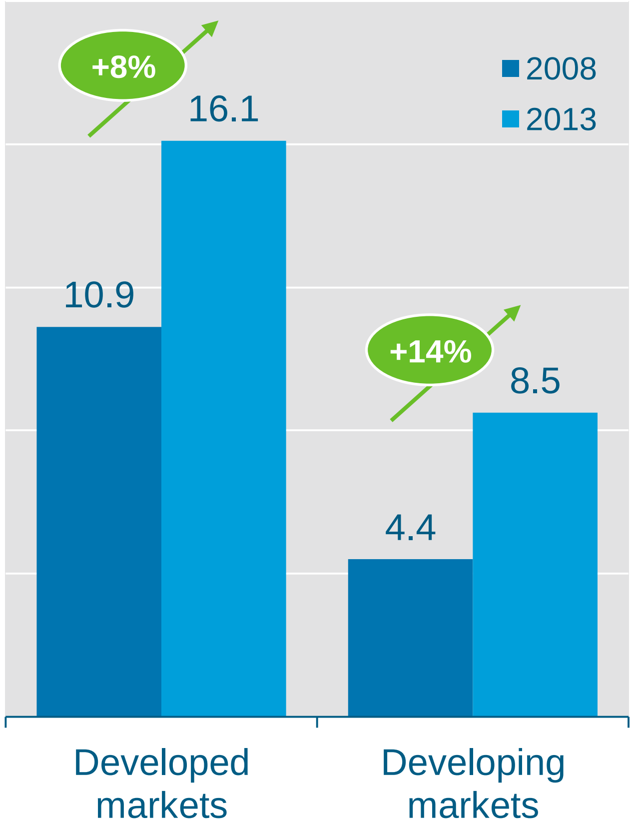
Capital markets

Capital markets volumes[1]
(DCM + ECM, #deals '000s)



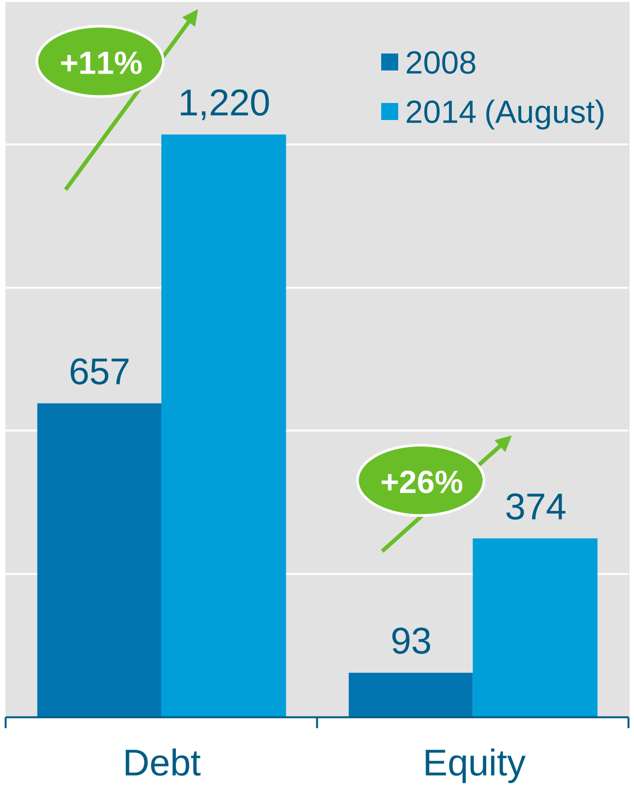
Investment

Foreign Direct Investment[2]
(US$tr)



Wealth

AUM for emerging markets funds[3]
(US$bn)



1) Source: Dealogic, Standard Chartered analysis; 2) Inward Foreign Direct Investment; Source: UNCTAD STAT; 3) Only listed mutual funds; Source: EPRF, Standard Chartered Research

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Major shifts in the banking industry

- Prudential regulation
- Conduct regulation
- Change in business models

Key prudential agenda

Category	Law/rule
Capital	▪ Pillar 1 Common Equity and Total capital ▪ Pillar 2 Capital requirements ▪ Leverage ratio ▪ Group and Subsidiary capital requirements
Liquidity	▪ Individual Liquidity Adequacy Standards (ILAS) / Liquidity Coverage Ratio (LCR)
Risk	▪ Bank of England Stress Testing ▪ G-SIB – Globally Systemically Important Bank ▪ Models Review ▪ Countercyclical buffers
Resolution	▪ Single vs multiple point of entry ▪ Total Loss Absorbing Capacity (TLAC)

Raising the bar on conduct

Conduct involves not only asking "can we do this business" but "should we?"

Integrated approach to conduct	Conduct risk framework elements
Strategy	▪ Definition and strategy articulation
Governance	▪ Leadership ▪ Oversight
Risk Management	▪ Risk appetite and framework
Metrics and monitoring	▪ Metrics ▪ Management processes

Business processes

Pre-sales / Sales Execution / Post-sales	▪ New product approval ▪ Product shelf ▪ Client segmentation	▪ Suitability and appropriateness ▪ Disclosure ▪ Pricing	▪ Complaints handling ▪ Client reporting
Culture/people	▪ Selection ▪ Training and development	▪ Compensation and other incentives ▪ Culture	

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Our Ambition

The world's best international bank

Our Strategy

We bank the people and companies driving investment, trade and the creation of wealth across Asia, Africa and the Middle East

Our Brand Promise

Here for good

Our Aspirations	**Relationships** Build trusted relationships with the people, companies and institutions shaping our markets' future	**Investment** Play a leading role in facilitating investment and deepening financial markets	**Trade** Become the undisputed leader in commercial payments and financing for and in Asia, Africa and the Middle East	**Wealth** Be recognised as a leader in growing and protecting our clients' wealth	**Relevant scale** Establish sufficient scale, balance sheet and franchise strength to be relevant and influential in our key markets
Our Values	**Courageous** We stand up for what the Bank believes and do the right thing	**Responsive** We can be relied on to respond quickly and deliver lasting value	**International** We value others and actively collaborate	**Creative** We adapt and innovate to meet evolving needs	**Trustworthy** We act with integrity and earn the trust of others

Our Commitments	**Colleagues** A great place to work, enabling individuals to grow and teams to win	**Society** A force for good, promoting sustainable economic and social development	**Investors** A distinctive investment, delivering consistently superior performance via disciplined growth	**Regulators** A responsible partner with exemplary governance and ethics

Our aspirations

Relationships

- ► Build trusted relationships with the people, companies and institutions shaping our markets' future

Investment

- ► Play a leading role in facilitating investment and deepening financial markets in our economies

Trade

- ► Become the undisputed leader in commercial payment and financing for and in Asia, Africa and the Middle East

Wealth

- ► Be recognised as a leader in growing and protecting our clients' wealth

Relevant scale

- ► Establish sufficient scale, balance sheet and franchise strength to be relevant and influential in our key markets

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Tests for peripheral business

Clients

Does this business bank the people, companies and institutions that shape our markets' future?

Activities

Does this business drive investment, trade and creation of wealth?

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Is the business consistent with Here for good?

Geographies

Does the business strengthen our position in Asia, Africa and the Middle East?

Economics

Does the business contribute to our earnings growth, returns and capital accretion trajectory? Is the business model sustainable?

Principles of the reorganisation

- Alignment to our Strategic Intent
- 4 client segments, supported by 5 products across 8 regions
- Serve our clients better by grouping them more logically by their needs
- Deploy capital, liquidity and investment spend more effectively
- Deliver productivity gains and improvements in the quality of services and products offered to our clients
- Strengthen our distinctive culture, enhancing collaboration across the Group

Our reorganisation

Peter Sands
Group Chief Executive

Regions

- **Jaspal Bindra** – CEO, Asia
- **V. Shankar** – CEO, MENAP, Africa, Europe and the Americas
- **Ben Hung** – CEO, Greater China
- **Christos Papadopoulos** – CEO, MENAP
- **Cheng Teck Lim** – CEO, ASEAN
- **Diana Layfield** – CEO, Africa
- **Ajay Kanwal** – CEO, North East Asia
- **Richard Holmes** – CEO, Europe
- **Sunil Kaushal** – CEO, South Asia
- **Julio Rojas** – CEO, Americas

Business

Mike Rees
Deputy Group Chief Executive

Client Segments

- **Sean Wallace** – Group Head, Corporate & Institutional Clients
  - Global Corporates
  - Local Corporates
  - Financial Institutions
- **Anna Marrs** – Group Head, Commercial & Private Banking Clients
  - Commercial Clients
  - Private Banking Clients
- **Karen Fawcett** – Group Head, Retail Clients
  - Priority Clients
  - Personal Clients
  - Business Clients

Product Groups

- **Mark Dowie** – Group Head, Corporate Finance
- **Mark Dowie** – Acting Group Head, Financial Markets
- **Alex Manson** – Group Head, Transaction Banking
- **Judy Hsu** – Group Head, Wealth Management
- **TS Anil** – Global Head, Retail Products

Delivery

- **Doris Honold** – Business Chief Operating Officer
- **Pam Walkden** – Group Business Head, Regions

Functions

- **Andy Halford** – Group Finance Director
- **Tracy Clarke** – Compliance, People & Communication
- **Richard Goulding** – Risk
- **Jan Verplancke** – Group Technology & Operations
- **Annemarie Durbin** – Governance
- **David Fein** – Group General Counsel
- **Julian Durant** – Strategy
- **David Churchman** – Corporate Development

1) *Reports to the Group Head, Retail Customers*

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Benefits of the reorganisation

Client adjacencies

- Client lifecycle, e.g. migrating clients across segments
- Client ecosystem, e.g. employee banking, supply chain
- Cross-referrals, e.g. Private Banking – Commercial / Corporate

Aligning products to client needs

- Meeting client needs, e.g. Transaction Banking - Commercial
- Leveraging capabilities, e.g. Wealth Management - Financial Markets

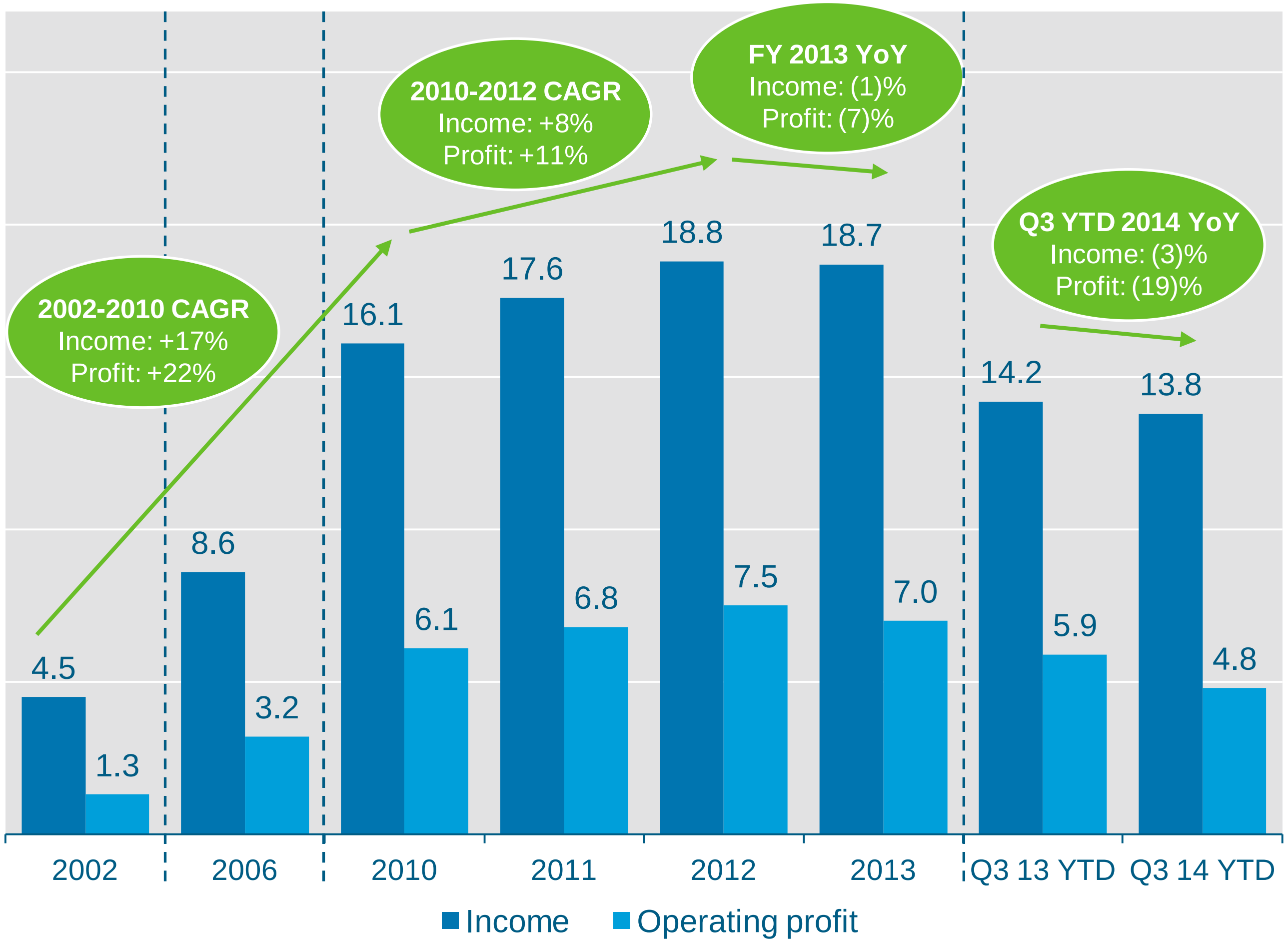
Capturing external opportunities to strengthen our differentiation

- RMB
- Africa
- Commodities
- Channels

Performance has slowed since 2010

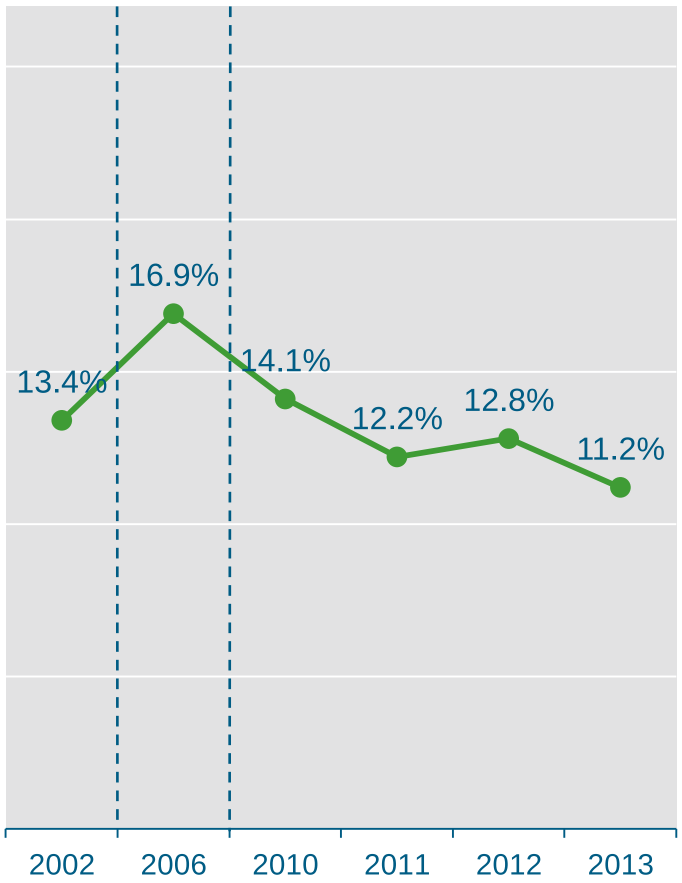
Group income and operating profit[1]

(US$bn and CAGR)



Normalised return on equity

(%)



1) Income excludes Own Credit Adjustment (OCA); Operating profit excludes OCA, US$667m settlement with the US authorities in 2012 and US$1bn of Korea goodwill in 2013

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Challenging environment

External

Structural

- UK Bank Levy
- Additional Regulatory and Compliance Cost
- Liquidity Cost – ILAS/ LCR
- Equity and RWA models
- FM Structural Factors: Lower spreads on Cash FX; Lower own account income

Cyclical

- Liquidity/ QE
- Low interest rates
- EM currency depreciation
- FM Cyclical Factors: Low levels of volatility; negative EM sentiment

Internal

- Reshaping Client Segments
- Aligning resource in Financial Markets
- Business Disposals

Shape of Business – H1 2014

Client segment[1]	**Client Income (US$bn)**	**RWA**[2,3,4] **(US$bn)**	**NFR ratio**[4,7]	**Cost Income Ratio**	**Operating Profit RoRWA**[2,3]
Corporate and Institutional	4.6	182	41%	48%	1.6%
Commercial	0.6	18	51%	59%	2.2%
Private Banking	0.3	5	67%	72%	2.4%
Retail	2.8	49	37%	65%	1.8%
Own Account Income	0.9				

Product[1]	**Income (US$bn)**	**RWA**[3,4,5] **(US$bn)**	**NFR ratio**[4,7]	**Cost Income Ratio**[4]	**Operating Profit RoRWA**[3,5]
Transaction Banking	1.9	49	49%	51%	2.7%
Financial Markets	1.8	53	79%	57%	2.6%
Corporate Finance[6]	1.4	50	4%	44%	1.6%
Wealth Management	0.8	4	90%	77%	8.5%
Retail Products	2.4	48	25%	70%	1.1%
Others[6]	0.9				

1) Client segment client income and cost:income ratios on disclosed basis. Product income figures on disclosed basis; 2) Client segment RWA and return metrics on client basis and excludes own account income and related RWAs; 3) RWAs and return metrics include fully implemented impact of Basel 3 and model changes. Profit returns calculated using regulatory expected loss; 4) Figures on managed basis; 5) Product RWA and return metrics include own account income and related RWAs. 6) Corporate Finance figures include Principal Finance. Others consists of Asset and Liability Management and Lending and Portfolio Management. 7) Non financing revenue (NFR) ratio defined as % income generated by non financing products.

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What you will hear

- Client and product strategies
- Short term performance
- Opportunities / Competitive position
- Challenges
- Strategic priorities and actions
- Key metrics for progress

Q&A

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Retail Clients

Karen Fawcett

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Key messages

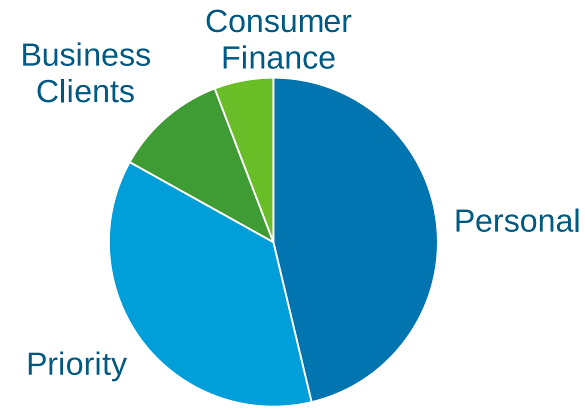
- Substantial opportunity to bank the growing affluent segments in key cities
- Attractive returns marred by high costs
- We are reshaping the business
  - Accelerating shift to priority and business clients
  - Improving efficiency and risk
  - Further strengthening conduct

We are a full service retail bank across 34 markets

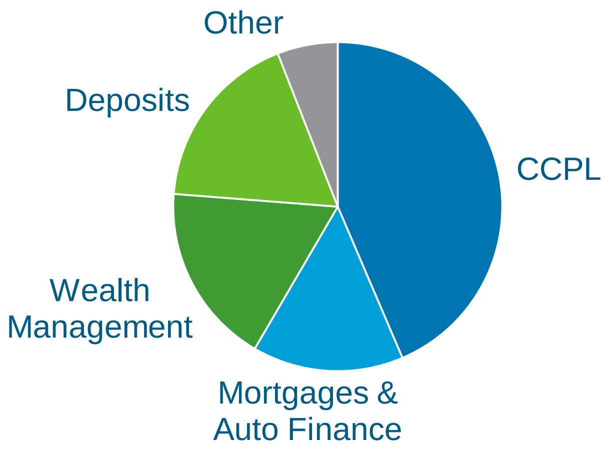
US$m	H1 13	H1 14	YoY%[1]
Income	**3,061**	**3,005**	**(2)**
Expenses	(1,947)	(1,948)	(0)
Working profit	**1,114**	**1,057**	**(5)**
Total impairment	(479)	(480)	(0)
Profit from associates	15	12	(20)
Profit before tax	**650**	**589**	**(9)**

- Full retail banking services to over 10 million individual and business clients across 34 markets
- Historical focus on personal segment and Credit Cards and Personal Loans (CCPL) gradually being replaced by higher value segments
- Substantial net liquidity provider

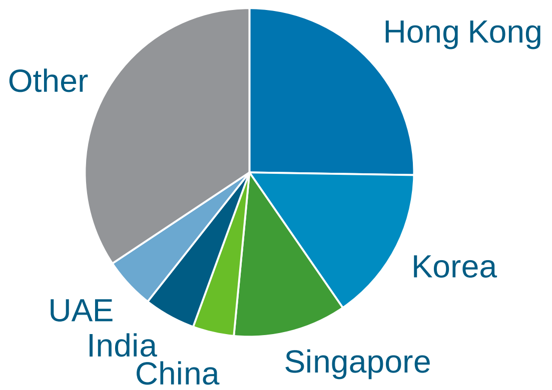
H1 14 income by segment[2]



H1 14 income by product



H1 14 income by geography



1) *Better / (Worse)*
2) *Priority segment includes Preferred*

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Strong returns, constrained by high cost to income ratio

Current status
H1 2014 figures[1]

		Retail Clients (~10.4m clients)			
		Personal + Consumer Finance	Priority[2]	Business Clients	Total
Scale	Active clients (m)	~8.4	~1.6	~0.4	~10.4
	Client income (US$bn)	1.5	1.0	0.3	2.8
	Operating profit (US$bn)	0.3	0.2	0.1	0.6
Profitability	Income RoRWA[3]	9%	18%	12%	12%
	Operating Profit RoRWA[3]	1.4%	2.9%	2.1%	1.8%
	Cost Income Ratio	60%	77%	70%	65%[4]

1) Segment figures on management basis.
2) Priority segment includes Preferred
3) Return on Risk Weighted Assets
4) 67% excluding Consumer Finance

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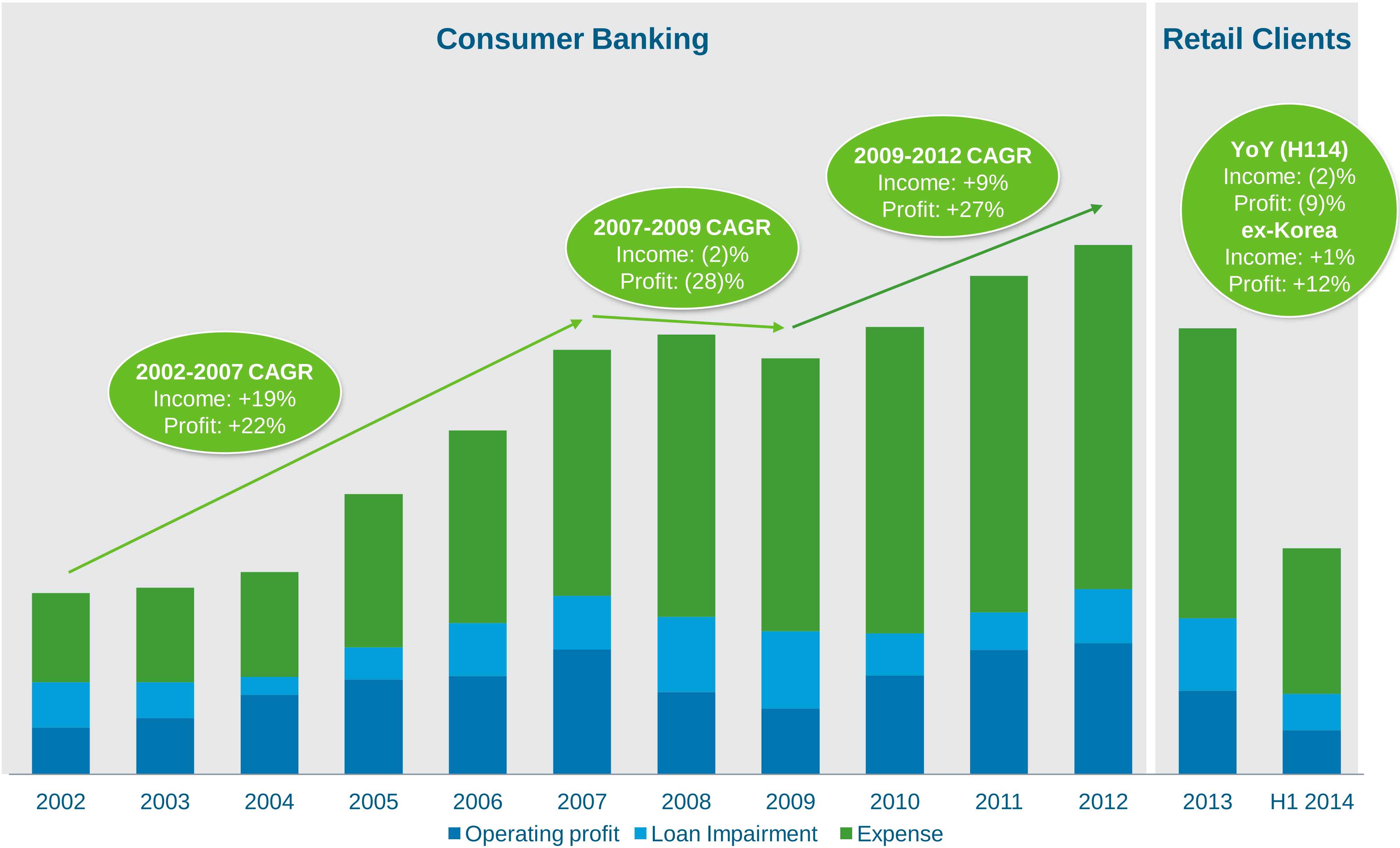
Shifting focus from top line growth to returns



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External environment limiting short term top line growth

External

Structural

- Regulatory
  - Prudential controls on consumer leverage
  - Conduct and data privacy
- Competition for high value segments

Cyclical

- Low interest rates
- Slower economic growth
- Property market cooling

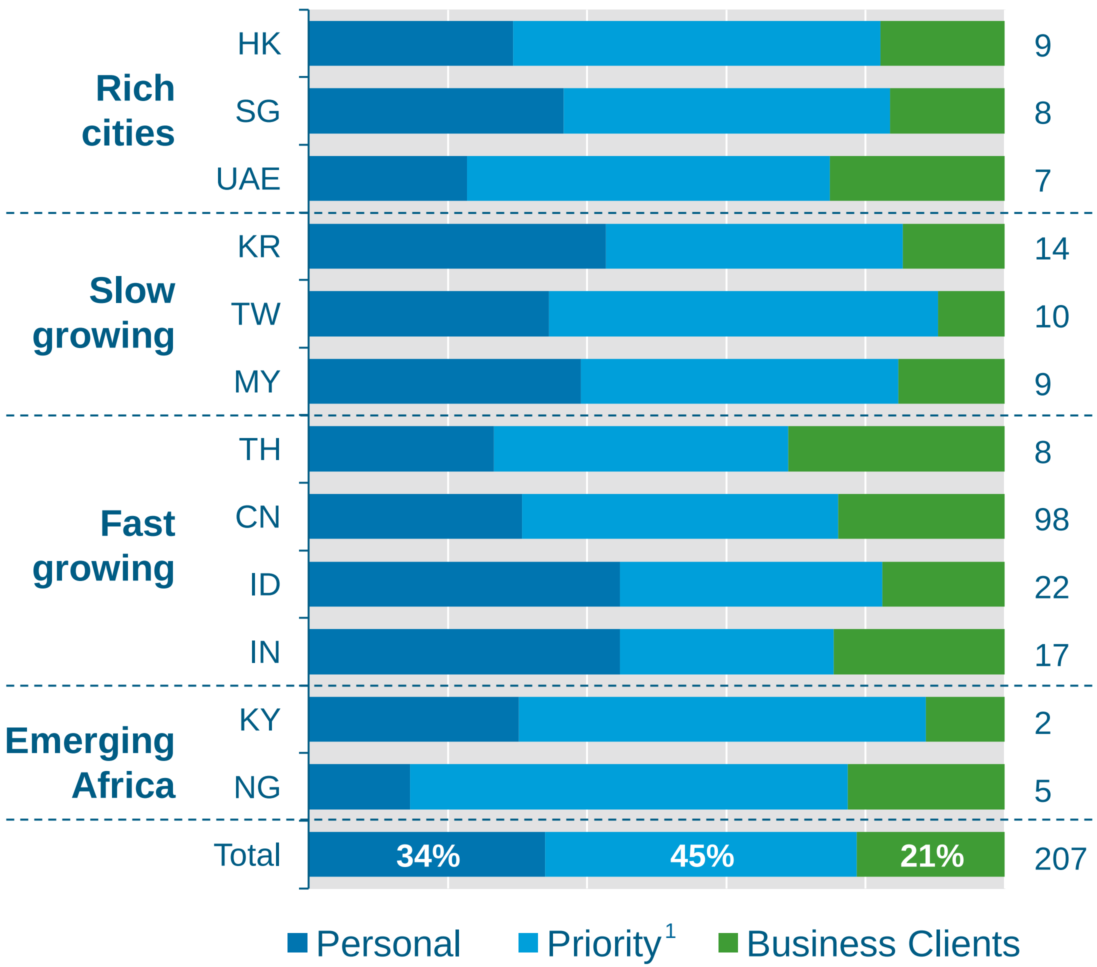
Internal

- Attrition and retaining talent
- Change management

Sizeable market revenue pool with high growth and returns dominated by priority and business segments

- Total revenue Pool of US$207bn in 12 markets, 2/3rds is from Priority and Business clients
  - Fast growth >10%
  - High returns >12%
- Local Banks strong but few able to offer cross border

2013 market pool for Retail Clients segment (US$bn)



1) Includes both Priority and Preferred segment pools

In the right cities with good client base and product suite

- Located in the right place
  - 69/100 top cities are in our footprint and we are in 43
  - Well positioned for cross border propositions
- Large client base of >10m
  - 2m high value segments
  - Large under-tapped ecosystem
- Strong capabilities
  - Full suite of products
  - Strong client data
  - Leading online capabilities

43 cities amongst top 100 with Standard Chartered retail presence

North Asia		ASEAN	South Asia	ME/Africa
Beijing	Qingdao	Bangkok	Bangalore	Abu Dhabi
Changsha	Seoul	Ho Chi Minh	Chennai	Doha
Chengdu	Shanghai	Jakarta	Dhaka	Karachi
Chongqing	Shenzhen	Kuala Lumpur	Delhi	Lagos
Dalian	Suzhou	Manila	Kolkata	
Foshan	Taichung	Singapore	Mumbai	
Guangzhou	Taipei		Hyderabad	
Hangzhou	Tianjin		Ahmedabad	
Hong Kong	Wuhan			
Jinan	Xi'an			
Nanchang	Xiamen			
Nanjing	Zhongshan			
Ningbo				

Regaining momentum and improving operating profit

Key priorities

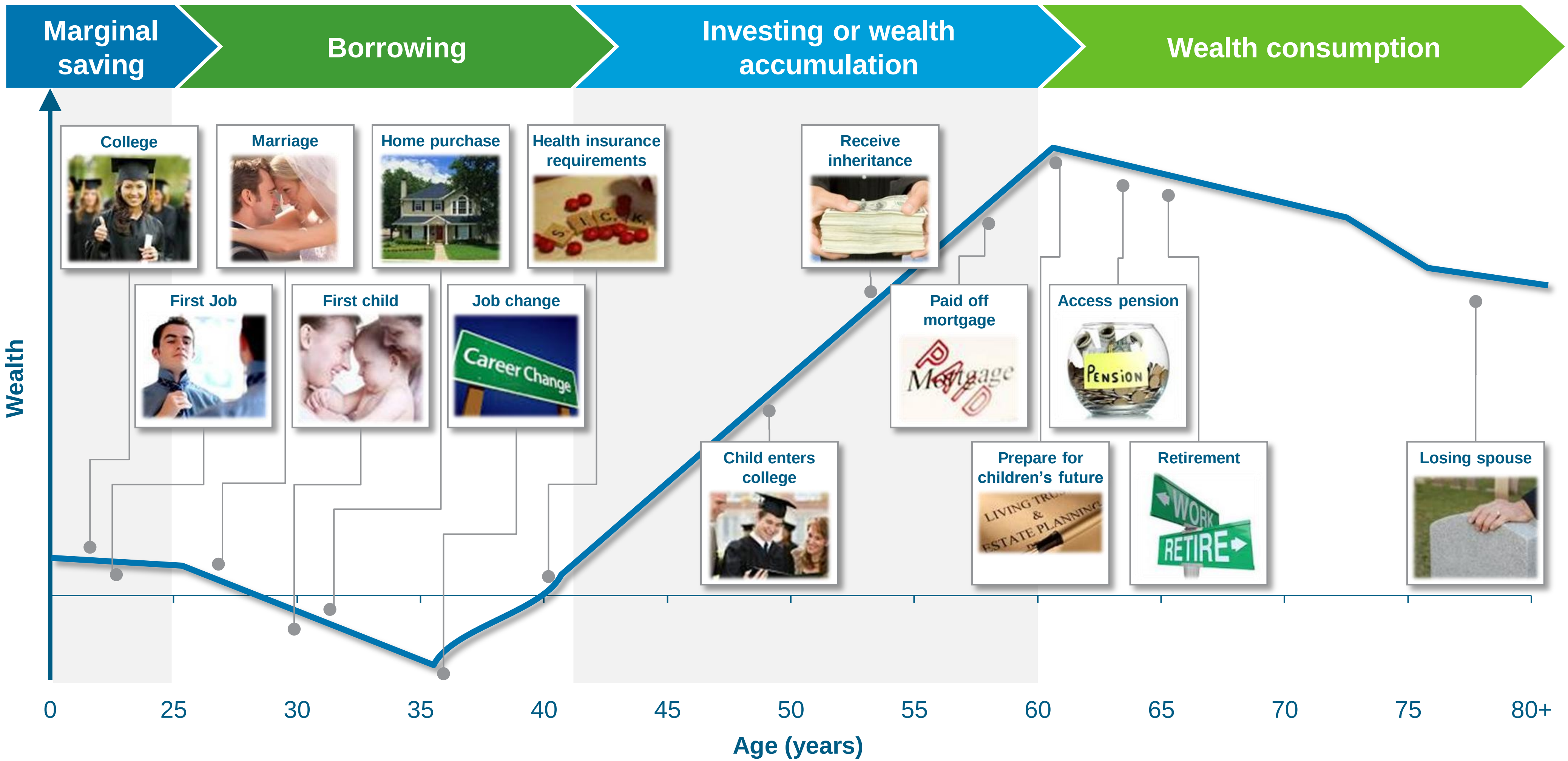
1. **Accelerating shift to priority and business clients**
2. **Improving efficiency and risk**
3. **Further strengthening conduct**

Actions

1. Accelerating shift to priority and business clients
   - Shifting from a product to client segment focus
   - Redesigning distribution and leveraging the ecosystem
   - Affluent products and “aspirational” marketing
2. Improving efficiency and risk
   - Improving productivity through better technology, branch reductions and centralisation
   - De-risking through portfolio restructuring
3. Further strengthening conduct
   - Exited 3rd party sales
   - Automating Customer Due Diligence/Know Your Customer (CDD/KYC)
   - Upgrading “treating clients fairly” and metrics

Shifting from a product to client segment focus

Individual life cycle

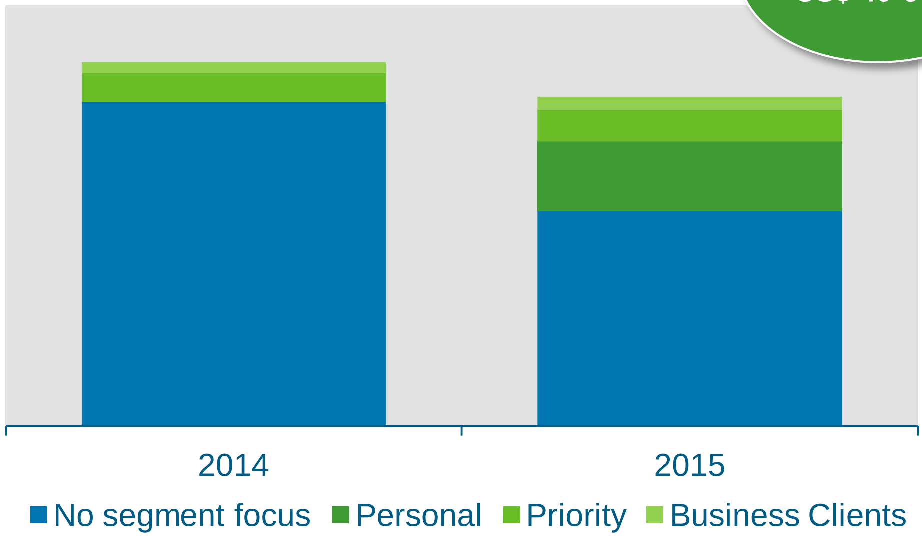


Source: Group Strategy

Redesigning distribution and leveraging the ecosystem

Sales force redesign

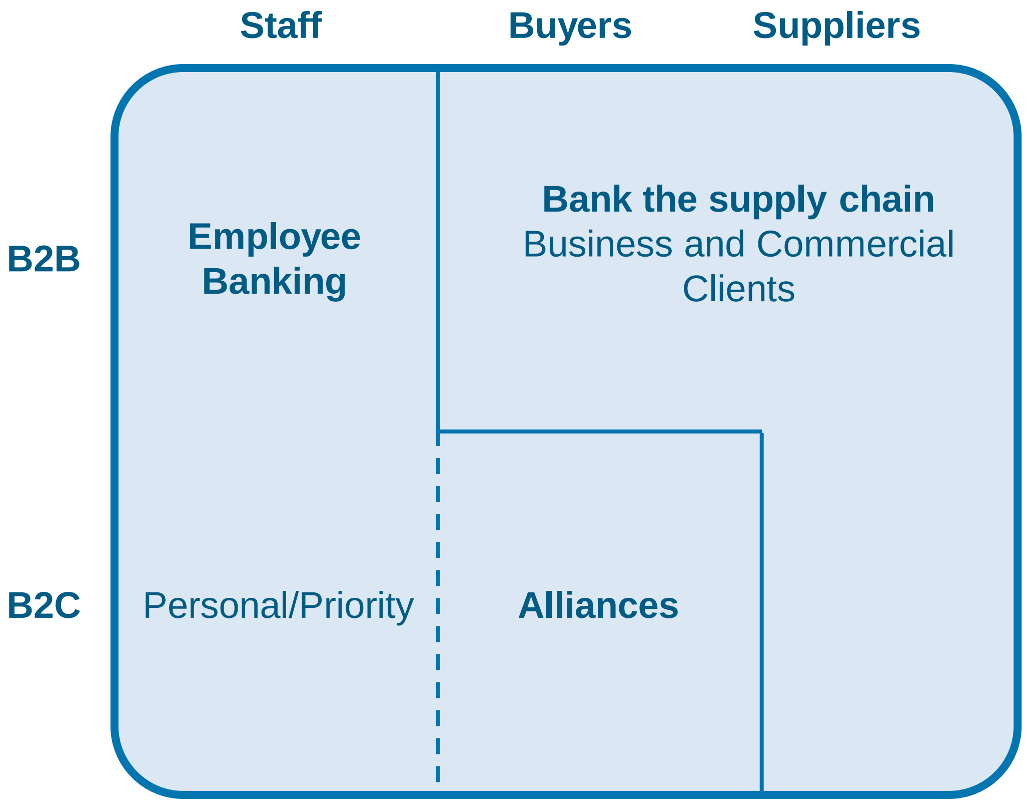
Impact
US$ 40-60m



Key shifts

- From product to segment teams
- Fewer job families
- Greater focus on deepening existing clients
- Focus on ecosystem for client acquisition

Ecosystem



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Deepening relationships with more affluent products and “aspirational” marketing

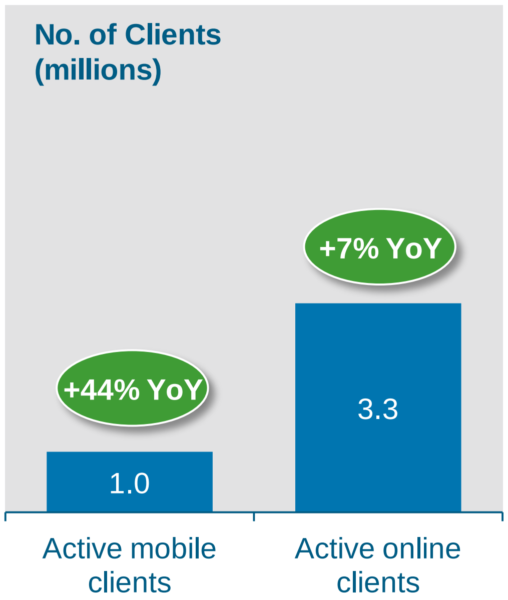
Improving productivity through better technology

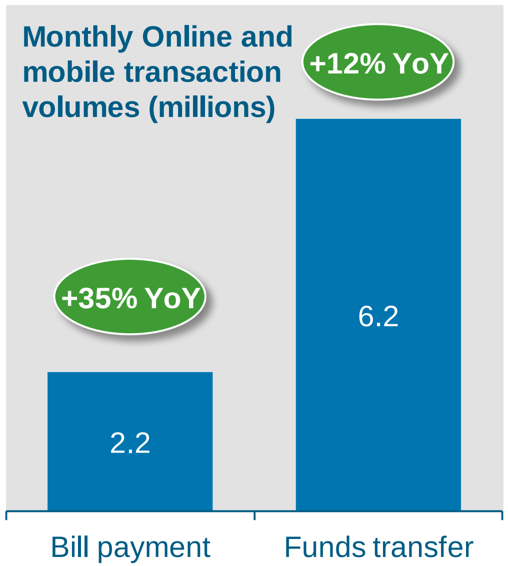
Retail workbench

- Single front-end system
- Digitisation: Straight through processing and paperless
- Client data management
- Customer Due Diligence and Know Your Customer

Client self service

- Best Internet Banking 19 countries
- Worlds Best Consumer Internet Bank
- Best Internet Bank in Asia
- Best Internet Bank in Africa and the Middle East





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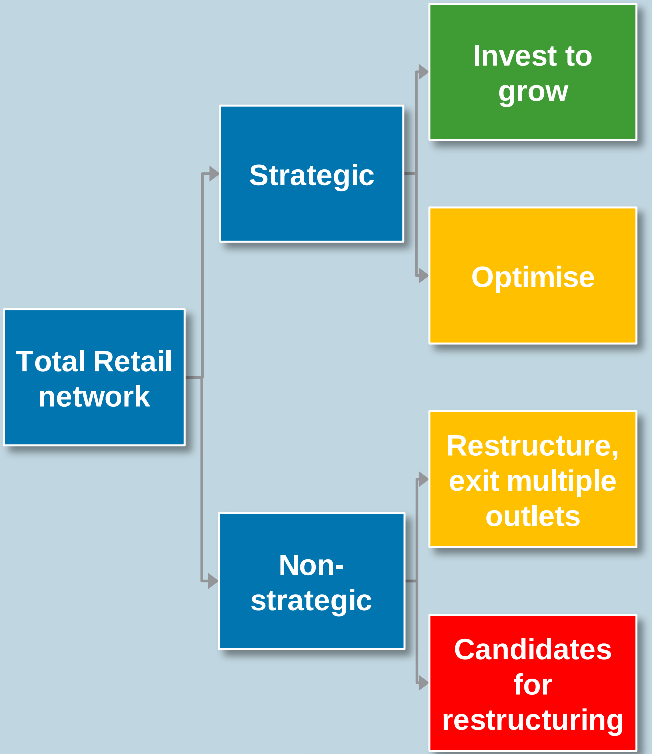
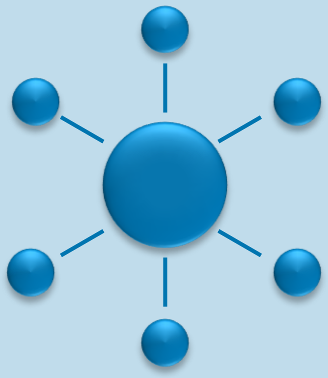
Improving efficiency and risk

Branch optimisation



Impact
US$ 30-50m

Increasing centralisation



- Product Management
- Analytics
- Management information
- Marketing

Impact
US$ 100-120m

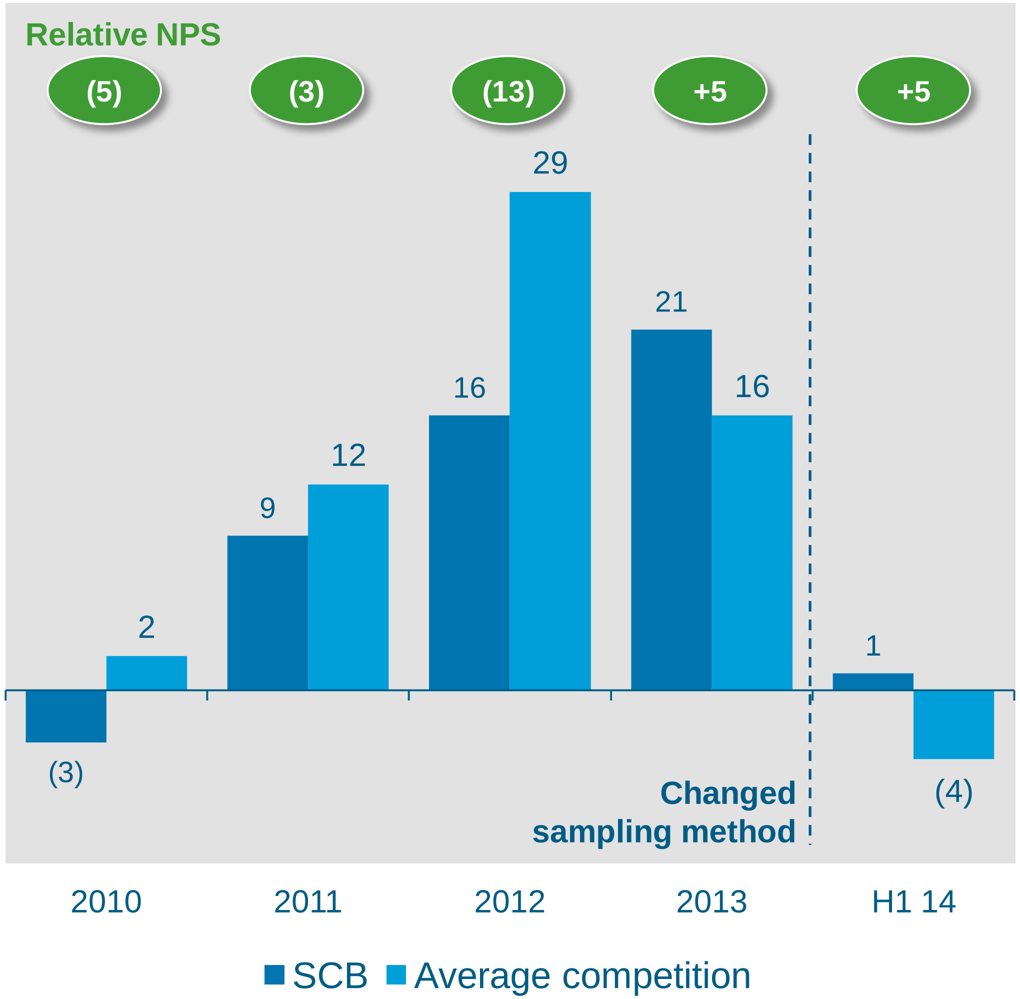
De-risking

- Exit Consumer Finance subsidiaries
- Country exits
- De risking Personal Loan portfolios

Raising the bar on conduct

- Client Due Diligence
- Exited third party sales
- Client experience
  - Treating clients fairly
  - Reducing complaints
  - Net Promoter Score

Net Promoter Score - Top 2 box method



More Priority and Business Clients and lower cost income ratio

Key actions and metrics	H1 2014	2015
Accelerating shift to Priority and Business Clients		
▪ Share of revenues from Priority[1] and Business Clients	48%	50%
▪ Frontline attrition (annualised)	24%	22%
Improving efficiency		
▪ Cost income ratio (excluding Consumer Finance)	67%	65%
▪ Number of retail branches	1,248	Reduce by 80-100
▪ Total year to date digital transactions	47m	10% growth
Strengthening conduct		
▪ Monthly average number of complaints / 1000 accounts	0.21	Reduce
▪ Net Promoter Score	1	Improve

1) Includes both Priority and Preferred segment pools

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Key messages

- Substantial opportunity to bank the growing affluent segments in key cities
- Attractive returns marred by high costs
- We are reshaping the business:
  - Accelerating shift to priority and business clients
  - Improving efficiency and risk
  - Further strengthening conduct

Q&A

Standard Chartered

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Commercial and Private Banking Clients

Anna Marrs

Here for good

Key messages

- This new client segment is now established, enabling us to better address challenges and capture significant opportunities
- We have a winning proposition in both Commercial and Private Banking, and across the two segments
- Execution to capture these opportunities is well underway
- Executing on the opportunity will grow both segments while maintaining or improving returns

Commercial Clients

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Commercial Clients was set up to better serve medium sized companies in our markets

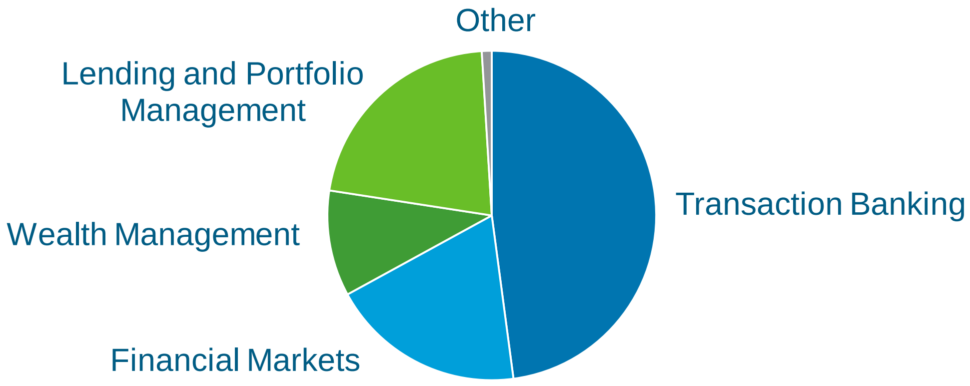
42,000
client groups

19
countries

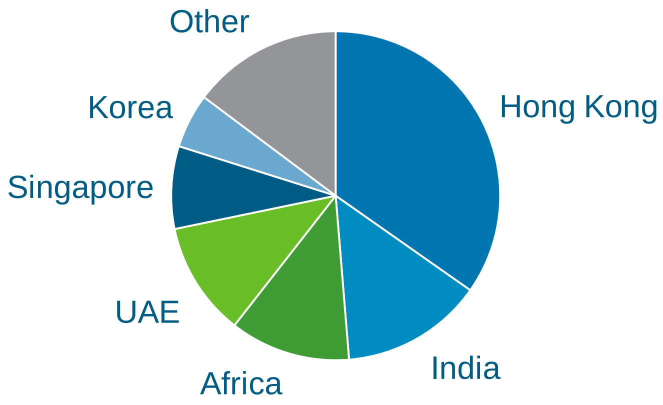
3,000
staff

US$m	H1 13	H2 13	H1 14	YoY %[1]	HoH %[1]
Income	**812**	**699**	**616**	**(24)**	**(12)**
Expenses	(374)	(357)	(362)	3	(1)
Working profit	**438**	**342**	**254**	**(42)**	**(26)**
Total impairment	(29)	(141)	(100)	(245)	29
Profit from associates	17	20	11	(35)	(45)
Profit before tax	**426**	**221**	**165**	**(61)**	**(25)**

H1 14 income by product



H1 14 income by geography



1) Better/ (Worse)

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Commercial's plans seek to overcome both external and internal challenges

External

Structural

- High and rising bar on financial crime risk compliance

Cyclical

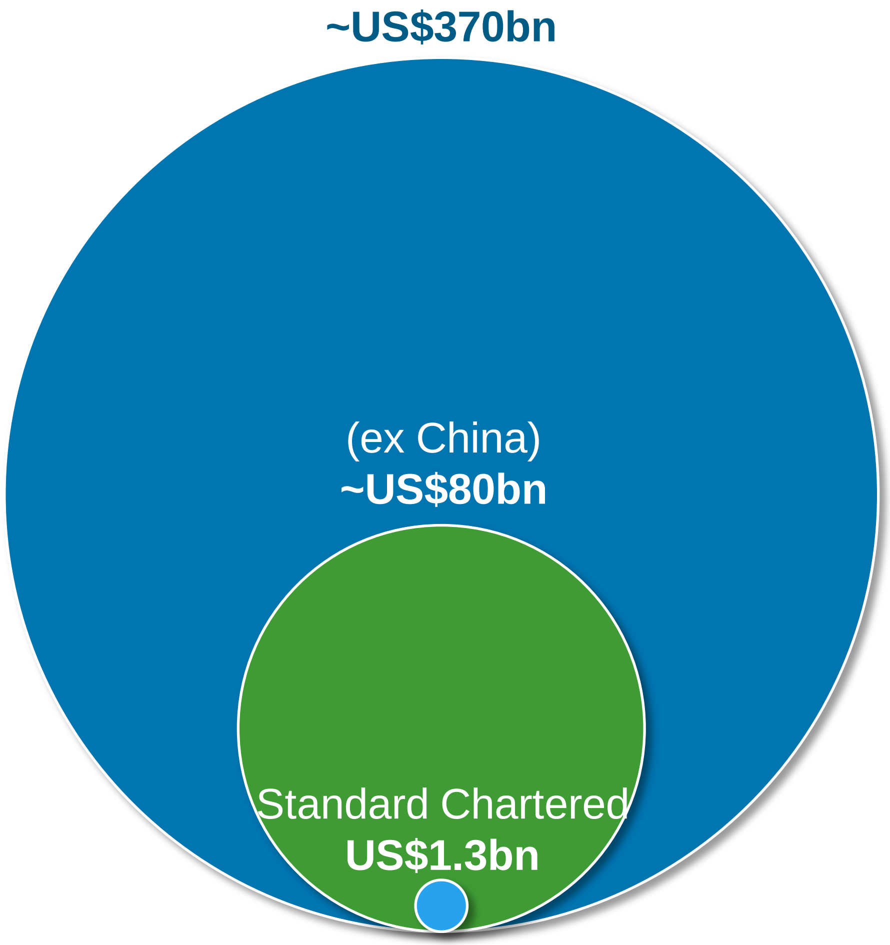
- Economic slowdown in some markets

Internal

- Locally managed, domestically-focused, not leveraging Standard Chartered's competitive advantages
- Inefficiencies created by internal split between SME and "Middle Market"

Commercial Clients represent a huge opportunity

Commercial Clients revenue pools in our footprint



- US$370bn revenue pool growing at ~15% per annum
- SMEs make up 40-60% of the GDP in our markets
- Clear client needs
  - "Be my international bank"
  - "Make it easier to access a core international banking product set"

Source: Mckinsey , Standard Chartered Research

Our competitive advantages – more international, more sophisticated and more connected across our footprint

Competitive advantage	Description
The network	▪ Enabling our Commercial clients to more easily grow internationally ▪ The only Commercial franchise able to connect Asia, Africa and the Middle East
The product set	▪ Offering a fuller and more sophisticated product set to medium-sized companies
The “ecosystem”	▪ Partnering with the Corporate and Institutional client base to bank their distributors and suppliers ▪ Growing with our clients, migrating them to Corporate and Institutional as their needs evolve

We have been executing on our plan to achieve the potential of this segment along four key priorities

Key priorities	Actions
1 **Growing the client base**	Remediate, then grow new to bank clients Leverage the supply chain Develop receivables financing solution
2 **Enhancing the platform**	Execute infrastructure integration Develop credit approach Standardise organisation model Improve operational performance
3 **Building frontline expertise**	Build product expertise and align coverage Reduce frontline attrition
4 **Making the network work**	Align Relationship Managers to the opportunity Incentivise and track cross border business

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The supply chains of Global and Local Corporates are significant new to bank client acquisition sources

Nigeria consumer goods example

Anchor

Distributors

~90 distributors; 35% within our acceptance criteria

~80 distributors

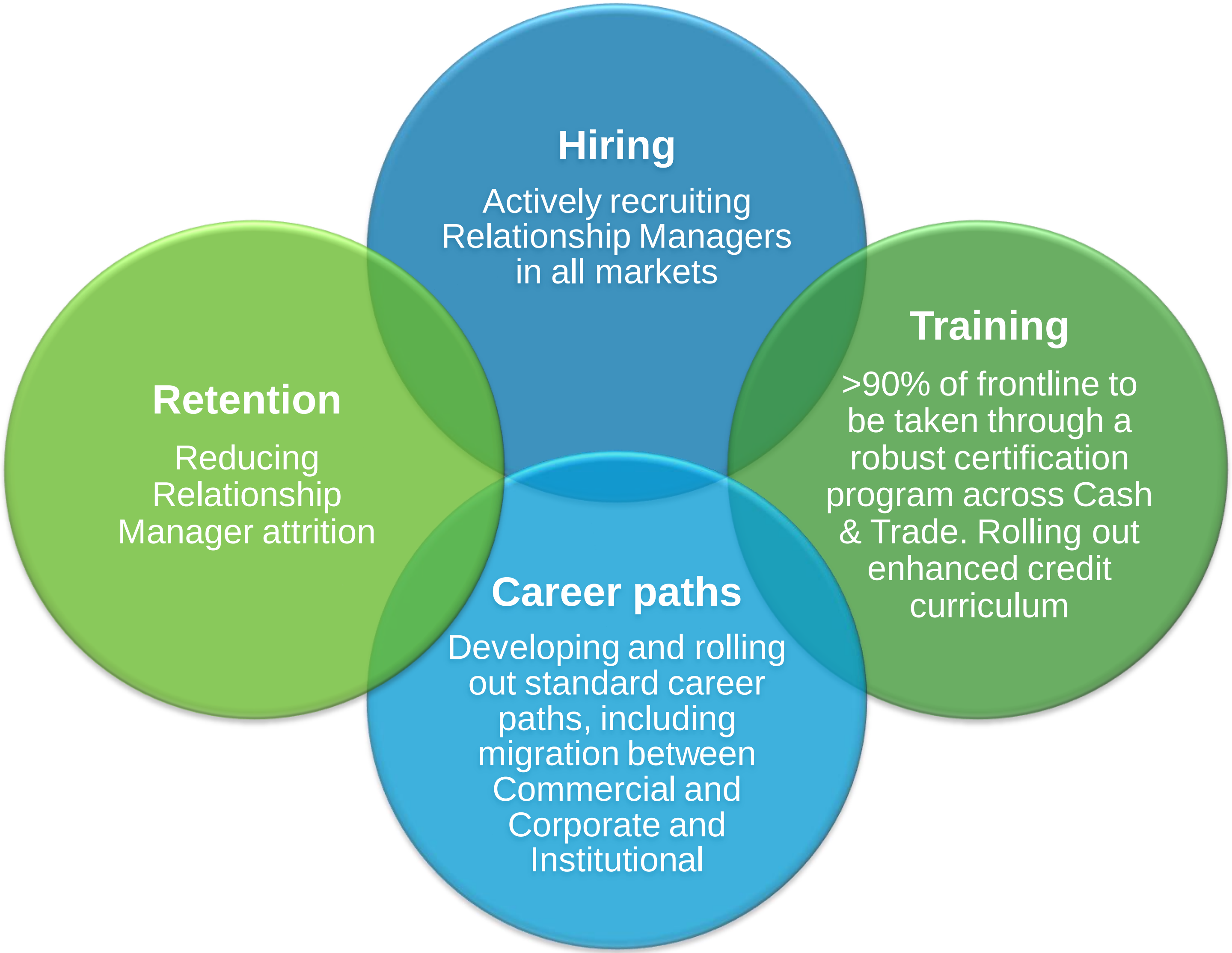
11 supermarkets

Standard Chartered proposition

- Partnership between Corporate and Institutional and Commercial, jointly pitching to Local and Global Corporates
- Ability to offer distributors working capital, cash, trade, FX
- Superior credit management capability, spotting relationship trends between Local / Global Corporate and distributors

Targeting 60 potential anchors within Corporate and Institutional Client base across Commercial Markets

We are investing in our Relationship Managers



We are targeting a return to growth – top line, bottom line, Relationship Managers and clients

Key actions and metrics	H1 2014	2015
Add new clients		
▪ New to bank clients	~1k	~3k
Invest in people/front line		
▪ Number of Relationship Managers	982	Increase
▪ Relationship Manager attrition	20%	15%
Raise the bar on conduct		
▪ Client Due Diligence remediation	<60%	Largely complete

Private Banking Clients

Standard Chartered

Private Banking focuses on high and ultra high net worth clients

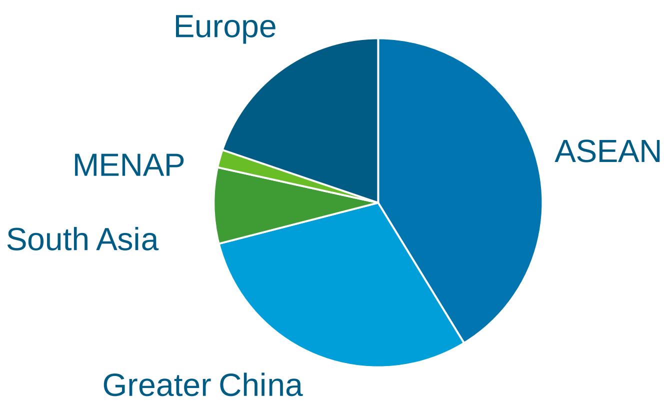
6
Advisory and booking centres

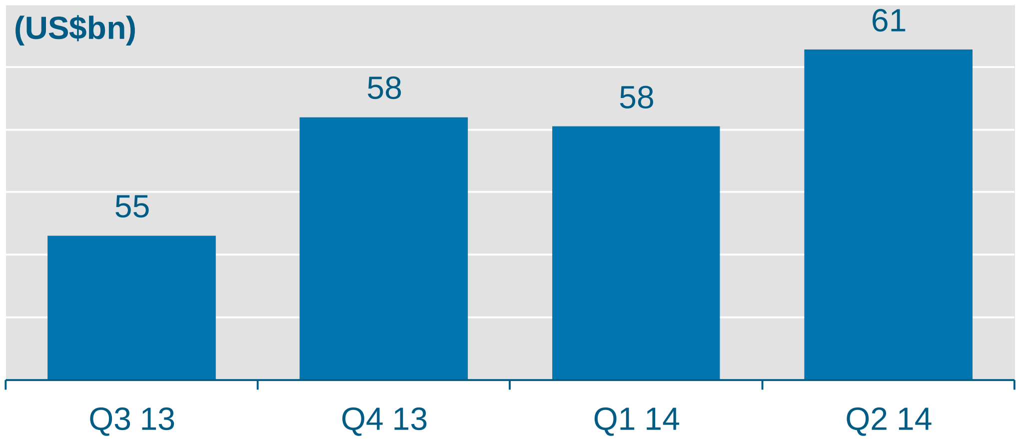
374
Relationship Managers

US$5m
Average AUM per client

US$m	H1 13	H2 13	H1 14	YoY%[1]	HoH%[1]
Income	**301**	**285**	**314**	**4**	**10**
Expenses	**(213)**	**(194)**	(227)	(7)	(17)
Working profit	**88**	**91**	**87**	**(1)**	**(4)**
Total impairment	**(8)**	**0**	(16)	(100)	nm
Profit from associates	**1**	**1**	0	nm	nm
Profit before tax	**81**	**92**	**71**	**(12)**	**(23)**

H1 14 AUM

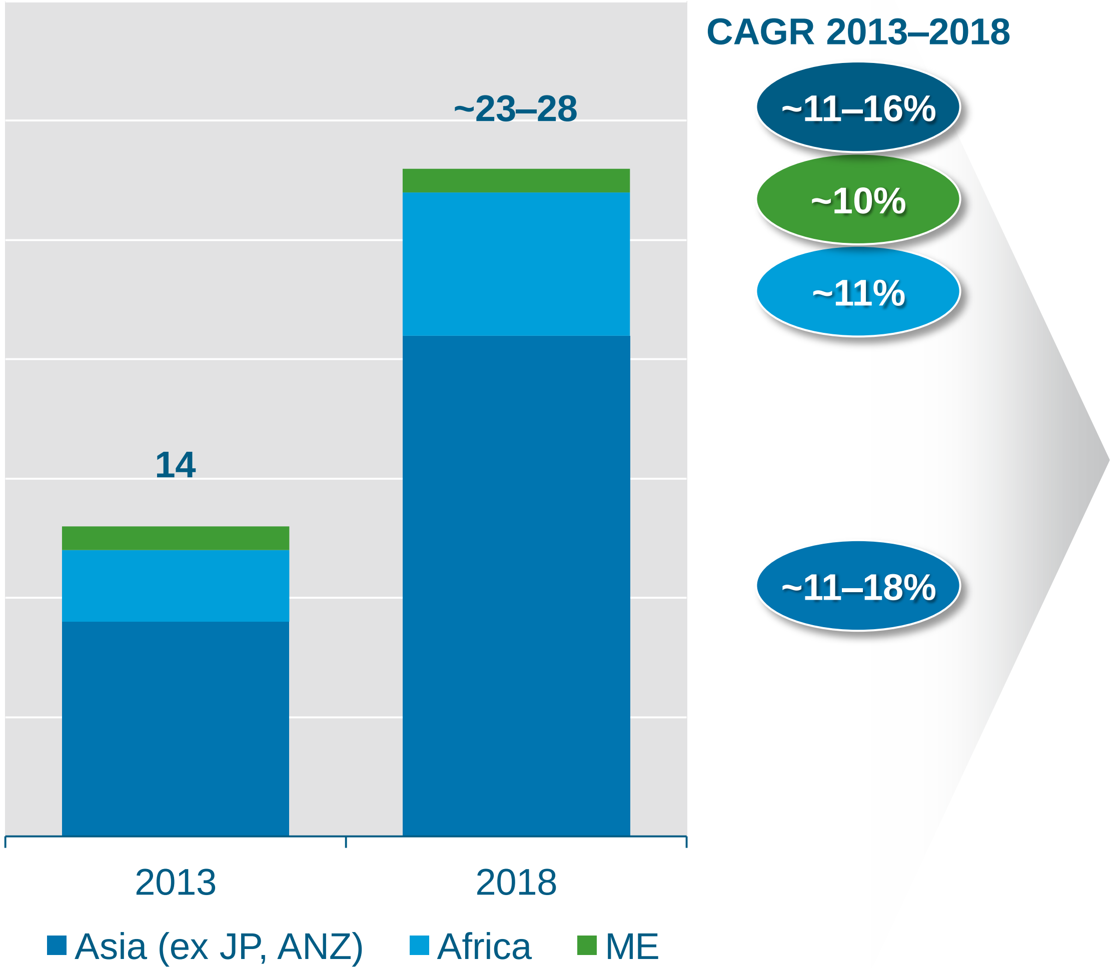




1) Better/ (Worse)

The market opportunity is exciting with our footprint expected to grow from a fifth to a third of the global high net worth pool

Footprint HNW Financial Wealth[1] (US$tr)



- US$14tr in financial wealth across our footprint – growing to ~US$25tr by 2018
- Asia adding billionaires faster than any other region – 19% growth over the past 12 months
- 2.2m High Net Worth individuals in our footprint, growing at >1.7x the global growth rate

Source: McKinsey GBP Database; McKinsey Private Bank Workshop Deck; BCG; Team estimates

1) Forward-looking projections are ranged based on BCG (low end) and McKinsey (high-end) - Footprint: Asia, Africa and the Middle East (AAME)

Our competitive advantages – The footprint, product set and the opportunity to be "the private bank of entrepreneurs”

Competitive advantage	Description
The network	▪ Delivering international options to our clients – 374 Relationship Managers across 6 advisory and booking centres
The product set	▪ Providing both sides of the balance sheet ▪ Increasingly leveraging the full Standard Chartered product set through our open architecture platform
The internal client base	▪ Partnering with the Commercial Client base and Corporate and Institutional Client base to bank their owners

We have been executing on our plan to achieve the potential of this segment along five key priorities

Key priorities	Actions
1 Growing the front line	Reduce attrition Ramp up Relationship Manager hiring
2 Driving new client acquisition	Capture referral opportunity
3 Deepening client relationships	Improve and expand products and services Establish distinctive segment propositions Leverage the balance sheet as a differentiator
4 Enhancing tech and ops	Implement fixes to enhance productivity Improve client experience
5 Building enablers – brand and market model	Institute market model Establish booking centres utilities

We are working to capture the referral opportunity

Global Referral Program – Changing Relationship Manager behaviour

Fostering understanding and conviction

- Global communication campaign supported by local initiatives
- Success stories communicated and calibrated

Role modelling

- Active involvement of leadership to launch and implement the pilot in their markets
- Country Heads personally role modelling "asking for the business"

Relationship Manager

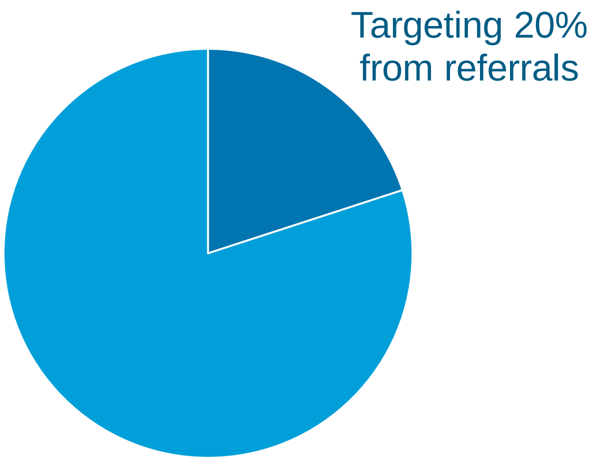
Developing talent and skills

- Markets conducting "road shows" and joint Relationship Manager events
- Joint client events organised across markets

Reinforcing with formal mechanisms

- Target setting for top markets
- Relationship Managers to be given an individual target to be incorporated in Job Objectives
- Central administration and tracking of referrals

Private Banking new client acquisition in 2015



We are targeting a return to growth – top line, bottom line, Relationship Managers and clients

Key actions and metrics	H1 2014	2015
Add new clients		
▪ New to segment clients	~700	~2000
Grow and deepen relationships		
▪ Investment product penetration	49%	52%
▪ Assets Under Management (US$)	56bn[1]	>10% growth
Invest in people/frontline		
▪ Number of Relationship Managers	374	Increase

1) From continuing operations

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Key messages

- This new client segment is now established, enabling us to better address challenges and capture significant opportunities
- We have a winning proposition in both Commercial and Private Banking, and across the two segments
- Execution to capture these opportunities is well underway
- Executing on the opportunity will grow both segments while maintaining or improving returns

Q&A

Standard Chartered

Corporate and Institutional Clients

Sean Wallace

Here for good

Key messages

- We have built a strong and extensive Corporate and Institutional Clients franchise
- Growth has been driven by the addition of new products, new markets, and a favorable macro environment
- The opportunities are still there, but we are now facing greater challenges: model changes, increased competition, macro slowdown and regulatory challenges
- We are reshaping our business to address these challenges
  - Driving Risk Weighted Assets, cost and process efficiencies
  - Reallocating capital and resources to higher return businesses
  - Driving greater client penetration and shifting the revenue mix to non-financing revenue

We have built a strong Corporate and Institutional client franchise

Corporate and Institutional Clients			
Local Corporates[1,2]	**Global Corporates**[1]	**Financial Institutions**[1]	**Total**
▪ Mid-caps ▪ Local/regional champions	▪ Large, sophisticated and international ▪ Footprint and Network GCs	▪ Banks ▪ Investors ▪ Insurance ▪ Public Sector	

Current status – H1 2014 figures

		Local Corporates	Global Corporates	Financial Institutions	Total
Scale	BCA Groups	2,900	650	1,400	4,950
	Client income (US$bn)	1.5	1.7	1.4	4.6
Returns	Income RoRWA (%)	5.4%	5.4%	9.0%	6.5%
	Operating Profit RoRWA (%)	1.4%	1.0%	3.1%	1.6%
Penetration	Multi-market	1.6	4.7	3.9	2.7
	Multi-product	5.3	7.9	6.2	5.9
	NFR / Client income %	30%	29%	62%	41%

1) Segment figures on a managed basis for client income 2) Includes Commodity Traders and Agri business

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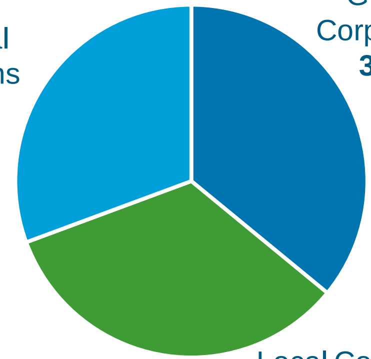
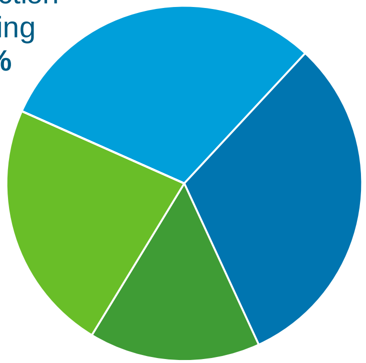
Recent performance has slowed but we are determined to deliver sustainable, profitable growth

US$m	H1 13	H2 13	H1 14	YoY%[1]	HoH%[1]
Income	**5,577**	**5,079**	**5,334**	**(4)**	**5**
Expenses	(2,500)	(2,454)	(2,546)	(2)	(4)
Working profit	**3,077**	**2,625**	**2,788**	**(9)**	**6**
Total impairment	(225)	(376)	(435)	(93)	(16)
Profit from associates	79	77	90	14	17
Profit before tax	**2,931**	**2,326**	**2,443**	**(17)**	**5**

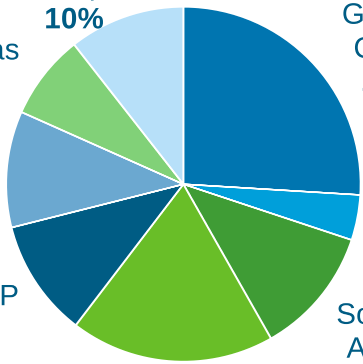
Income by client segment



Income by product



Income by geography



1) Better / (Worse)

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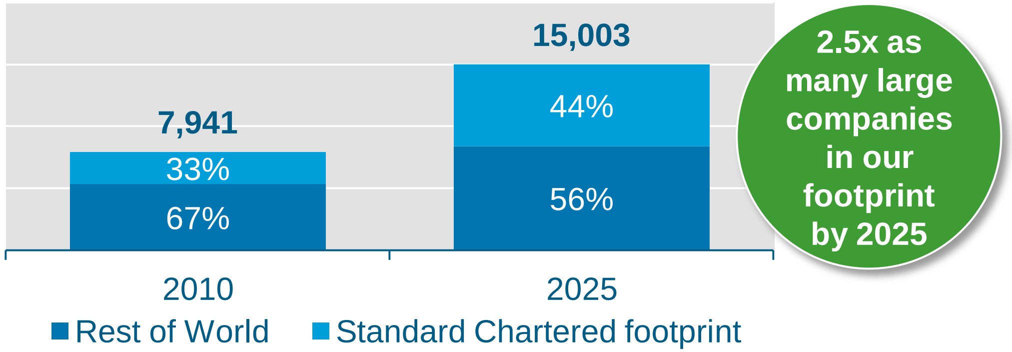
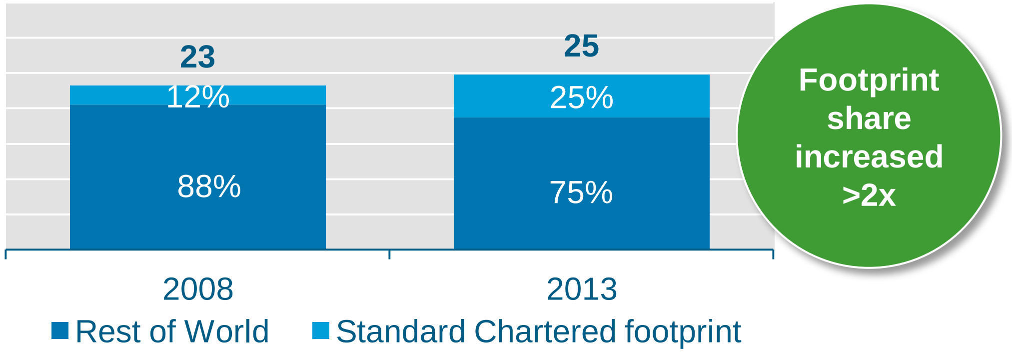
There are huge opportunities across our footprint

- Global Corporates – shift in activity to our footprint
- Fast growing Local Corporates – 40% doubled revenues in last 5 years
- Growing capital needs from footprint clients – 25% of global issuances, doubled in 5 years
- US$22tr AUM from Investors – 13% CAGR in footprint since 2000
- RMB – 7th largest global payments currency, becoming 4th by 2020

Expected shift of large companies[1] HQs to Standard Chartered footprint
(Number of large companies[1] and % distribution)



Capital market volumes (Debt and Equity)
(% and number of deals ('000s))



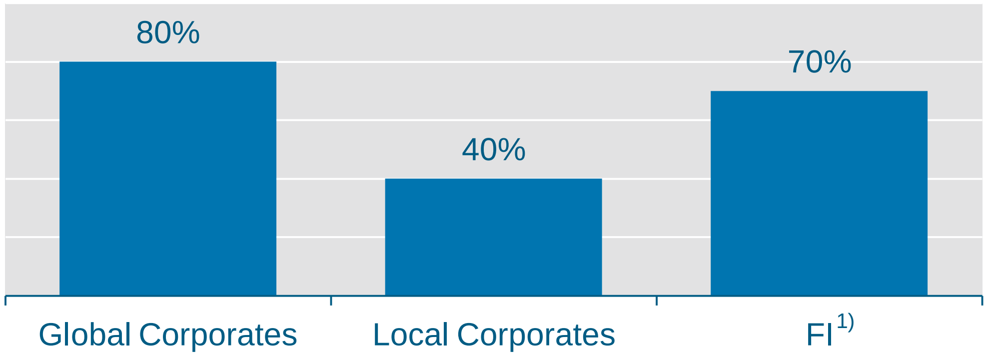
Source: Dealogic, McKinsey Global Institute Financial Assets Database, Team analysis
1) Large companies defined as those with revenues > US$1bn

We need to leverage our unique network and product capabilities to deepen our wallet share

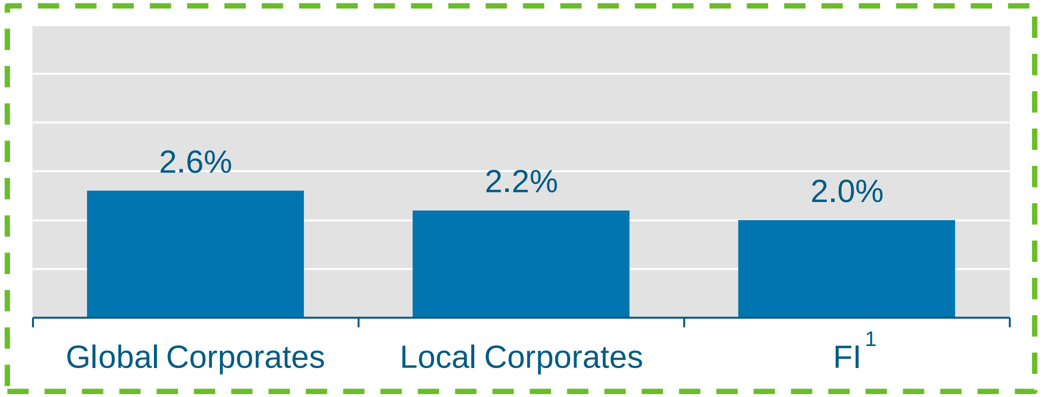
- Best cross-border network across Asia Africa and the Middle East
- 5,000 client groups across the footprint
- ~3,250 on-the-ground sales force (coverage and product sales)
- Full suite of product solutions
- Untapped opportunity from client ecosystems

Standard Chartered penetration of client universe and share of addressable revenue pool

Client universe penetration (# of clients)

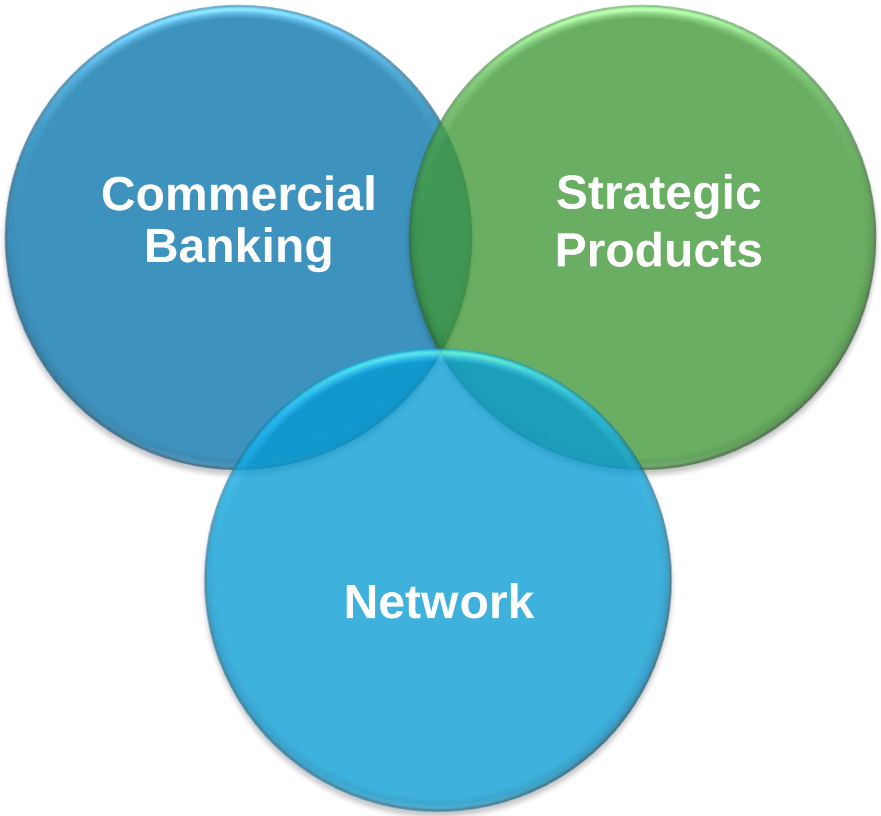


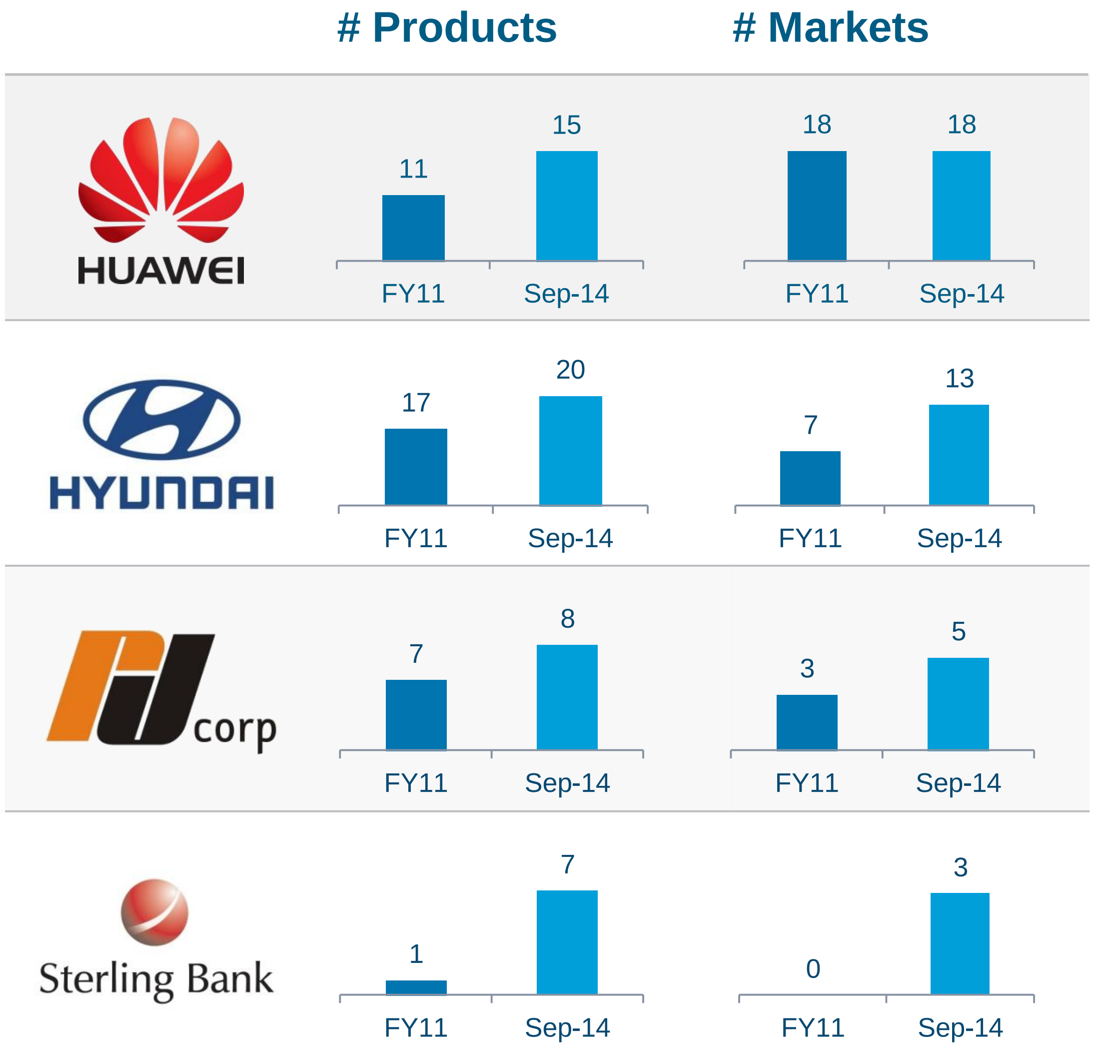
Share of addressable revenue pool



1) Banks and Investors
Source: McKinsey, D&B, Thomson Financial, Standard Chartered research

What makes us different in the marketplace?





We are working to address a mix of external and internal challenges

External

Structural

- Increased capital and liquidity requirements
- Increased competition, particularly from local and regional banks
- Increased compliance costs

Cyclical

- Record low interest rates
- Margin compression / credit cycle
- Slowing trade growth

Internal

- Improve productivity and alignment of salesforces
- Driving broader and deeper client relationships
- Increasing the mix of non financing revenue

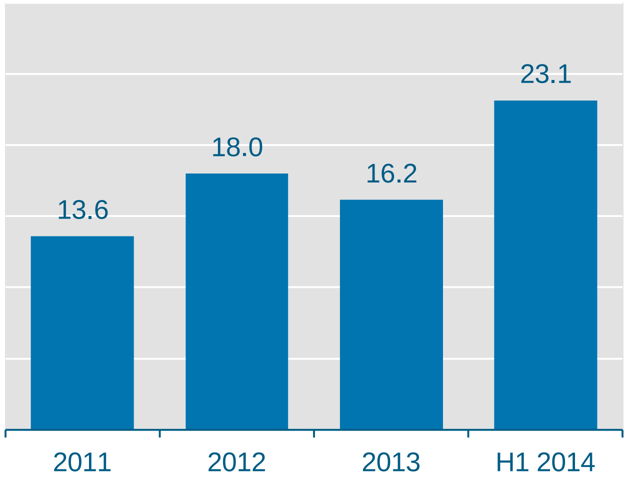
Four key execution priorities underway

Key priorities	Actions
1 **Drive Risk Weighted Assets, cost, and process efficiencies**	▪ Reduce Risk Weighted Assets on low returning relationships ▪ Reshape geographies and segments to reduce cost ▪ Enhance sales force effectiveness through improved processes, enhanced tools and tracking
2 **Reallocate resources to higher returning businesses**	▪ Re-deploy resources from low returning areas to high returning areas across segments and products
3 **Drive deeper and broader client penetration**	▪ Leverage our network and product capabilities to increase the average number of markets and products per client
4 **Shift revenue mix to Non-Financing Revenue**	▪ Increase the share of non-financing revenue by focusing on Cash, FX and other fee based revenue streams

Drive Risk Weighted Assets, cost and process efficiencies

Risk Weighted Asset reallocation

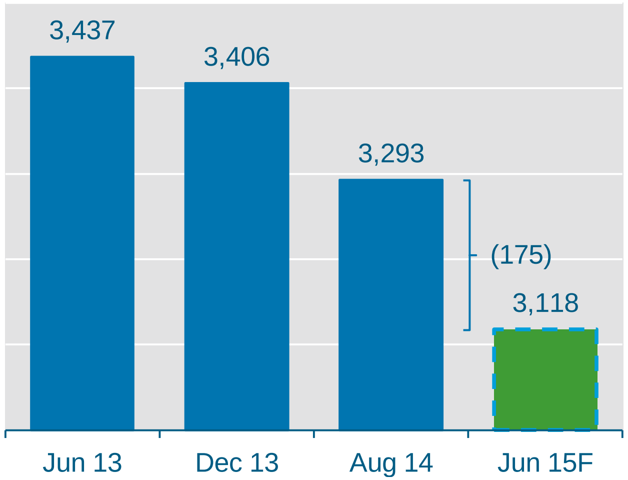
Reduction (US$bn)



- Disposals: Loan sales, securitisation
- Reducing underperformers
- Reducing outsized risks
- Holding lending flat

Cost efficiencies

Headcount Trend[1]



- Reducing costs to reinvest
- Revenue neutral structural changes
- Better people, growth opportunities

Processes

- Alignment and Accountability
- Time, Tools, Tracking
- World class sales force

1) Headcount excludes Middle Markets, IGs and CDD Remediation

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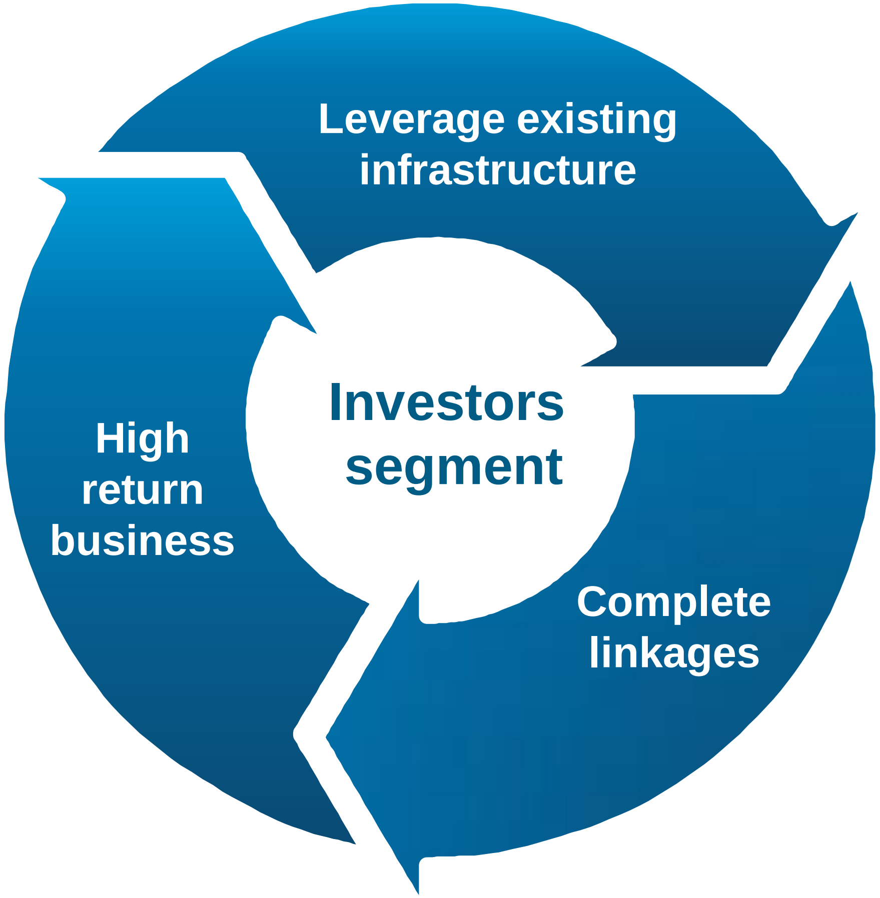
Re-allocate resources to higher return areas – Investors segment



Investors[1] segment performance

	2011	2012	2013	2014E	CAGR
Total revenues (US$m)	452	479	587	650	13%
Top 100 revenues[2] (US$m)	314	334	414	462	14%
# US$10m clients[2]	3	4	11	14	67%
Income RoRWA (%)[3]	20%	18%	19%	16%	n.a.

1) Investors segment comprises of Real Money Funds, Hedge Funds, Sovereign Wealth Funds & Public Pension Funds; 2) Top 100 & US$10m Client count are based on BCA and non-BCA Client Groups; 3) 2014E RoRWA adversely impacted by Basel 3 impact (~400bps)

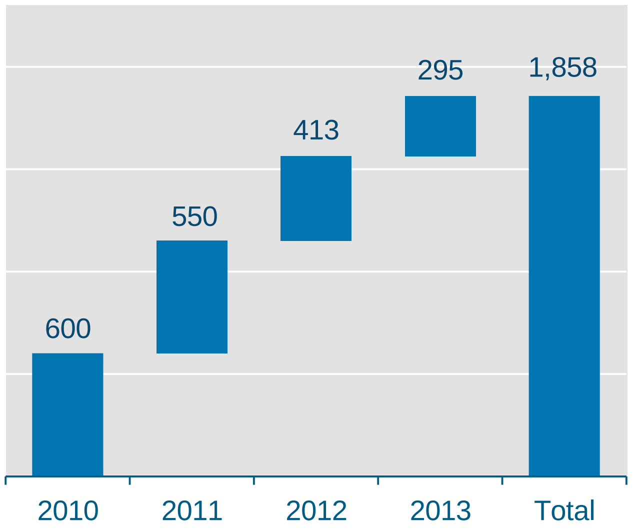
Driving client penetration

Local Corporates

New to bank vs. deepening

- Realignment drives specialisation
  - CC focus on NTB
  - LC focus on deepening

Local Corporates New to bank clients



Global Corporates

Leveraging the network

- European client survey
- Structural changes / passporting
- Opportunity: double multi market/product ratios

Network Global Corporates (Europe & Americas)

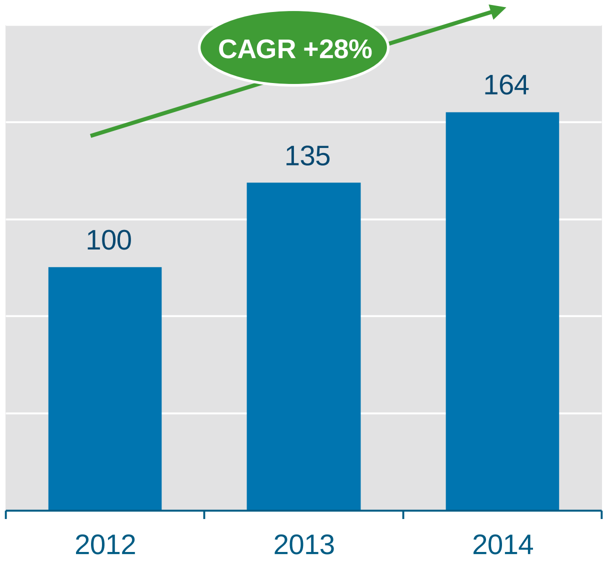
	Top 20	**Rest** (ex Top 20)
BCA Client Groups	20	309
Average revenue ($m)	15.7	2.0
Average # markets	10.1	4.8
Average # products	12.9	7.6
Income RoRWA (%)	7.0%	6.9%

Financial Institutions

Mid-tier banks

- Focus had been on larger banks
- Upgraded leadership, increased resources and tracked

Mid-tier banks revenue ($m)



	2012	2013	2014
Income RoRWA (%)	10.6%	10.6%	9.4%

1) Headcount excludes Middle Markets, IGs and CDD Remediation

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Shifting revenue mix to non-financing revenue

Local Corporates

"FM 700"

- Account planning identified >700 low FM penetration accounts
- Better alignment and tracking

Global Corporates

Cash Focus

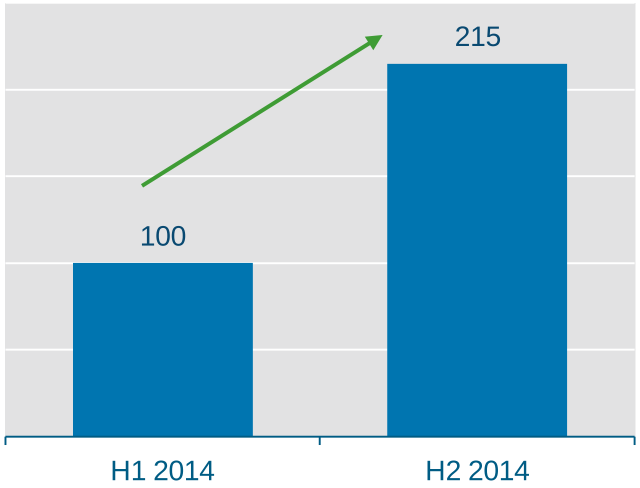
- Regional Treasury Centre account planning and client calling
- Driving Unity platform
- Building Treasury Advisory capability

Financial Institutions

FX buying centres

- FM/Corporate and Institutional account planning to identify new FX buying centres
- Hundreds of new buying centres discovered and record client on-boarding to e-commerce

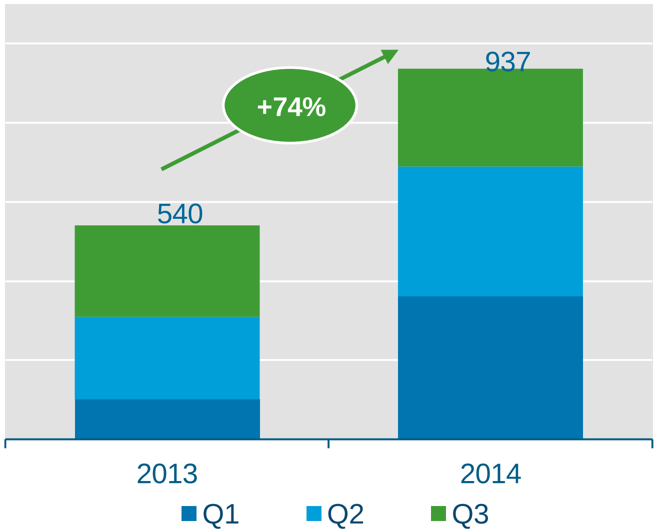
Local Corporates
FM Revenue Index (734 names)



Global Corporates Cash Performance
(H1 13 vs. H1 14 YoY%)

	Top 50	**Rest** (ex Top 50)
Cash revenue	+6%	(4)%
Liabilities	+6%	(6)%

New client on-boarding to e-commerce



Driving broader and deeper penetration will change the shape of our business

2010: 80% of income from 12% of clients
2018: 80% of income from 20%+ of clients

We have set clear targets to deliver both top line growth and the desired shape of the portfolio

Key actions and metrics	H1 2014	2015
Broaden and deepen relationships		
▪ % of clients delivering 80% of revenues	18%	Continue to grow
Increase network and product penetration		
▪ Average multi-market ratio	2.7	3.0-3.5
▪ Average multi-product ratio	5.9	6.0-6.5
Improve returns - shift mix to non-financing revenue		
▪ Non-financing revenue as % of client revenue	41%	+2%

Standard Chartered

Key messages

- We have built a strong and extensive Corporate and Institutional Clients franchise
- Growth has been driven by the addition of new products, new markets, and a favorable macro environment
- The opportunities are still there, but we are now facing greater challenges: model changes, increased competition, macro slowdown and regulatory challenges
- We are reshaping our business to address these challenges
  - Driving Risk Weighted Assets, cost and process efficiencies
  - Reallocating capital and resources to higher return businesses
  - Driving greater client penetration and shifting the revenue mix to non-financing revenue

Q&A

Standard Chartered

Retail Products

TS Anil

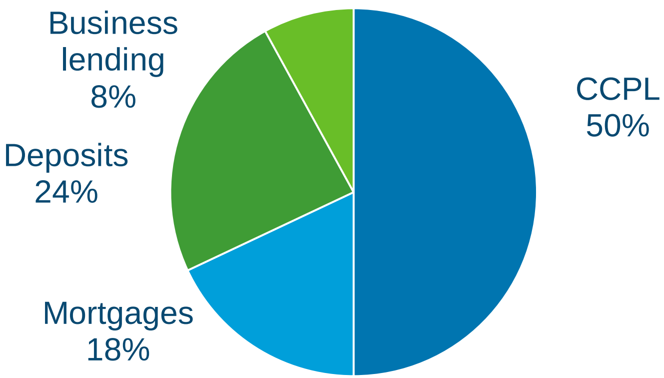
Here for good

Key messages

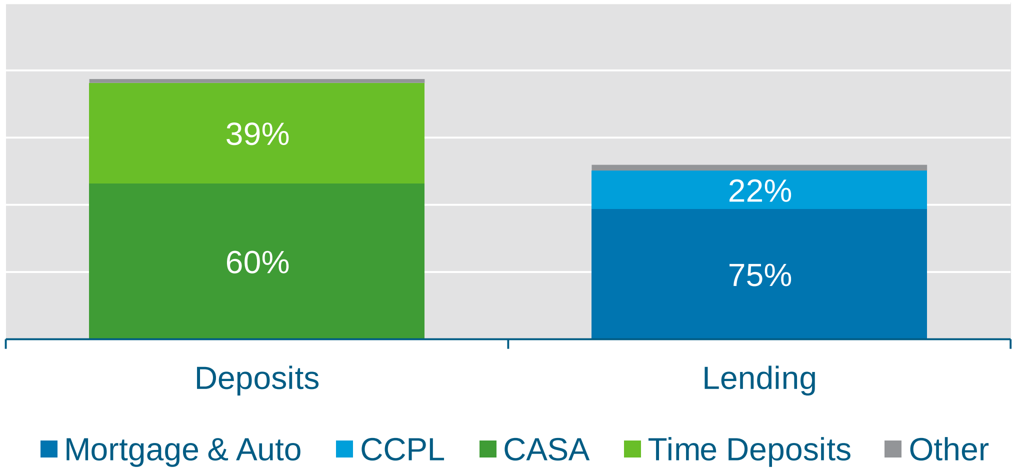
- Substantial opportunity to bank the growing affluent segments in key cities
- Starting from a strong position to succeed
- Attractive returns marred by high costs in a challenging external environment
- We are reshaping the business
  - Accelerating shift to priority and business clients
  - Improving efficiency and risk
  - Further strengthening conduct

Retail Products – Income, balance sheet and awards

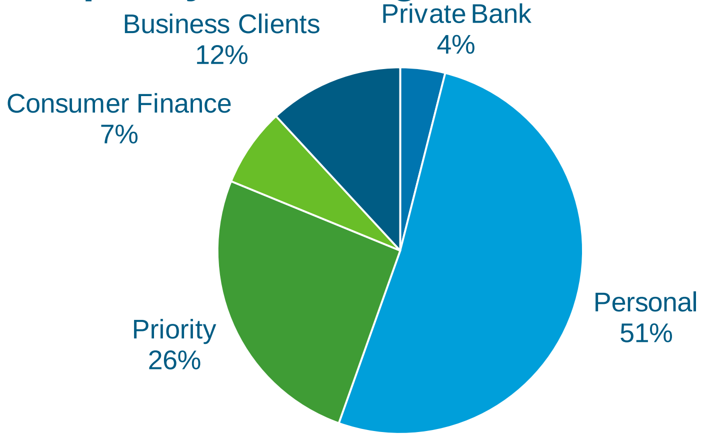
Income split by product[1] (US$m)



Balance sheet composition[1] (US$bn)



Income split by client segment[1]



1) HY 2014 figures

CCPL: Credit Cards and Personal Loans – CASA: Current and Saving Accounts

Awards and recognition

THE ASIAN BANKER

- Best Credit Card Product in the Middle East 2014
- Best Deposit Product – Korea 2013

Banking & Payments ASIA

- Product Excellence in Debit Cards, Singapore 2013

GoHome.com.hk

- Best Home and Living Brand – Mortgage Services (2013)

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Retail Products – Overview

Design Principles: Simple. Market-leading. Scalable. Meets Lifecycle Needs

Credit Cards

WorldMiles

Visa Infinite

Saadiq

Gulf Air

Personal Loans

Personal Instalment Loans

Personal Line of Credit

CashOne

Mortgages

Home Suite

MortgageOne

Deposits

Bonus$aver

Standard Chartered
e$aver Account

e$aver

Marathon Savings Account

Business Clients

Business Instalment Loans

Business Mortgage Loans Against Property

Straight2Bank

Channels – Business Internet Banking

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Ensuring Retail Products priorities support our client strategy

Client priorities	Retail Products priorities	Actions and activities
Accelerating shift to Priority and Business Clients	Creating new market leading capabilities	▪ Cross-border propositions ▪ Trade and working capital proposition
	Alliances and digital solutions	▪ Scale successful alliances ▪ Alliances that leverage Standard Chartered Bank ecosystem
Improving efficiency and risk Further strengthening conduct	Driving efficiency – standardisation and digitisation	▪ Standardise product propositions and platforms ▪ Digitisation
	Reshaping unsecured lending	▪ Revised origination model ▪ Responsible lending framework ▪ De-risking

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Examples of opportunities in Priority and Business Clients

Cross-border proposition

1. Mortgages
2. Banking / Funds transfers

6 out of 10 nationalities that are the top buyers of new-built cross-border residential properties globally sit in our network[1]

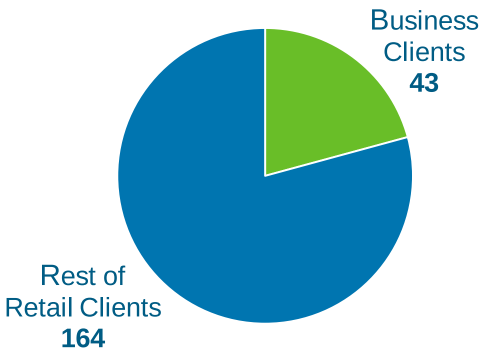
Most common x-border purchase location: London[1]

22%: proportion of cross border banking customers in key markets in Asia[2]

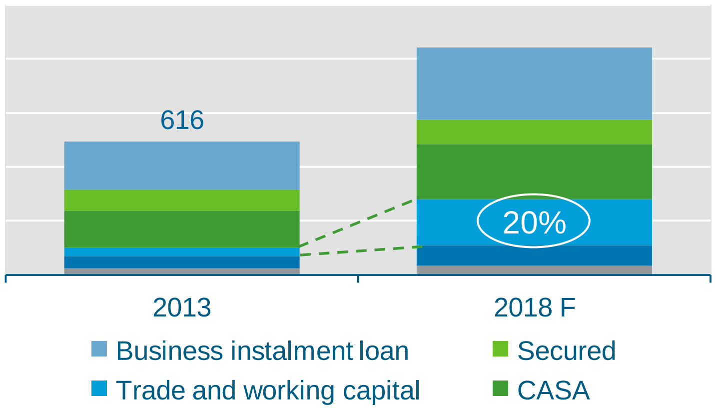
Business Clients

Trade and Working Capital Solution

2013 Revenue pool (US$bn)[3]



Business clients income mix forecast (US$m)



Sources: 1) Knight Frank Residential Research, Global Development Insight Q3 2013; 2) Cross Border Banking in Asia - RFI. July 2014; 3) McKinsey

Standard Chartered

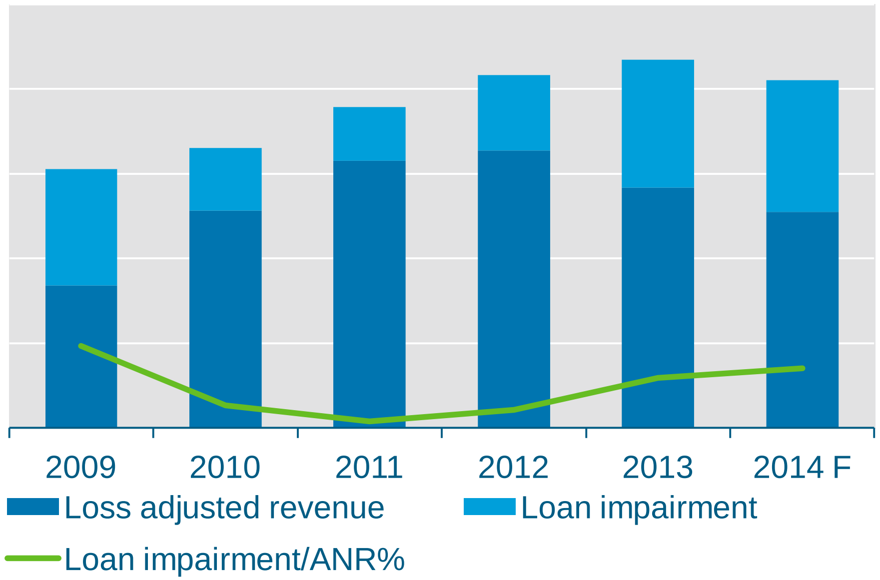
Selective unsecured portfolio derisking in line with strategy

Context

- Impairments lag income
- Market specific stresses – Korea, Thailand
- Regulatory changes

Recent Performance

Unsecured Lending 2009–2014



Taking action

- Tighten underwriting criteria
- Exit of third party direct sales agents
- Good growth through
  - Employee Banking
  - Alliances
  - Online
- Focus on deepening relationships

Scaling solutions for our clients

Actions	From	To
Product simplification and standardisation	Proliferation of non-standard products	Standard product suite and CVPs globally
Platform standardisation	Non-standard systems and multiple interfaces	Standard global platform architecture
Digitisation	Manual processing, poor client data capture	Digitised processing and client data capture

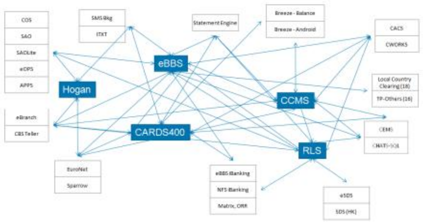
Product simplification and standardisation

Proliferation of non-standard products

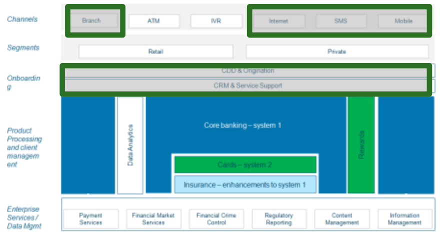
Standard product suite and CVPs globally

Platform standardisation

Non-standard systems and multiple interfaces



Standard global platform architecture



Digitisation

Manual processing, poor client data capture

Digitised processing and client data capture

Scaling excellence

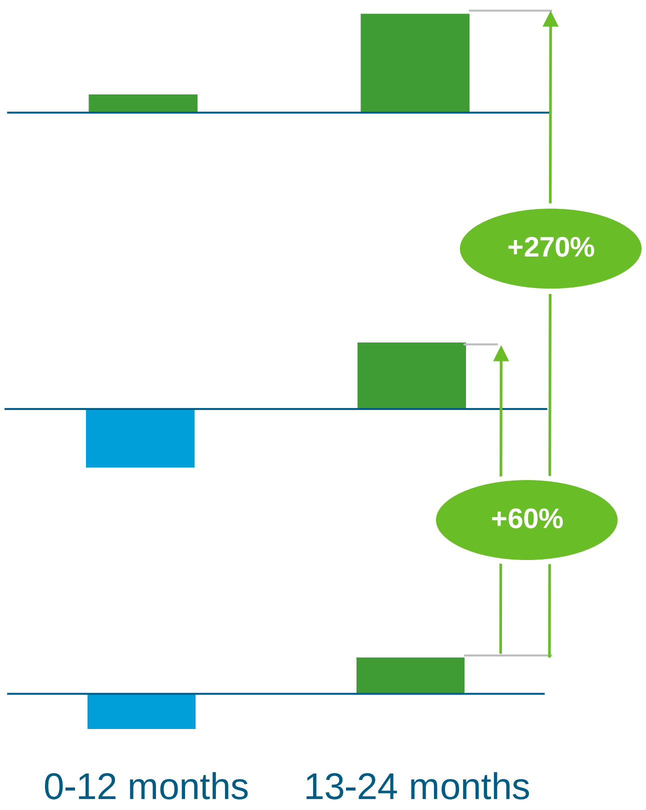
Co-brand alliances client economics (2011 vintages)

Total revenue per client

Alliance A

Alliance B

BAU Portfolio

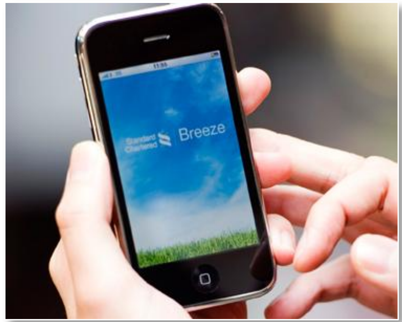


Innovative market leading channel solutions

Standard Chartered Breeze

dash

CREATED BY
SINGTEL AND STANDARD CHARTERED



Straight2Bank

Standard Chartered

Key messages

- Substantial opportunity to bank the growing affluent segments in key cities
- Starting from a strong position to succeed
- Attractive returns marred by high costs in a challenging external environment
- We are reshaping the business
  - Accelerating shift to priority and business clients
  - Improving efficiency and risk
  - Further strengthening conduct

Standard Chartered

Wealth Management

Judy Hsu / Bernadette Murphy

Here for good

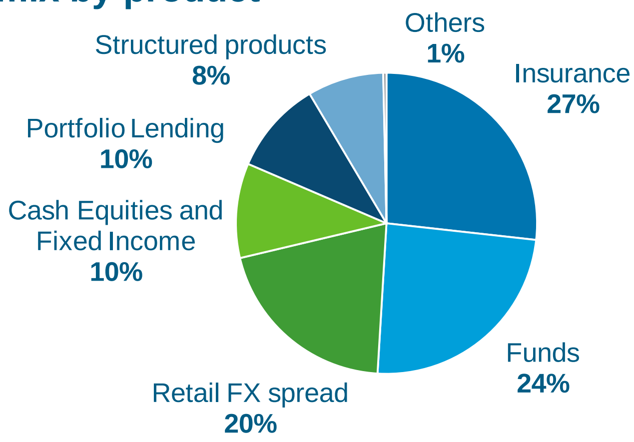
Key messages

- Resilient franchise underpinned by diversified income streams and strong capabilities
- Sharpened strategy and new client centric organisation structure
- Significant opportunity in our footprint and client franchise
- We are scaling up the business
  - Institutionalising wealth advisory
  - Broadening product delivery to more clients
  - Increasing brand awareness for Wealth Management

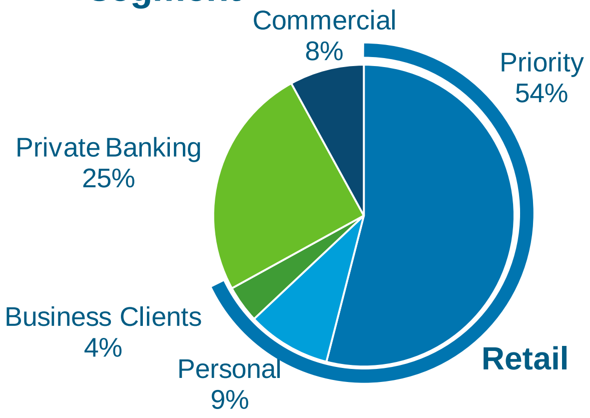
Wealth Management well positioned for future growth

Diversified income streams

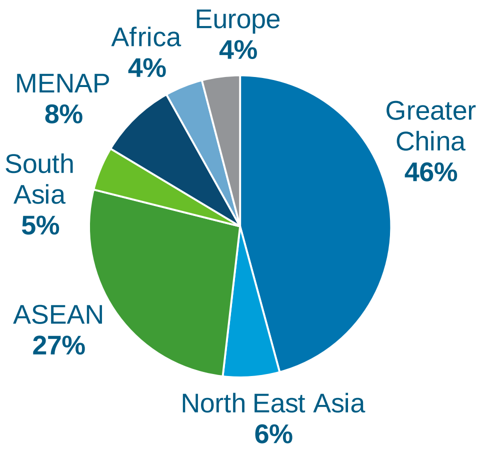
Income mix by product



Income mix by client segment

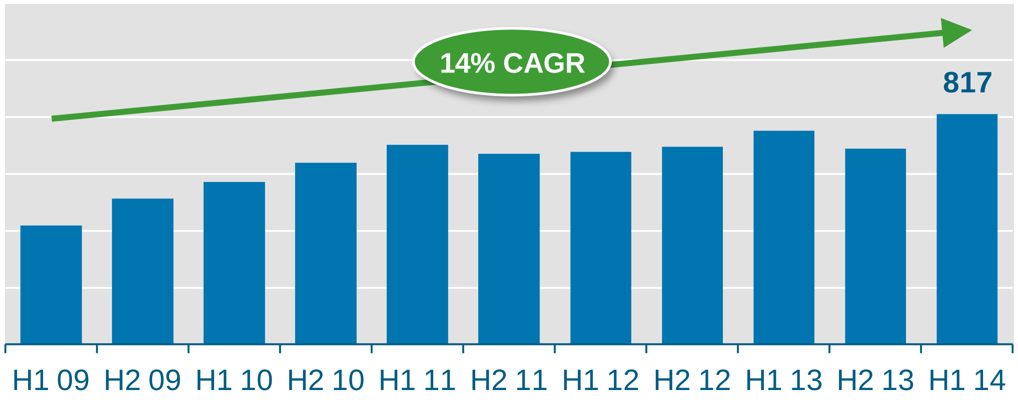


Income mix by geography

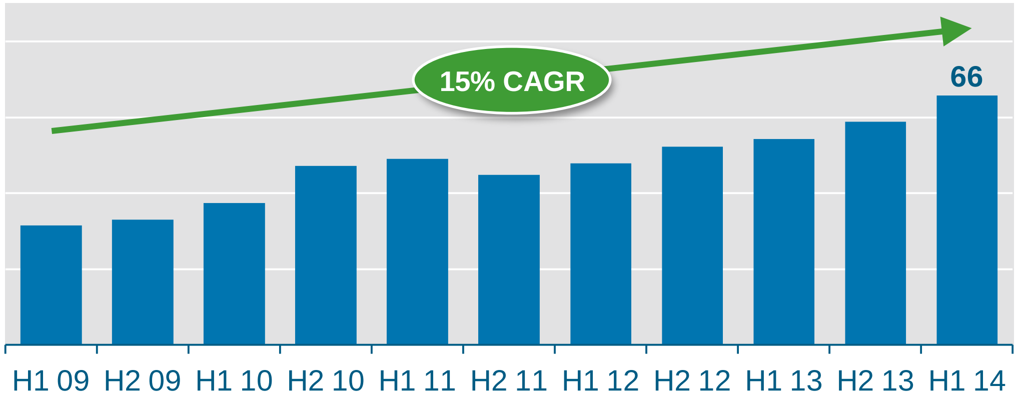


Resilient income and AUM growth

Income (US$m)



Wealth AUM (US$bn)



1) H1 14 figures

Standard Chartered

Key challenges

External

Structural

- Raising the bar on conduct
- Intense demand for talent

Cyclical

- Performance correlated with market sentiment

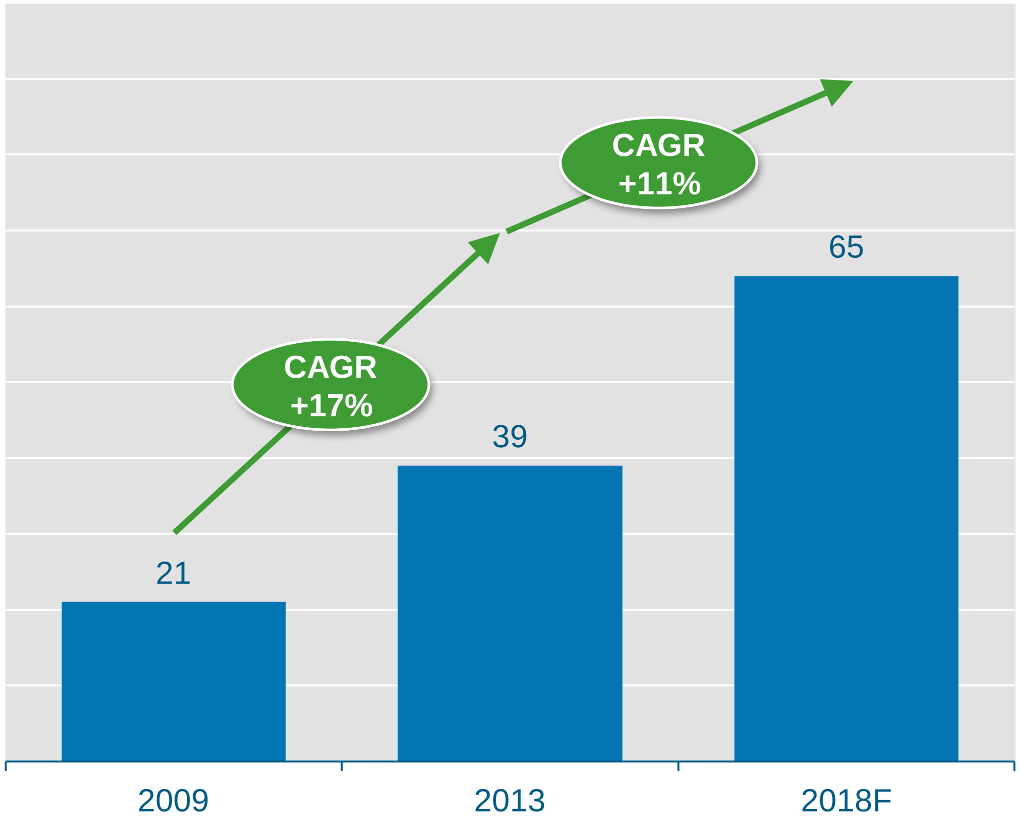
Internal

- Scalability of advice and products
- Select product gaps
- Brand awareness for Wealth Management

Attractive market opportunity for Wealth Management

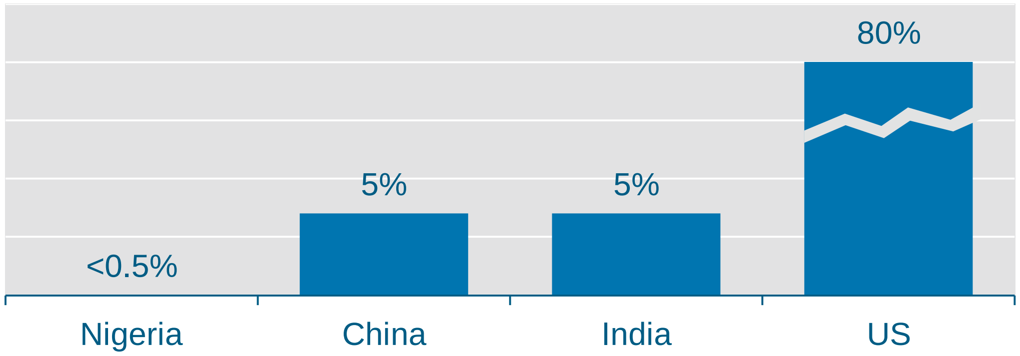
Continued wealth growth in our footprint

Asia, Africa and the Middle East market
Total investible assets[1] (US$tr) (2013)

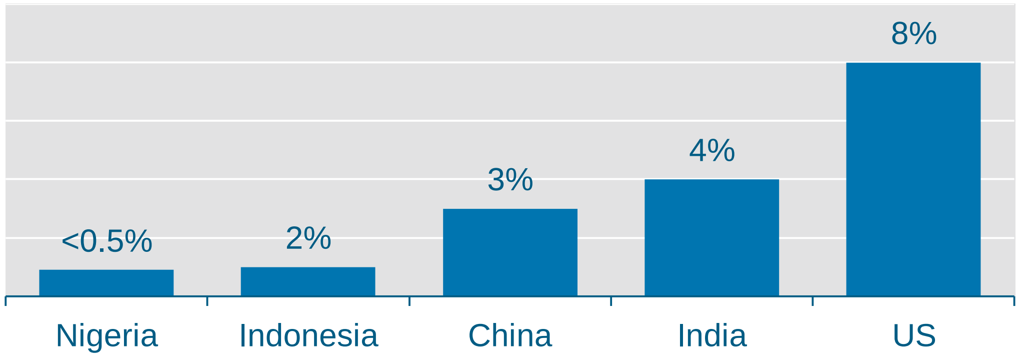


Low penetration of key wealth products

Mutual funds (AUM as % of GDP)



Insurance (Premium as % of GDP)



Source: BCG Global Wealth Market-sizing database, 2013 and 2014; Swiss RE Insurance; St Louis Fed
1) Market AUM is measured by financial wealth or investible assets across all private households

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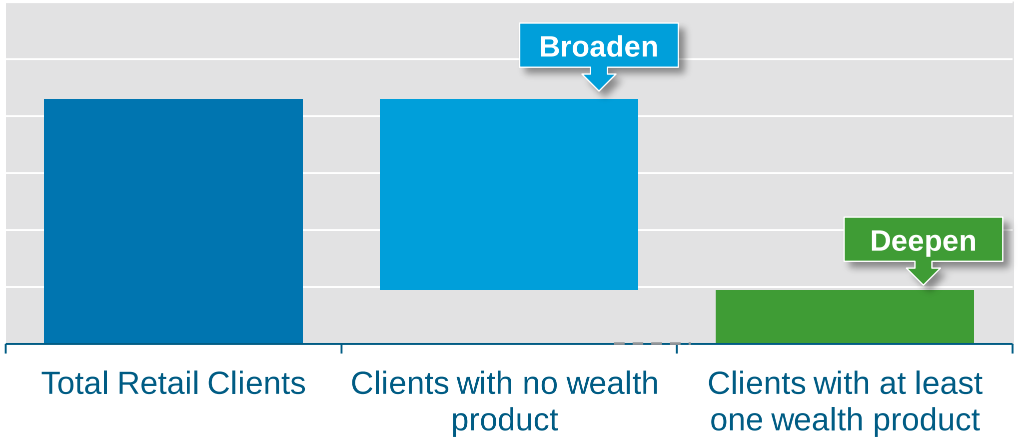
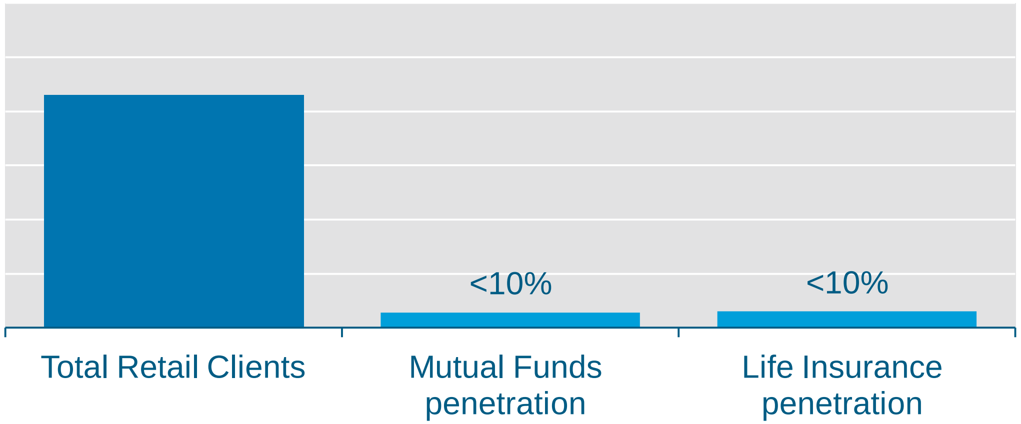
Significant opportunity in our current client franchise

Number of individuals clients

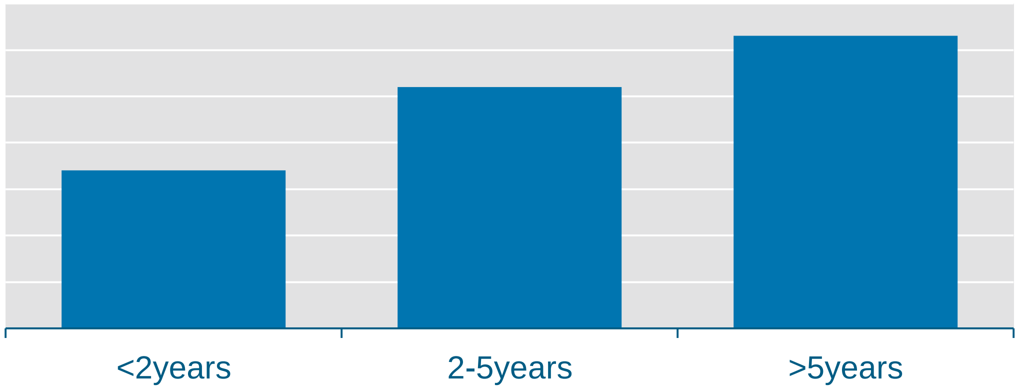


Distribution of Priority Clients by age[1] (%)

Product penetration (individuals) (%)



Wealth penetration for Priority Clients by vintage[1] (%)



1) Top 9 markets

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Rigor in governance and compliance

Key risks	Risk mitigation practices: Pre-sales	Risk mitigation practices: Sales / Execution	Risk mitigation practices: Post-sales	Key metrics
▪ Mis-selling ▪ Product failure including poor design ▪ Non-compliance to regulations and policies	✓ Centralised product and provider diligence / approval ✓ Ongoing product performance and provider reviews ✓ Product risk ratings ✓ Certification and training	✓ Needs and suitability ✓ Disclosures ✓ Pricing policy ✓ Balanced scorecard	✓ Trade surveillance ✓ Mystery shopping ✓ Complaint root cause analysis ✓ Fair accountability	▪ Client complaints ▪ Proven inappropriate sales ▪ Pricing exceptions ▪ Product performance vs. market and peers

Global Operational Risk framework

Key capabilities to leverage for growth

Competitive advantage	Description
Investment advisory	▪ House views backed by rigorous process ▪ Tailored to local markets ▪ Advice based conviction lists – Funds select
Leading distributor of managed investments	▪ Top 5 distributor of funds with global fund houses ▪ More than doubled discretionary AUM over last three years ▪ Expanding our alternative solutions e.g. Private Equity partnership
Growing market share in Bancassurance	▪ Largest Bancassurance partnership in Asia with Prudential ▪ Client benefits from partnership ▪ Insurance specialists sales force
Access to network and footprint opportunities	▪ Asian bond issues ▪ Domestic Indian securities through Standard Chartered Securities India ▪ Islamic wealth solutions

Source: Cerulli Associates, 2014
Note: CAGR numbers based on income from 2009

Execution priorities to scale up wealth management

Segment priorities

Retail Clients

- Accelerating emphasis on Priority
- "Wealth solutions and advice" is core to client proposition for Priority
- Upgrade marketing to aspirational
- Digitisation

Private Banking Clients

- Growing the front line
- Driving new client acquisition
- Deepening client relationships

Commercial and Corporate and Institutional Clients

- Leverage bank-wide capabilities to deliver the full product set

Wealth Management execution priorities

1. Institutionalise wealth advisory
2. Broaden product delivery to more clients
3. Increase brand awareness

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Institutionalise wealth advisory

Actions underway

Customisation	▪ Customise portfolio models ▪ Enhance market relevant conviction lists ▪ Standardise advisory process and platform
Global model	▪ Deploy wealth specialists model globally ▪ Hire and redeploy wealth specialists to support the growth of Private Banking and Priority Clients
Direct-to-client communications	▪ Digital distribution of tailored advice and ideas ▪ Match language to client ▪ Ramp up sales and educational material
Training	▪ Strengthen Wealth Management training

Broaden delivery to more clients

Actions underway

Increased digitisation	▪ Integrated client portal for wealth – from advice to execution ▪ Relationship Manager workbench ▪ Straight through processing for insurance
Select product expansion	▪ Retail Clients: Portfolio lending, e-FX, General Insurance ▪ Private Banking Clients: Alternatives; Bespoke discretionary ▪ Commercial and Corporate Clients: Money market funds; Insurance ▪ Geographic opportunities: Shanghai–Hong Kong Stock Connect; Online mutual funds in India

Increase brand awareness for Wealth Management

Actions underway

- Aspirational brand
- Marketing campaigns with emphasis on wealth
- Leveraging physical and digital distribution channels
- Wealth seminars and client events

Wealth Management Forum,
Standard Chartered Hong Kong

Clear set of metrics in place to track progress

Key actions and metrics	H1 2014	2015
Broaden and deepen relationships		
▪ Number of Wealth Management Clients	2 million	5 - 10% growth
▪ Wealth specialists	900	Increase
▪ Brand awareness[1]	9%	Improve in key markets
▪ Wealth AUM	US$66bn	>10% growth
Enhance capabilities		
▪ Portfolio advisory	3 markets	Expand to 6+ markets
▪ Digital distribution of tailored advice and ideas	Roadmap	Execution in 8+ markets

1) % of clients who choose Standard Chartered first for Wealth Management products

Key messages

- Resilient franchise underpinned by diversified income streams and strong capabilities
- Sharpened strategy and new client centric organisation structure
- Significant opportunity in our footprint and client franchise
- We are scaling up the business
  - Institutionalising wealth advisory
  - Broadening product delivery to more clients
  - Increasing brand awareness for Wealth Management

Q&A

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Transaction Banking

Alex Manson

Here for good

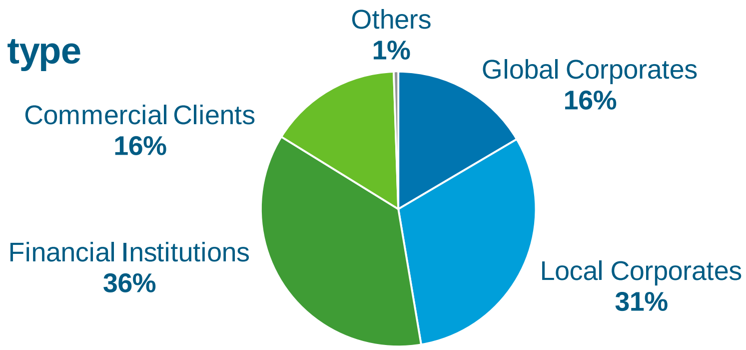
Market leading franchise in challenging environment

- Global leader in Trade, leader in Cash Management and growing Securities Services business in our footprint
- Cementing relationships – Critical lifeblood in client working capital and operations
- Cyclical headwinds and structural shifts – Focus on cost and returns, and creating future opportunities
- Scale of the opportunity is compelling – Invested in our capabilities to capture, and taking action to
  - **Accelerate growth engines** – Grow Cash Management, Securities Services for Investors and Transaction Banking for Commercial and Business Clients
  - **Improve business delivery** – Network, digitisation, processes
  - **Reinforce differentiation** – Culture and Business Conduct, RMB, Africa

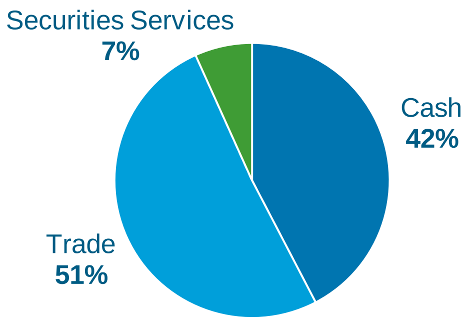
Diversified business across clients and geographies

Income profile H1 2014 (US$m)

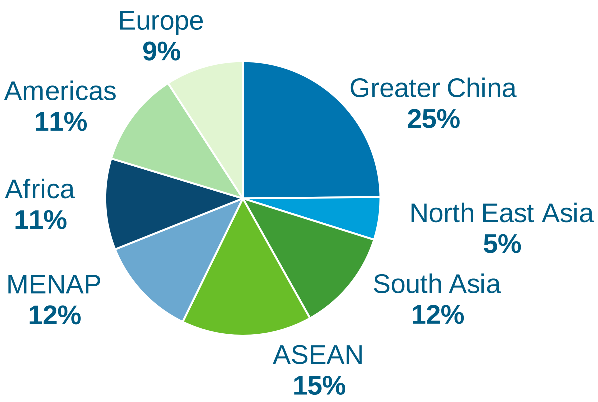
Client type



Product



Region



Business	Product
Cash Management	Payments and Clearing
	Collections
	Account Services
	Liquidity Management
Trade	Documentary Trade
	Receivables Services
	Supply Chain Finance
Securities Services	Custody Services
	Fund Services
	Corporate Agency and Trust

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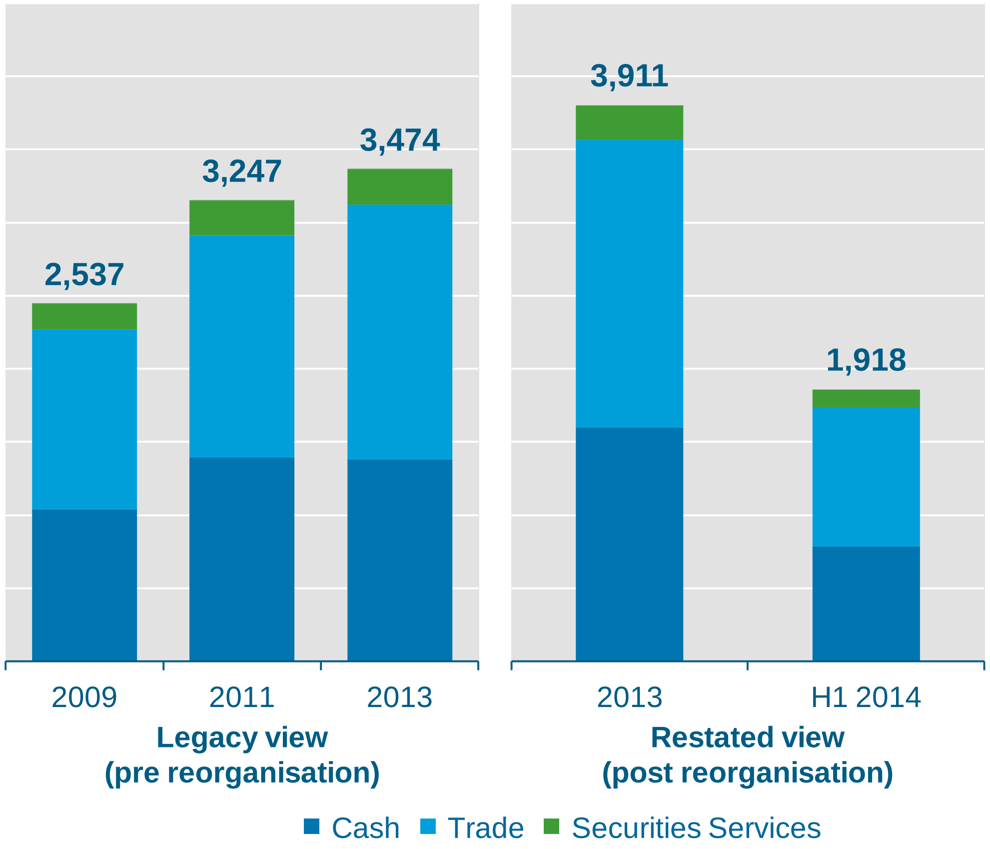
Headwinds to performance but franchise position never been stronger

Income performance H1 2014 (US$m)

Impact of performance headwinds



Franchise performance

Strength of market share and industry positioning

#2 Trade

Global Trade

- 5-6% market share[1]

#7 US$ Clearing

CHIPS

- 6.9% share in CHIPS, underpinned by Trade flows[2]

#1 Asia TB

East & Partners

- No.1 Transaction Bank across Asia, as voted by clients[3]

#1 Bank

The Banker[4]

- Best Global Transaction Bank 2014
- Best Cash Management Bank 2014

Global Finance[5]

- Best Cash Management APAC 2014

1) Oliver Wyman; Standard Chartered analysis; 2) CHIPS, as at 30 Sept 2014; 3) East & Partners Asian Institutional Transaction Banking Study May 2014 Survey; 4) The Banker Sept 14; 5) Global Finance Feb 14

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Cyclical headwinds combined with structural challenges – some creating opportunities

External

Structural

- Prudential regulation (capital and liquidity)
- Conduct focus (e.g. Sanctions, Anti-Money Laundering) – opportunity to build leadership
- Technological change and digitisation of banking

Cyclical

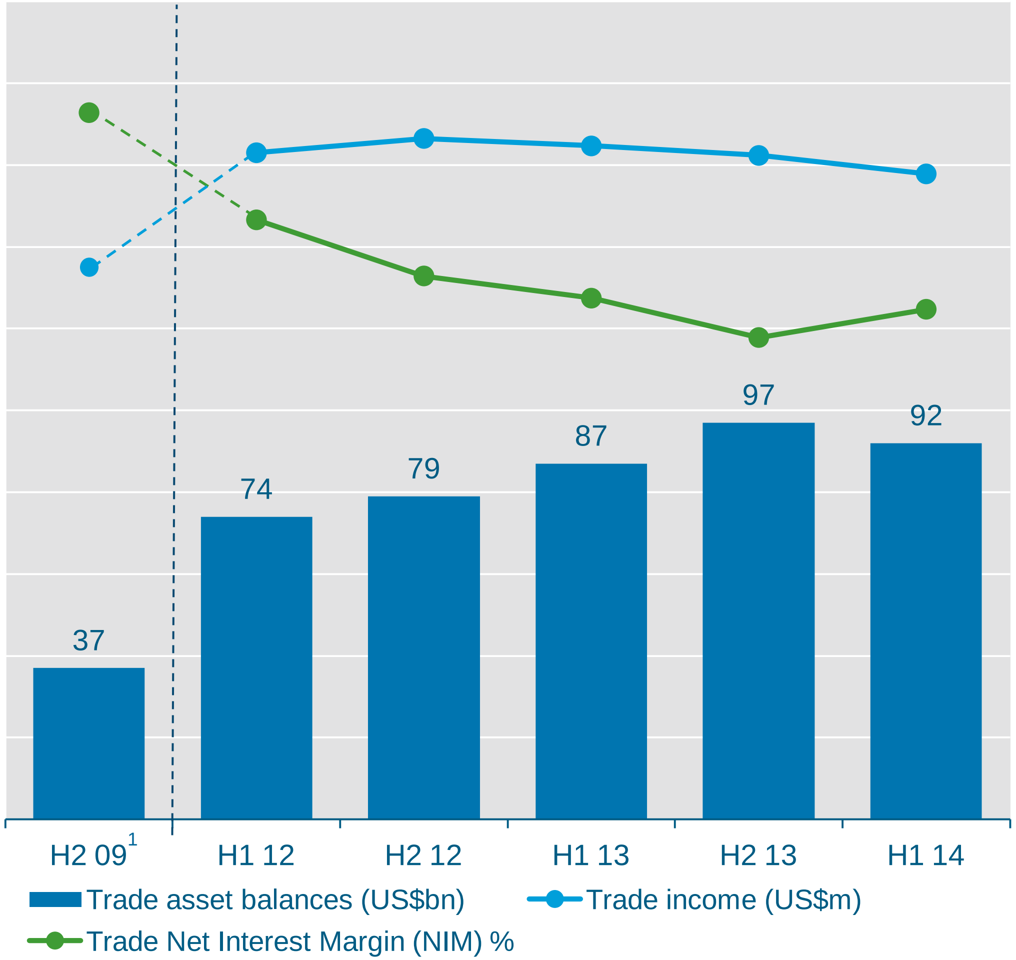
- Abundant liquidity and continued low rate environment
- Slowdown in global trade growth
- Declining commodity prices...
- ...resulting in continued margin pressure

Internal

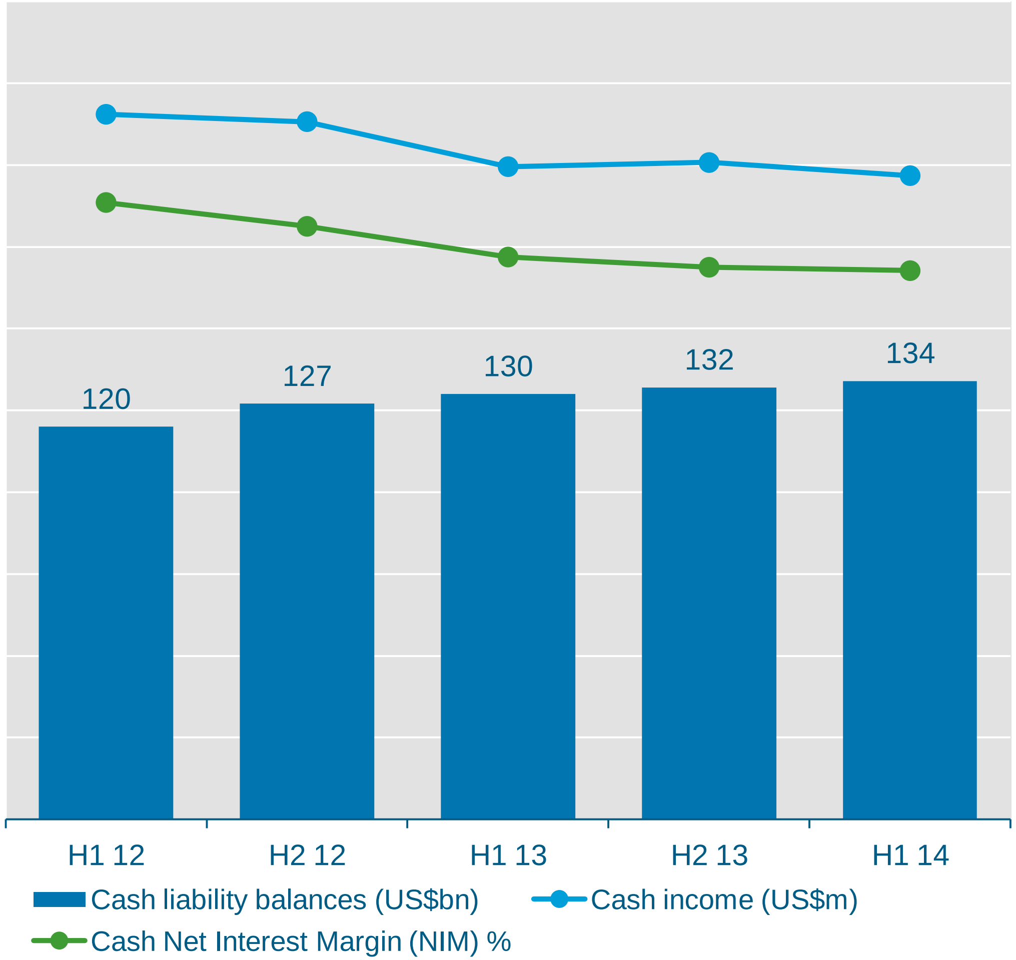
- Deliver Transaction Banking to new client segments beyond Corporate and Institutional Clients
- Creating cost capacity for investment

Continued margin pressure – some cyclical and some structural elements

Trade Finance
Balance sheet and margin



Cash Management
Balance sheet and margin



1) Data on pre-reorganisation basis

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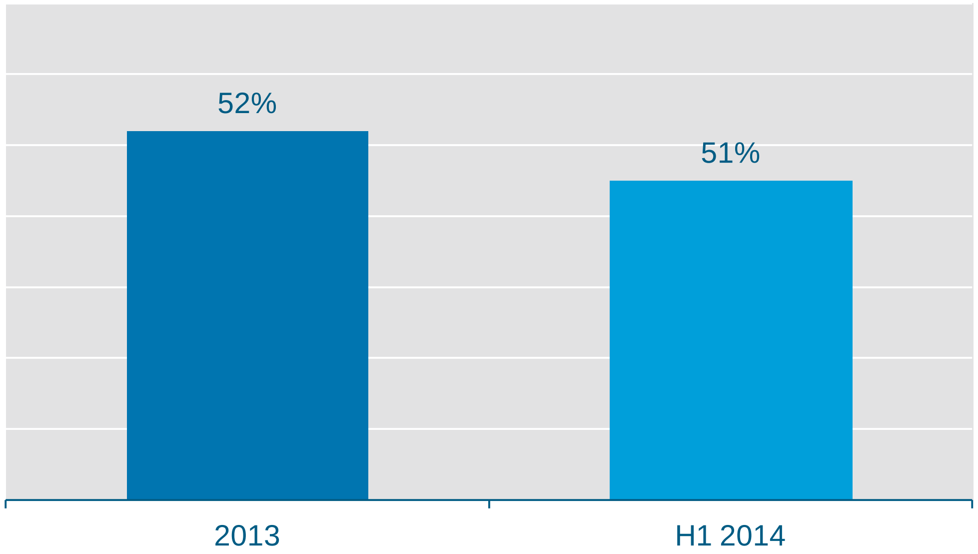
Current actions to extract efficiency and deliver higher returns

Cost performance

Focused management of costs

Cost income ratio



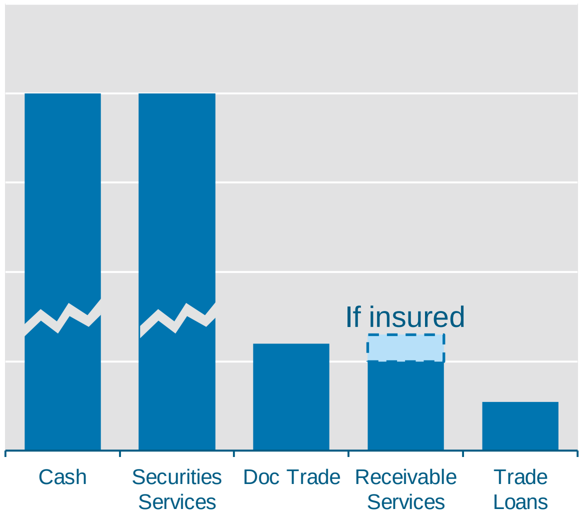
- Headcount reductions
- Transfers of front-line to operations
- Reduce branch costs and increase use of digital platforms
- Creating capacity for investment

Portfolio returns

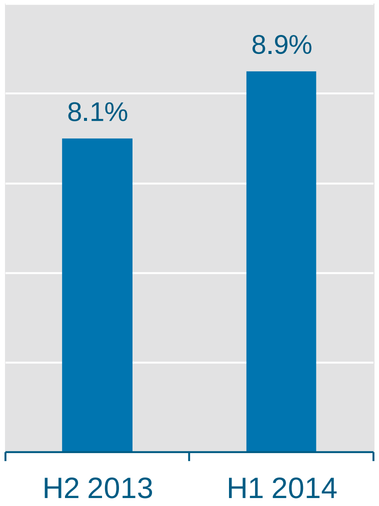
Focusing on product mix to improve client returns

Revenue RoRWA (%)

TB sub-products[1]



TB[1]



- Capital management exercise – supporting better returning clients
- Focus on higher returning businesses – Cash Management and Securities Services, with greater fee component; and cross-sell from Trade

1) Chart scales not comparable

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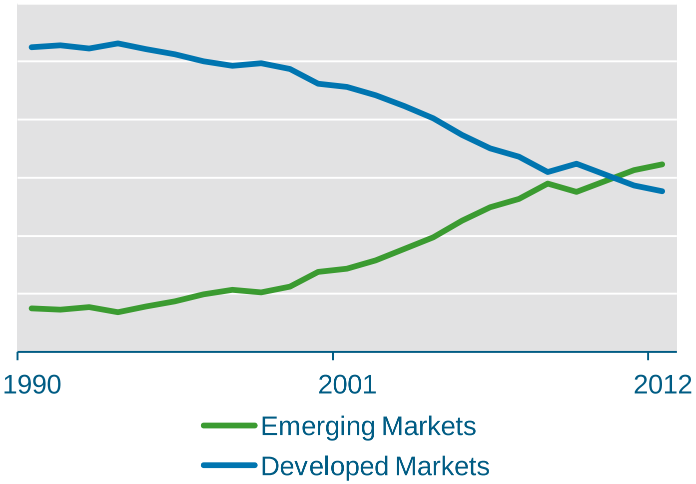
Compelling scale of opportunity underpinned by growth of the footprint

Trade
Exports to emerging markets

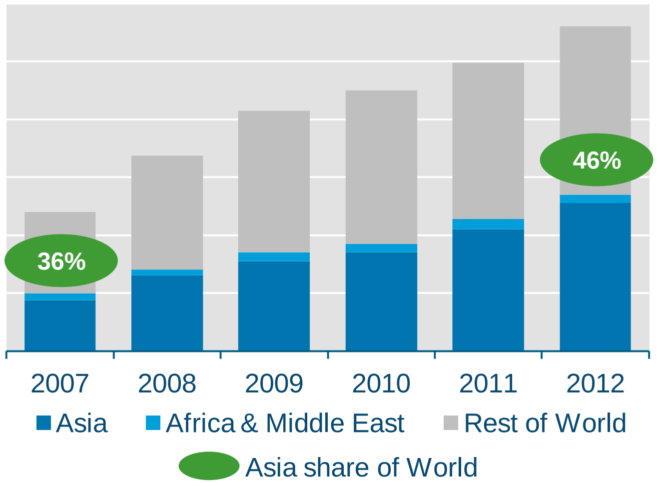
Share of world exports[1]
(%)



- Trade growth mean reversion to 1.4x GDP growth
- China as modern mega-trader
- ‘Made in the world’

Cash
Corporate cash by region

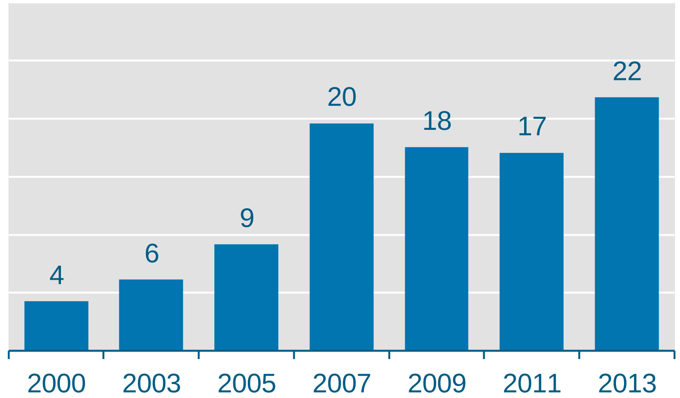
Year end corporate cash holdings[2]
(US$bn)



- Rapidly growing corporate cash pools in Asia
- Increasing sophistication in Cash Management needs in the footprint
- Regional Treasury Centres for global Multinational Corporates (MNCs)

Securities Services
Investable financial assets in footprint

Asset value[3]
(US$tr)



- Growth in investable financial assets in footprint
- Wealth management and investor clients in the footprint
- Trade and commerce driving wealth creation, driving financial deepening

Sources: 1) Standard Chartered Global Research; 2) Oliver Wyman; 3) McKinsey Global Institute

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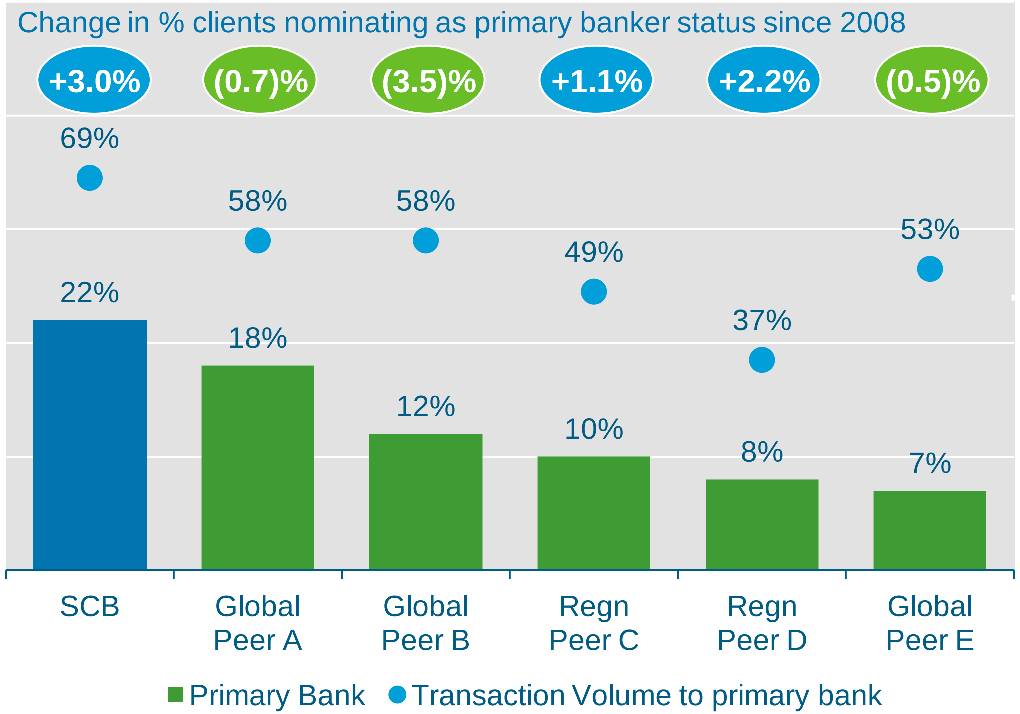
A client approach focused on depth of relationship supported by market leading product capabilities in our footprint

Number one transaction bank in Asia[1]

East & Partners – survey of 1,000 clients in Asia

- 22% of the largest client groups across Asia nominate us as their primary transaction bank
- These clients give us 69% of their transaction volume, compared to the market average of 54%



1) *East & Partners Asian Institutional Transaction Banking Study May 2014 Survey, top six banks by primary status shown*

Best in footprint capabilities across Trade, Cash and Securities Services

Trade

Cash Management

Securities Services

Mobile Money

41 markets covered by a common trade platform

Capability rollout	Asia	Africa	Middle East
2009	3%	0%	3%
2011	8%	1%	10%
2012	17%	3%	23%
2013	37%	21%	40%
2014	79%	51%	60%
2015	86%	97%	98%
2016	100%	100%	100%

	Asia	Africa	Middle East
Custody markets available	14	18	8

Globe GCASH

M-PESA

dash

eTranzact

AIS

Standard Chartered

Initiatives focused on delivering incremental growth

Areas	Priorities
Incremental growth engines	1 Grow Cash Management
	2 Deliver Securities Services to Investor Clients
	3 Deliver Transaction Banking to Commercial and Business Clients
Delivery and differentiation	4 Business Conduct as competitive differentiator in the future
	5 Reshape some processes for speed of execution and client interface
	6 Cross product – Differentiate our business with RMB and Africa

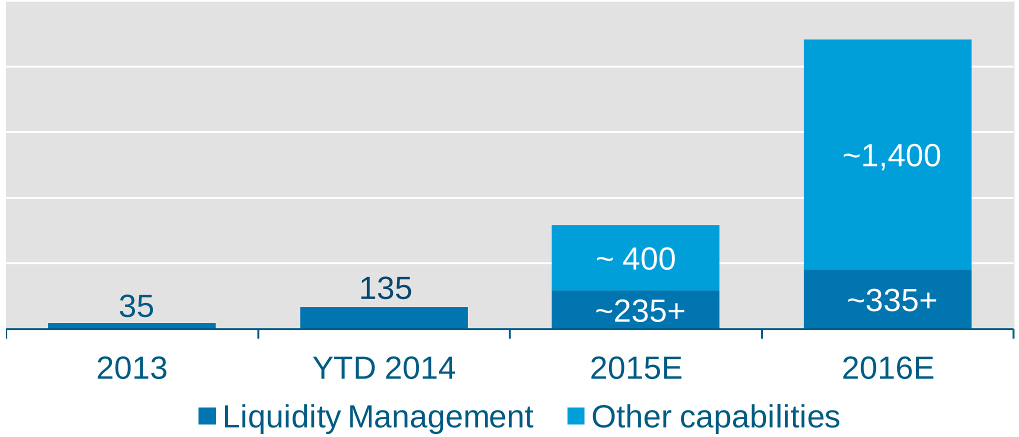
A value-add Cash Management proposition led by advisory, supported by strong platform and capabilities

Platform

Standardised, enhanced capabilities, available to clients throughout network

- 60% of capabilities live, full rollout by 2016
- 100 new Liquidity Management clients in 2014 generating US$7bn in OPAC liabilities
- 1,700+ clients on new Cash platforms by 2016

Client onboarding to Cash platforms



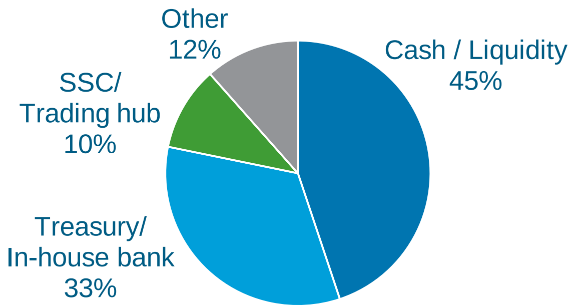
Treasury Solutions

CFO / Treasurer advisory and solutions for top tier clients delivered by former Corporate Treasurers and Consultants

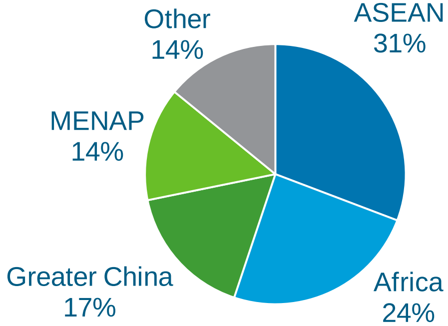
- 7 senior advisors (11 by Q1 2015)
- Almost 20 years specialist experience each
- 78 current client engagements

Current client engagements in Treasury Solutions

Objective



Client region



Focus on drivers of incremental growth and delivering on rollout of capabilities and platforms

Key actions and metrics

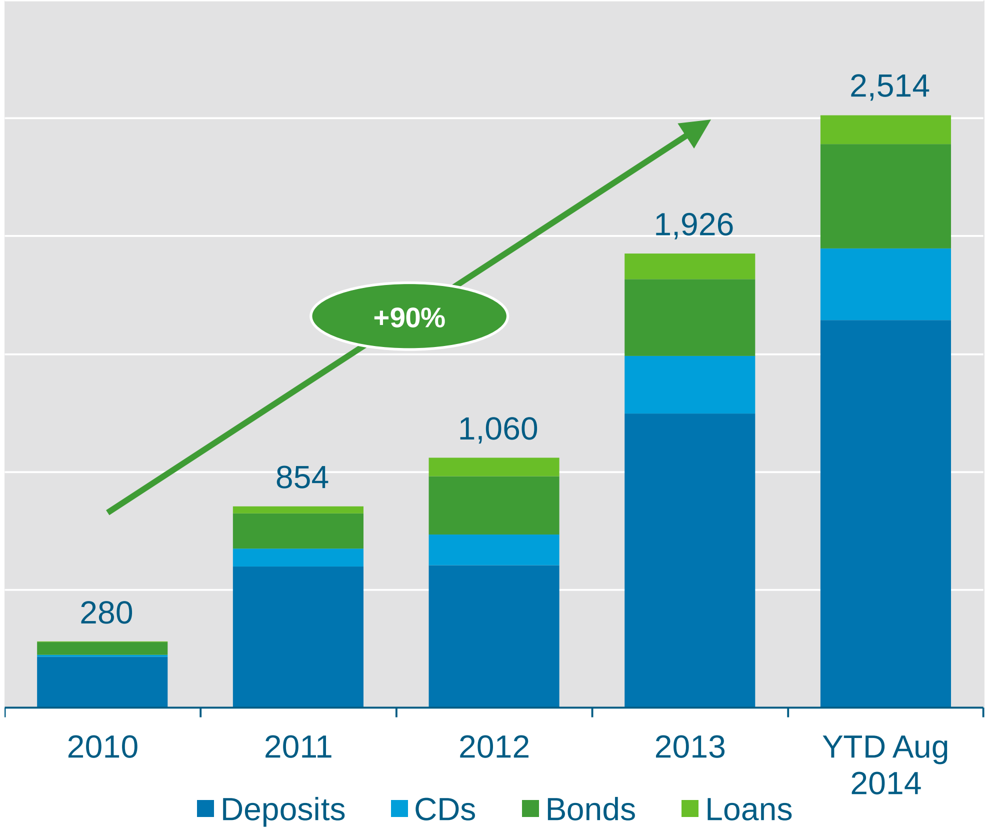
	H1 2014	2015
Deepen and broaden client relationships		
▪ Treasury Solutions – active client engagements	78	~100
▪ Clients onboarded on Liquidity Management platform[1]	100	100+
▪ Securities Services – Assets under Custody	US$816bn	~5% growth
Enhance capabilities		
▪ Commercial Clients – Receivable Financing proposition	Roadmap	Implementation
▪ Cash Management capabilities rollout	~60%	~90%
Strengthen geographic focus and network		
▪ Cross border commercial payments – market share	~10%	Maintain
▪ Documentary Trade – market share	~6%	Maintain

1) Incremental clients onboarded. 2014 as at YTD October

Cross product theme – RMB

Exponential growth in offshore RMB market

Key RMB product balances across major offshore centres (CNYbn)



Source: Standard Chartered Global Research
1) The Asset Triple A Awards, 2012-14; 2) Thomson Reuters

Positioned to succeed

Current market position

- Leading foreign correspondent bank in China
- Best Renminbi Bank[1]
- No 2 in offshore RMB bond market[2]

Strengthening our differentiation – key priorities

- Continue to enhance capabilities and infrastructure
  - Cross-border liquidity management
  - Third party clearing capabilities
  - RMB payments infrastructure
- First mover with clients to facilitate RMB adoption
- Active regulatory engagement with regulators both in China and offshore markets
- Maintain a strong and liquid RMB balance sheet with quality deposits

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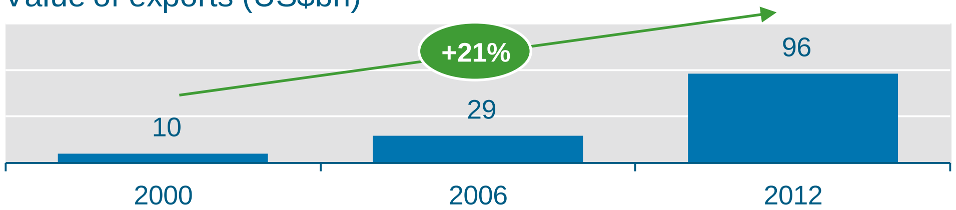
Cross product theme – Africa

Africa key to meet our aspirations in trade, investment and wealth

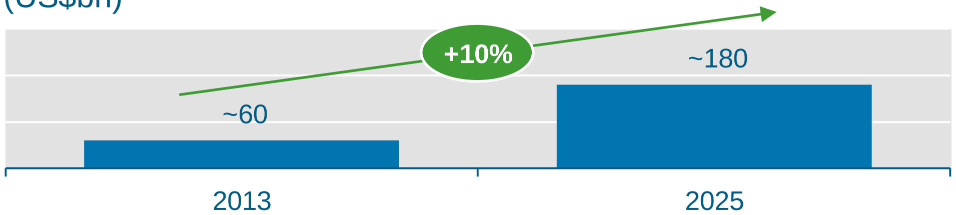
Trade – Sub-Saharan Africa – Asia trade volume

Value of exports (US$bn)



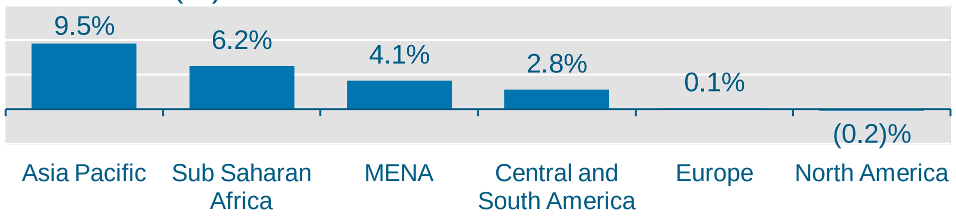
Investment – Intra spend in Sub-Saharan Africa

(US$bn)



Wealth – projected middle class[1] growth

2009–2030 (%)



Source: WTO, Standard Chartered Research, Oxford Economics, OECD, United Nations

1) Defined by OECD as households with daily expenditure in between US$10 & US$100 in PPP terms

Positioned to succeed

Current capabilities and strengths

- 15 countries with ~8,000 employees
- No. 1 in loan syndications in Sub-Saharan Africa
- One of the leading M&A advisory houses
- US$2bn commitment to 'Power Africa' initiative – new target of US$5bn
- Joint Lead Manager in four landmark bond deals

Strengthening our differentiation – key priorities

- Continue to strengthen onshore capabilities
  - 3 Corporate Finance regional hubs
  - Bancassurance in Kenya
  - Acquisition of the custody businesses of Barclays and ABSA
- Invest in local talent to groom future leaders
  - Emerging leaders program
- Leverage technology to serve evolving client needs
  - Mobile Money in six African markets in by 2015

Standard Chartered

Market leading franchise in challenging environment

- Global leader in Trade, leader in Cash Management and growing Securities Services business in our footprint

- Cementing relationships – Critical lifeblood in client working capital and operations

- Cyclical headwinds and structural shifts – Focus on cost and returns, and creating future opportunities

- Scale of the opportunity is compelling – Invested in our capabilities to capture, and taking action to
  - **Accelerate growth engines** – Grow Cash Management, Securities Services for Investors and Transaction Banking for Commercial and Business Clients
  - **Improve business delivery** – Network, digitisation, processes
  - **Reinforce differentiation** – Culture and Business Conduct, RMB, Africa

Q&A

Standard Chartered

Financial Markets

Mark Dowie

Here for good

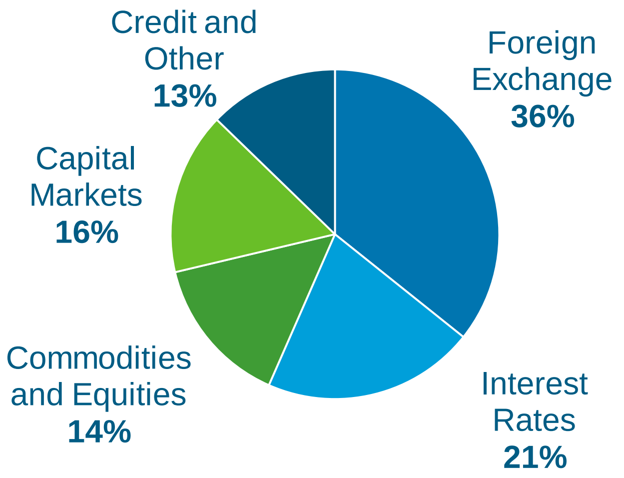
Key messages

- Resilience of franchise underpinned by diversity, stability and efficiency of business model
- Significant opportunity from financial deepening and investment across footprint markets
- Macro factors were challenging in H2 2013 and spilled into 2014
- Taking action to
  - Deliver product suite across client segments
  - Drive greater efficiency and innovate
  - Align talent pool to growing client needs

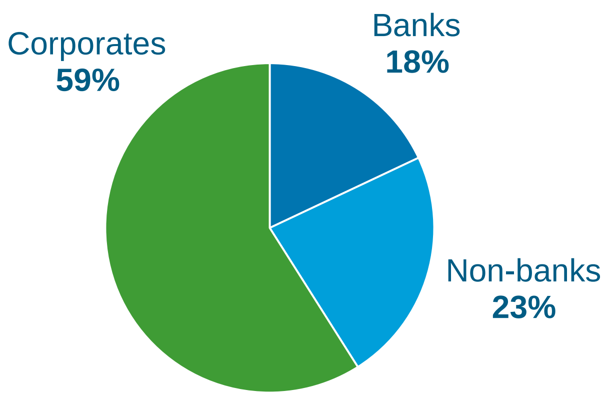
Client focussed, broad and deep capabilities

- Facilitate investment and deepen financial markets
- Deliver risk management, financing and investment solutions to our 18,000 clients
- c. 2,000 professionals based in 46 countries around the globe
- Capabilities across origination, structuring, sales, trading, and research
- Targeted set of fixed income, currencies, commodities, equities and capital markets solutions

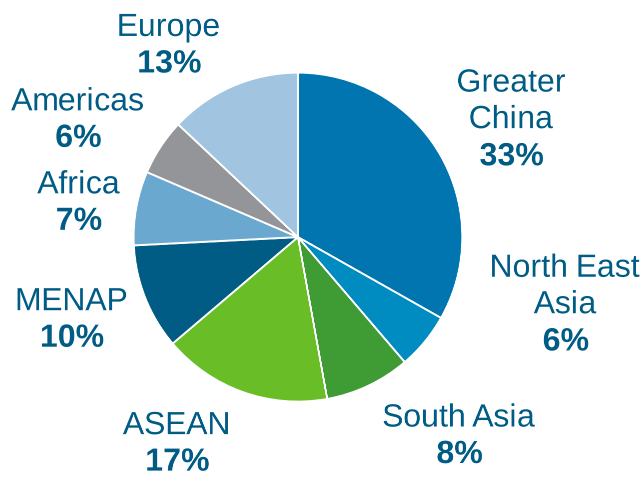
Income split by product



Income split by client segment



Income split by geography

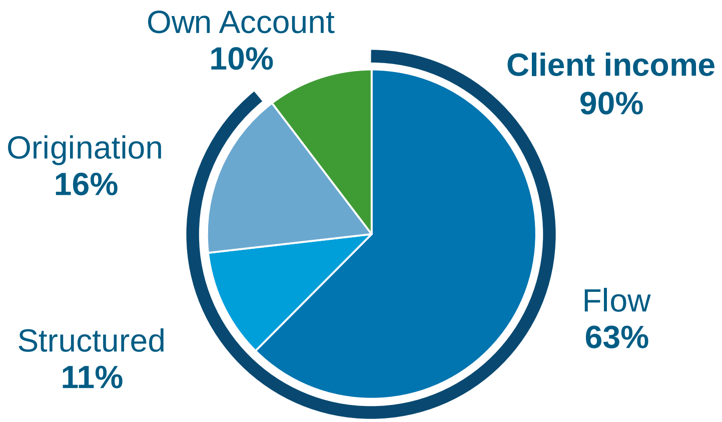


Note: HY 2014 figures

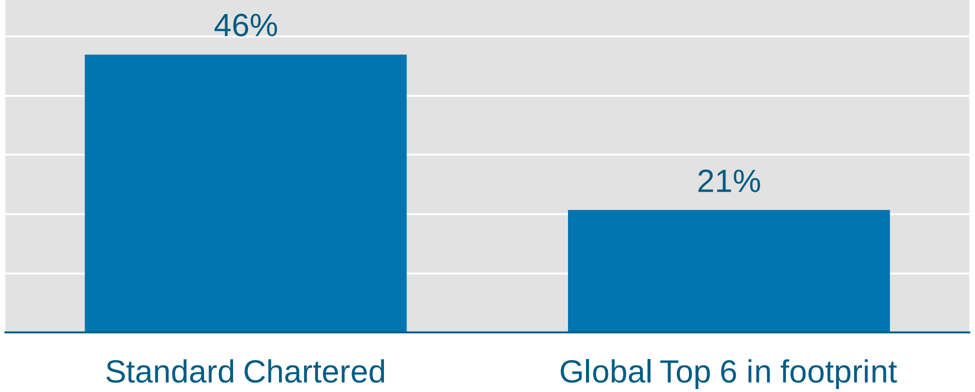
Standard Chartered

High quality, client driven, flow business

Client driven business[1]

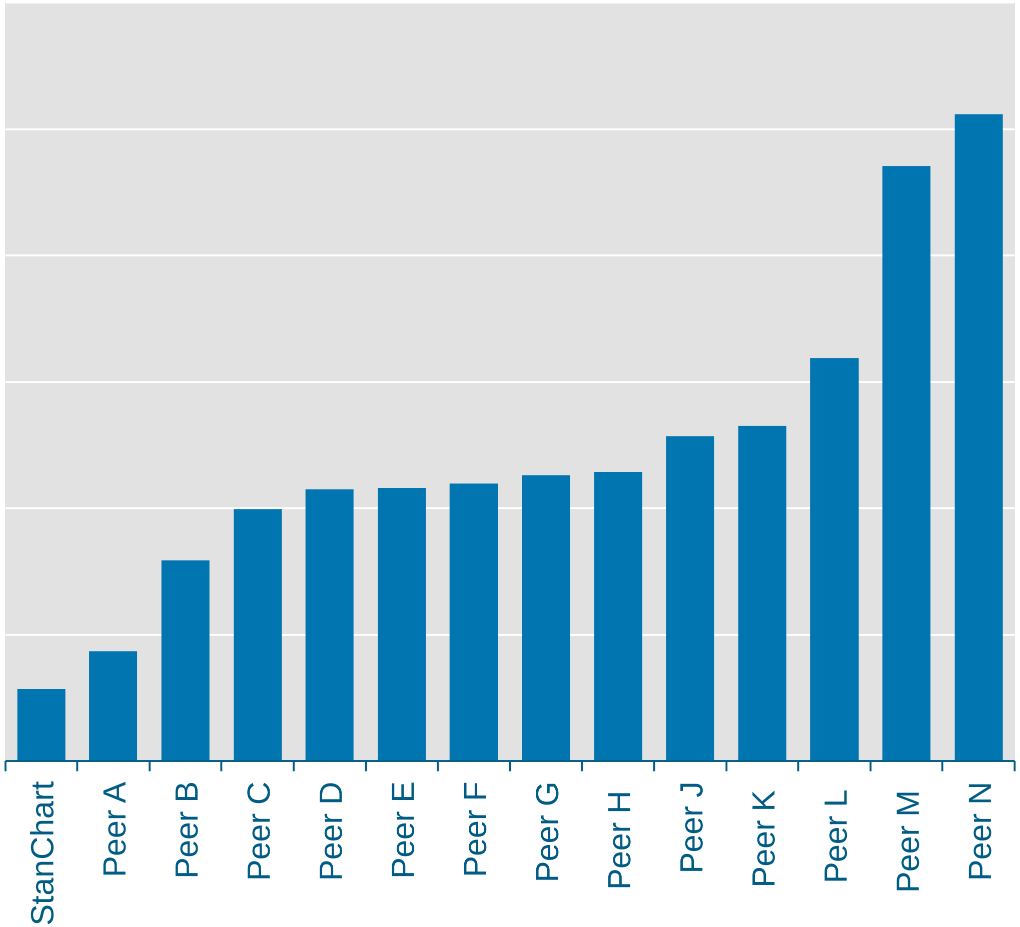


FX income / FICC income[2]



Low market risk

VaR compared to peers

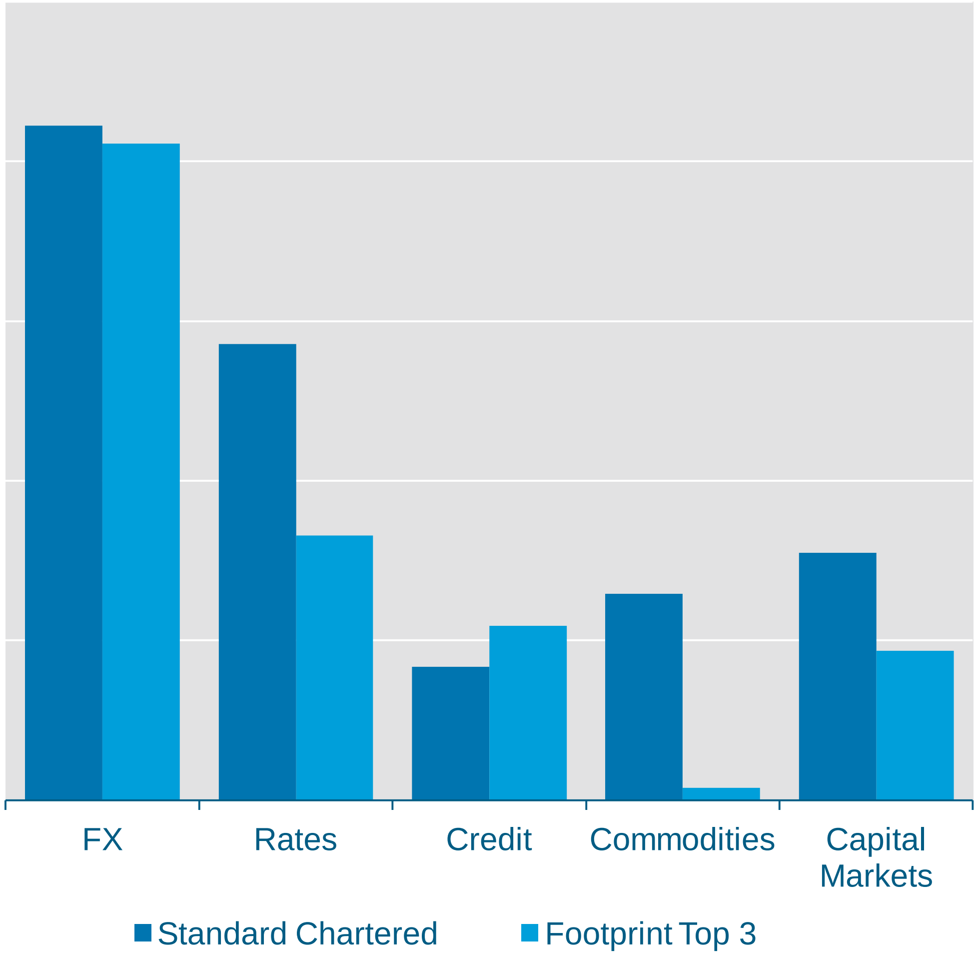


1) HY 2014 figures ; 2) Source: Oliver Wyman, FY2013

Standard Chartered

We are leading across businesses in footprint

Standard Chartered income by product versus peer average (US$m)



Source: Oliver Wyman

Franchise performance 2014

Strength of market share and industry positioning

- **#2** In Footprint for Bonds – dealogic
- Best Bank Asian currencies – EUROMONEY FX SURVEY 2014
- Best Bank Africa & MENAP currencies – EUROMONEY FX SURVEY 2014
- **#2** In APAC for FICC – COALITION ANALYTICS | INTELLIGENCE
- Best Flow House Africa – EUROMONEY Awards for excellence 2014
- Commodities House of the Year – AsiaRisk CORPORATE RANKINGS

Standard Chartered

The changing environment

Structural

- Prudential regulation
  - Capital, leverage, margin, models
- Conduct Regulation
  - Volcker, fines
- Global margin compression
- RMB internationalisation

Cyclical

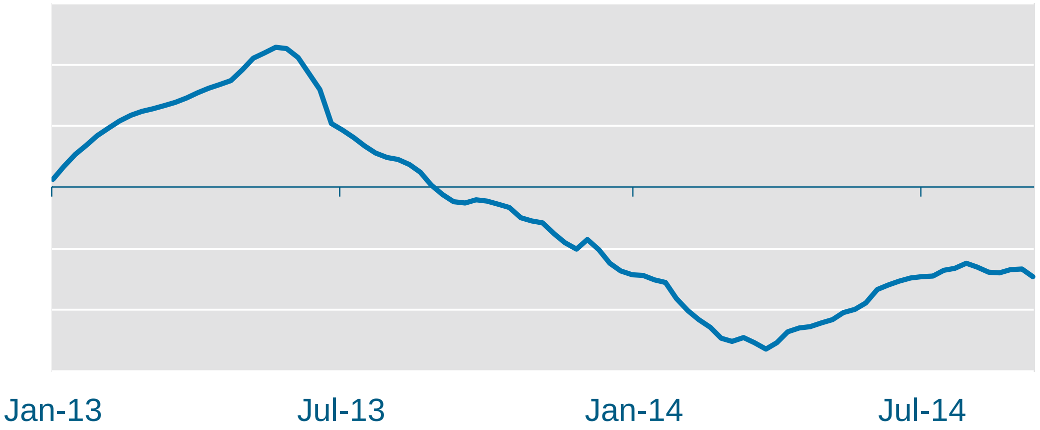
- Recent past monetary policy and low rates
- Recent macro environment & low, choppy volatility
- Emerging Markets fund out-flows

Internal

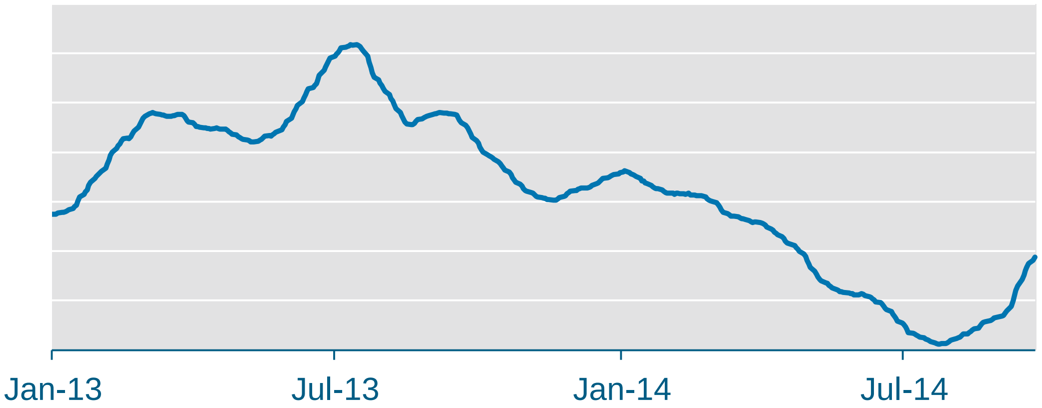
- Improve alignment
- Rapidly evolve in a scalable manner

EM fund flows[1]

Flows into EM bond funds by currency type (US$bn)



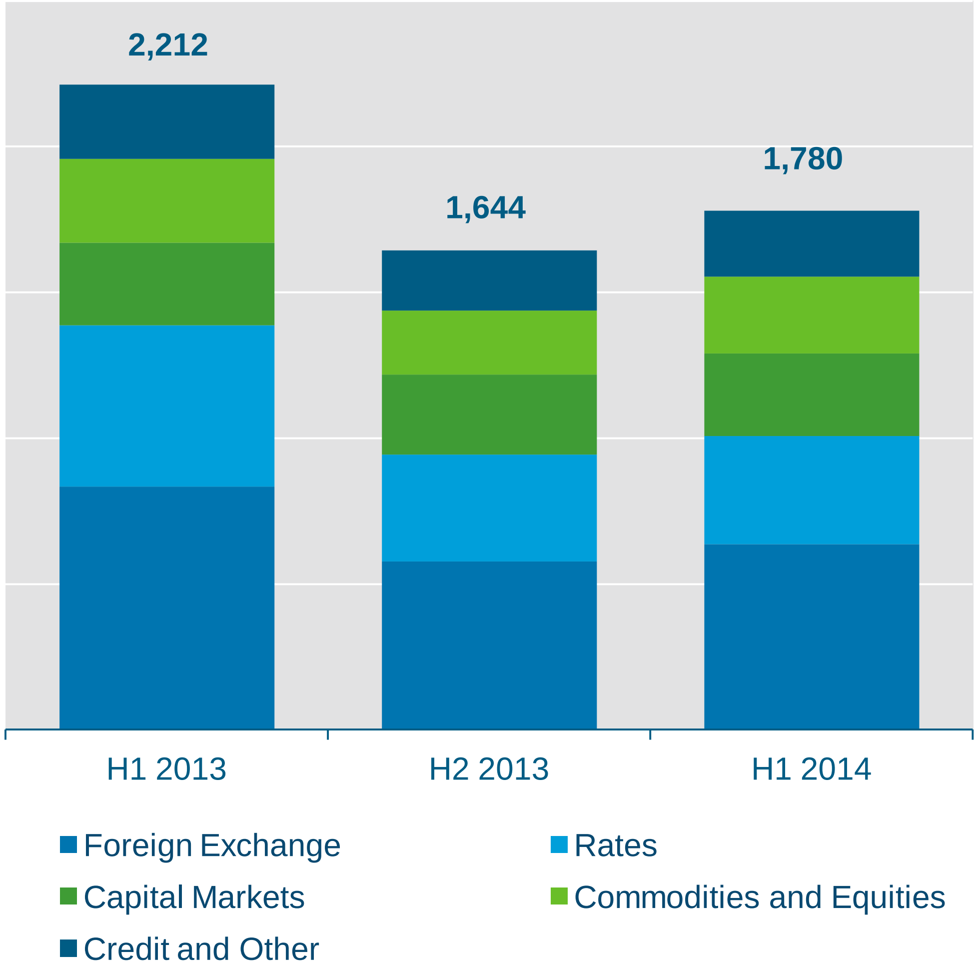
Currency volatility[2]



1) Standard Chartered Research ; 2)Currency Volatility Index

Increasing volumes offset by global margin compression

FM income by product (US$m)



- Income down – 20% YoY
- Strong franchise in footprint
  - Resilient client flows
  - Market share increased or maintained in key areas
- Own account income affected by RMB depreciation and low volatility / liquidity
- Cash FX notionals increased 24% but offset by lower spreads down 15%
- Rates notionals declined 22% due to lower client demand for hedging derivatives and structured notes
- Loan Syndications client income grew 12% with flat Debt Capital Markets income

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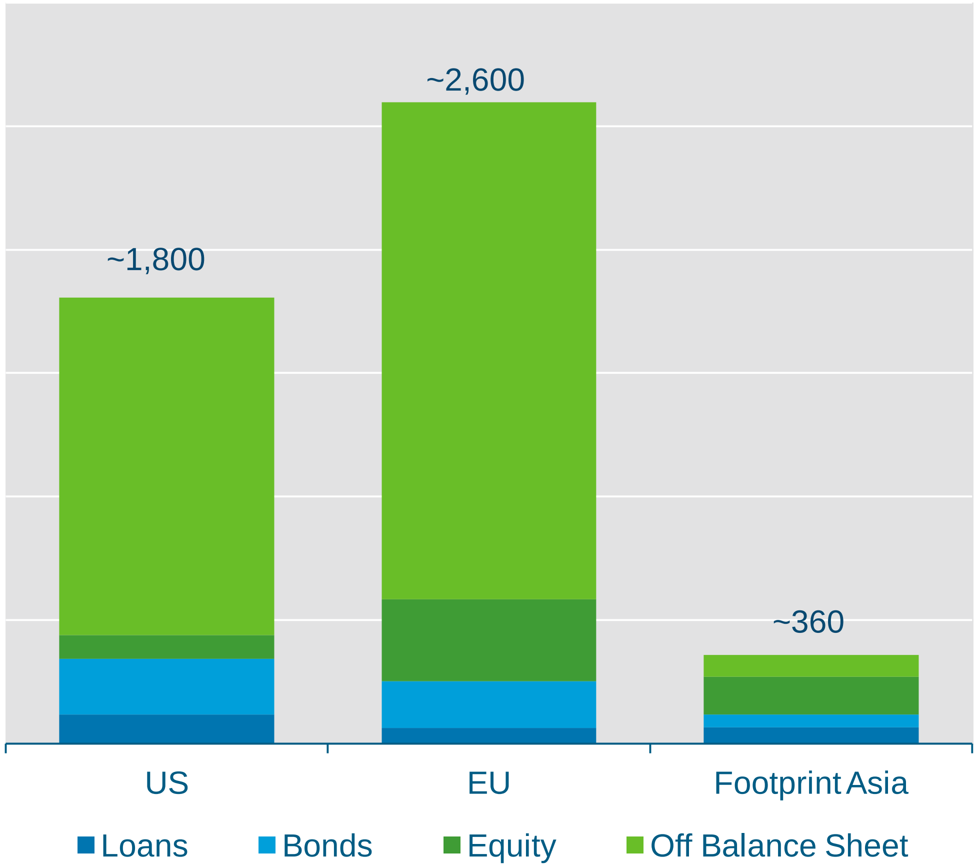
Deepening with the right clients, markets and products

Potential for financial deepening in emerging markets[1]

Total financial assets as % of regional GDP



1) Source: BIS, Dealogic, McKinsey, IMF

- Needs of clients in our footprint are growing fast
- Our markets
  - 24% of global GDP
  - 68% of global growth
- RMB
- Africa
- Investor Clients

Standard Chartered

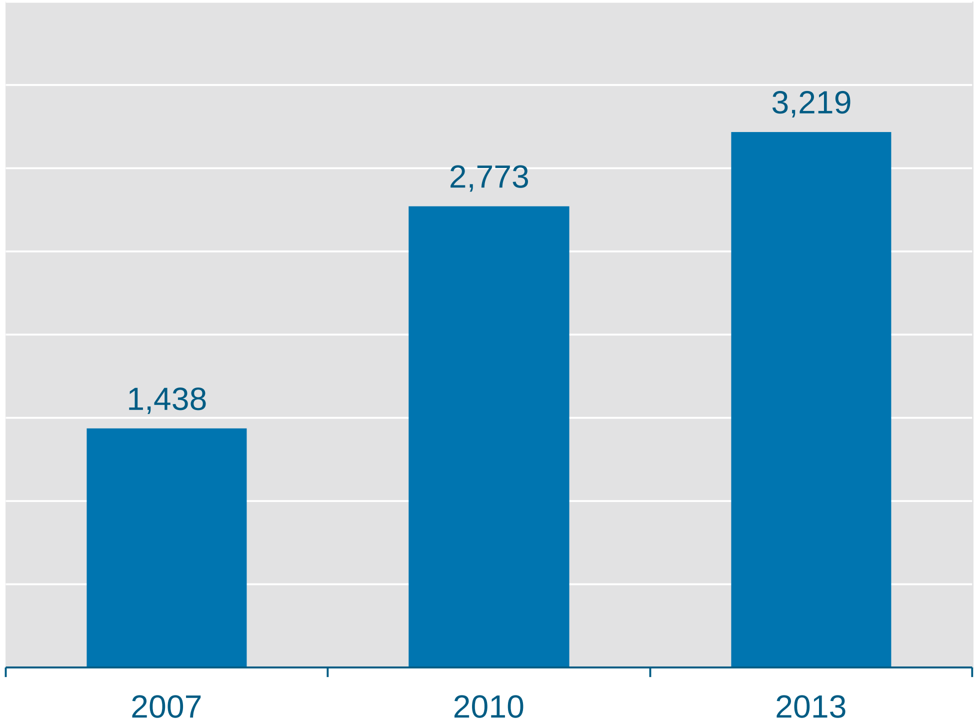
Innovating & investing from a strong platform

With our competitive edge…

…we have built a strong platform…

…which has led to significant growth in client focussed business

FM client income (US$m)



… and we continue to innovate and invest…

SABRE

- Scalable, flexible single market risk management and P&L technology platform
- Provides Risk and P&L processing capability for ECLiPSe

Razor

- Transformational change programme
- Straight Through Processing (STP) platform supporting a global booking model

ECLiPSe

- Efficient and comprehensive solution to Over the Counter (OTC) derivatives clearing regulation

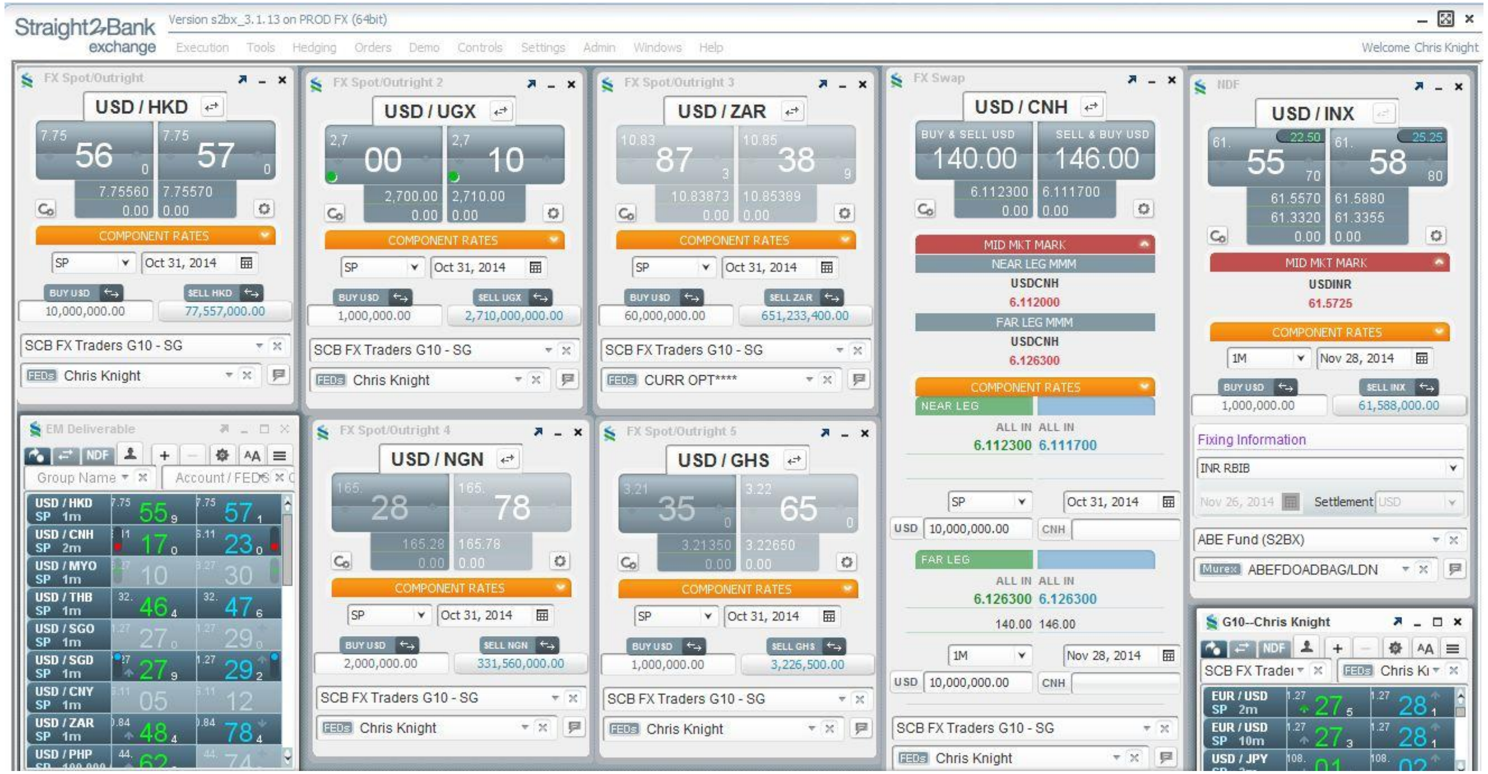
People

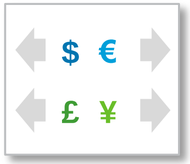
- Raising the bar for talent and conduct across the footprint

S2BX

- Cutting edge eFX trading platform
- 5,000 currency pairs, deep liquidity pool

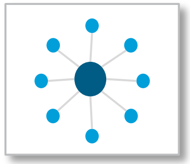
S2BX





Broadest currency offering and strong product capabilities

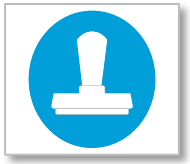
Deep liquidity pool



Central Treasury model for Regional Treasury Centre's

Order watching capabilities

24/6 customer support and Full STP



Local regulatory Compliance

Excellent people collaborating on world-class platforms

Key priorities

1. **Deepen client relationships**
2. **Collaboration**
3. **Infrastructure & Digitisation**
4. **People**

Actions

1 – Deepen client relationships
- Align talent pool to growing client needs
- Intimately understand our clients' businesses

2 – Collaboration
- Actively seek new ways to collaborate more, leveraging the One Bank structure
  - E.g. Financial Markets serving needs of Wealth Management and Transaction Banking Clients

3 – Infrastructure & Digitisation
- Invest in our systems, further develop electronic capability
- Innovate and build cutting edge capability

4 – People
- Invest in selection, training and development
- Train, educate and indoctrinate excellent conduct as part of our DNA and culture
- Continue to provide compensation and incentives to reward sustainable outcomes

Milestones and metrics

Key actions and metrics

	H1 2014	2015
Deepen existing clients		
▪ FM products per client[1]	3.6	>4.0
Enhance capabilities		
▪ Client FX notional volume	$2.6tr	>20% growth
▪ eFX volume as % of total FX	40%	>50%
Improve efficiency		
▪ Cost-Income ratio	57%	55%

1) Applicable to core FM Clients (top 1000 FM clients by H1 2014 revenue)

Standard Chartered

Key messages

- Resilience of franchise underpinned by diversity, stability and efficiency of business model
- Significant opportunity from financial deepening and investment across footprint markets
- Macro factors were challenging in H2 2013 and spilled into 2014
- Taking action to
  - Deliver product suite across client continuum
  - Drive greater efficiency and innovate
  - Align talent pool to growing client needs

Corporate Finance

Mark Dowie

Here for good

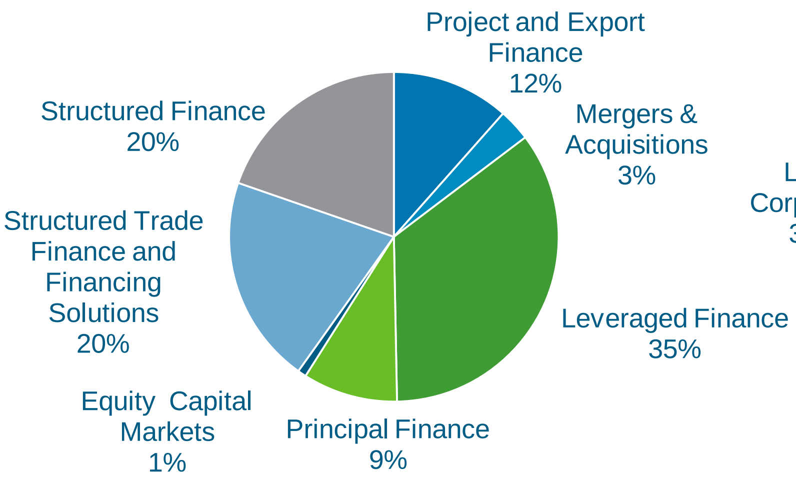
Key messages

- We have a strong franchise aligned to client centric strategy
- The business has shown strong top line growth
- We are experiencing short term headwinds
- Our business is mature and scalable
- There are significant opportunities in our markets
- Our priorities are clear

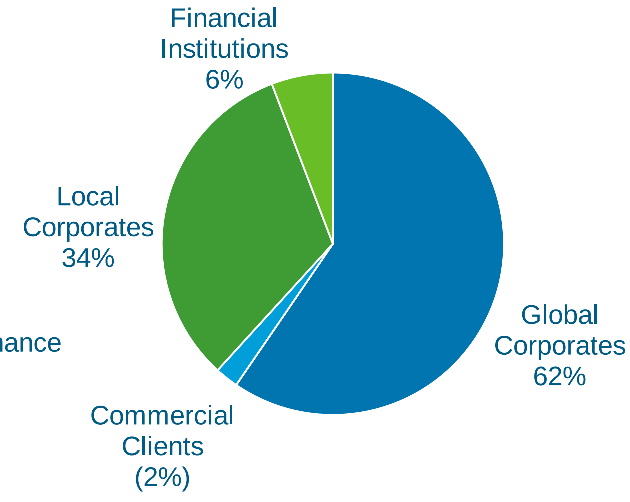
Corporate client focused, geographically diverse

- Help clients meet strategic objectives with advisory and structured financing solutions
- Deepens client relationships at key points in their life cycle
- Highly skilled talent pool of 670 bankers based in 19 countries
- Expertise in structuring and management of credit risk, project completion and residual risk management

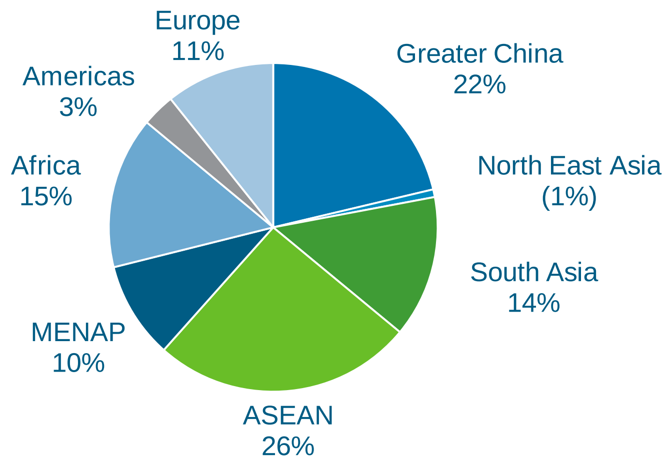
Income split by product



Income split by client segment



Income split by geography



Note: Income split based on H1 2014

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Meet client needs with strategic advisory and structured financing solutions

Client Needs	Primary Services	Business
Advisory on M&A and Corporate Restructuring	Cross Border Acquisitions and Capital Structure Advice	Mergers and Acquisitions
Raising Capital in Public Equity Markets	Arranging and Placement of Equity Issuance	Equity Capital Markets
Funding for Growth	Private Equity and Mezzanine Financing	Principal Finance
Investment in Infrastructure across Emerging Markets	Advisory and Financing of Infrastructure Projects	Project and Export Finance
Funding Acquisitions and Expansion	Acquisition and Event-driven Financing	Leveraged Finance
Financing Trade Flows in and out of our Footprint	Structured Working Capital Finance	Structured Trade Finance and Financing Solutions
Acquiring Fleets	Aviation and Shipping Financing and related Advisory Services	Structured Finance

Typical 'investment banking' activities

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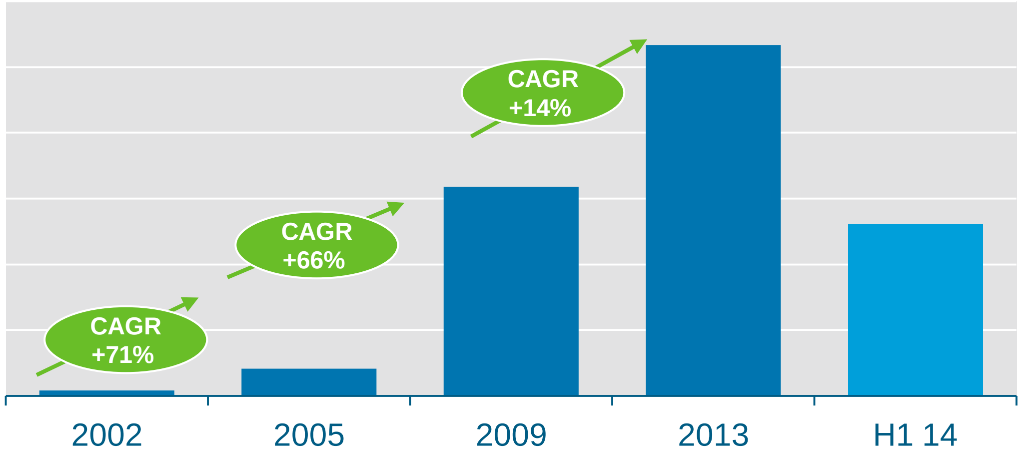
Significant growth and industry recognition

Fast income growth

Slowing as business matures and encounters short term headwinds



Capability enhancing acquisitions

- M&A Advisory : First Africa Group Holdings; Harrison Lovegrove & Co; Gryphon Partners
- Project and Export Finance: ANZ Investment Bank's Project Finance Business
- Equity Capital Markets: Cazenove Asia Limited; STCI Capital Markets Limited
- Transportation Leasing: Pembroke Group

Best Structured Trade Finance (Regional)
9th Consecutive Win

#1 Middle East & Africa Project Finance Loans
2013

Best Leveraged Finance House
6th Consecutive Win

The Ship Finance Award

#3 M&A House
India
2010 - 2014

Best Project Finance House in the Middle East

Frasers Centrepoint
AUD2.6 billion
Acquisition of Australand Property Group
Mandated Lead Arranger and Joint Financial Advisor

Hong Kong Telecommunications
USD 2.4 billion
Senior Secured Bridge Facilities to finance the acquisition of CSL New World Mobility Limited
Sole Financial Advisor, Sole Underwriter, MLA

Videocon Industries
USD 2.5 billion
Stake Sale in Mozambique offshore block
Sole Financial Advisor

Note: CAGR reported based on management figures; Principal Finance historicals included for comparative purposes

Opportunities despite challenges

External

Structural

- Capital and liquidity requirements
- Increased competition – global, regional and local

Cyclical

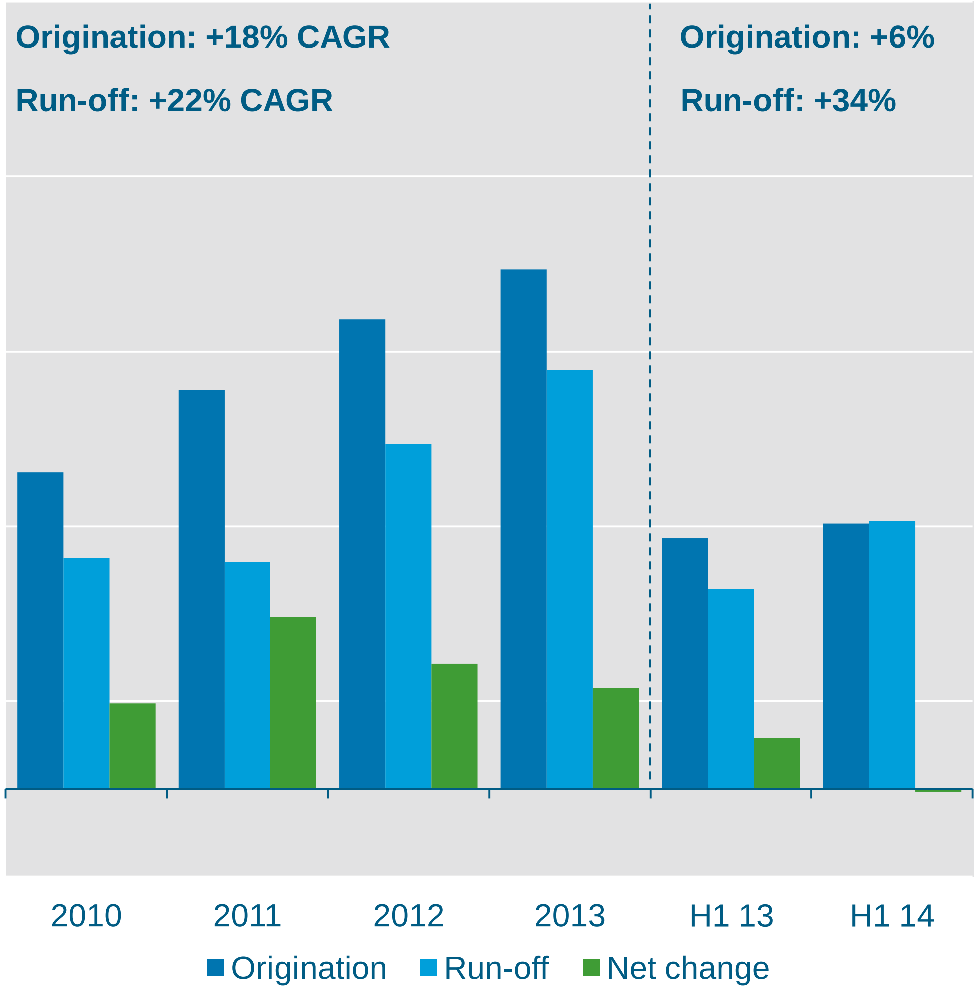
- Margin compression
- Geopolitical factors
- Slow down in commodities investments

Internal

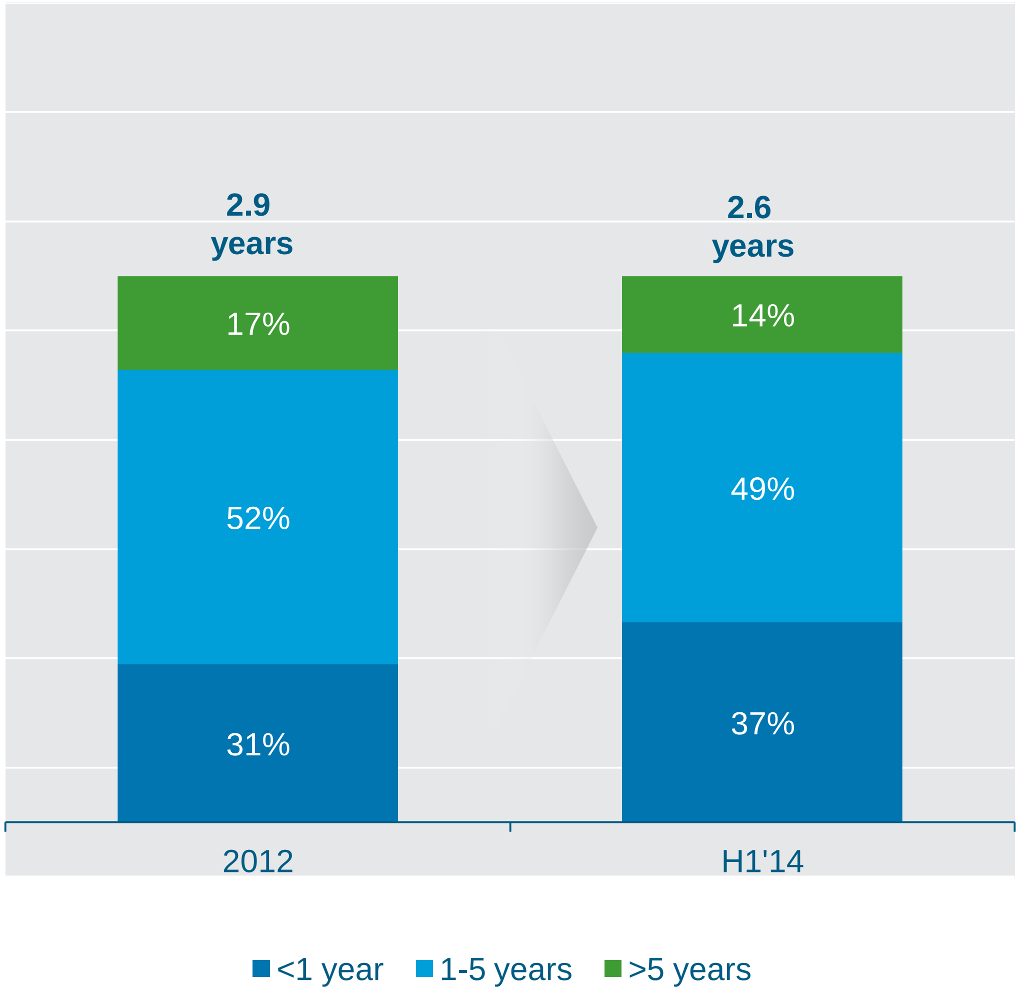
- Credit cycle, tenor, returns
- Balancing top line growth and return

Slowing asset momentum and a conscious shift to shorter tenor

Stable origination growth, high run-off



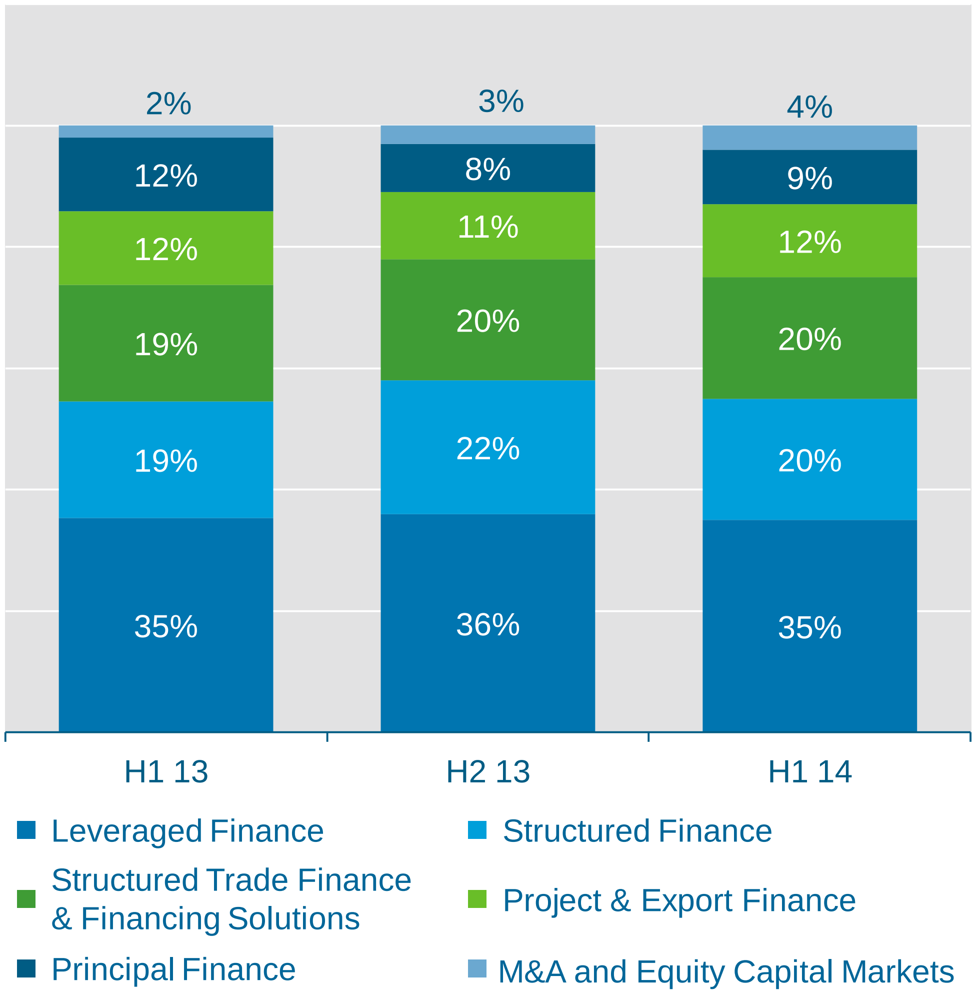
Shortened tenor of debt book[1] (tenor distribution)



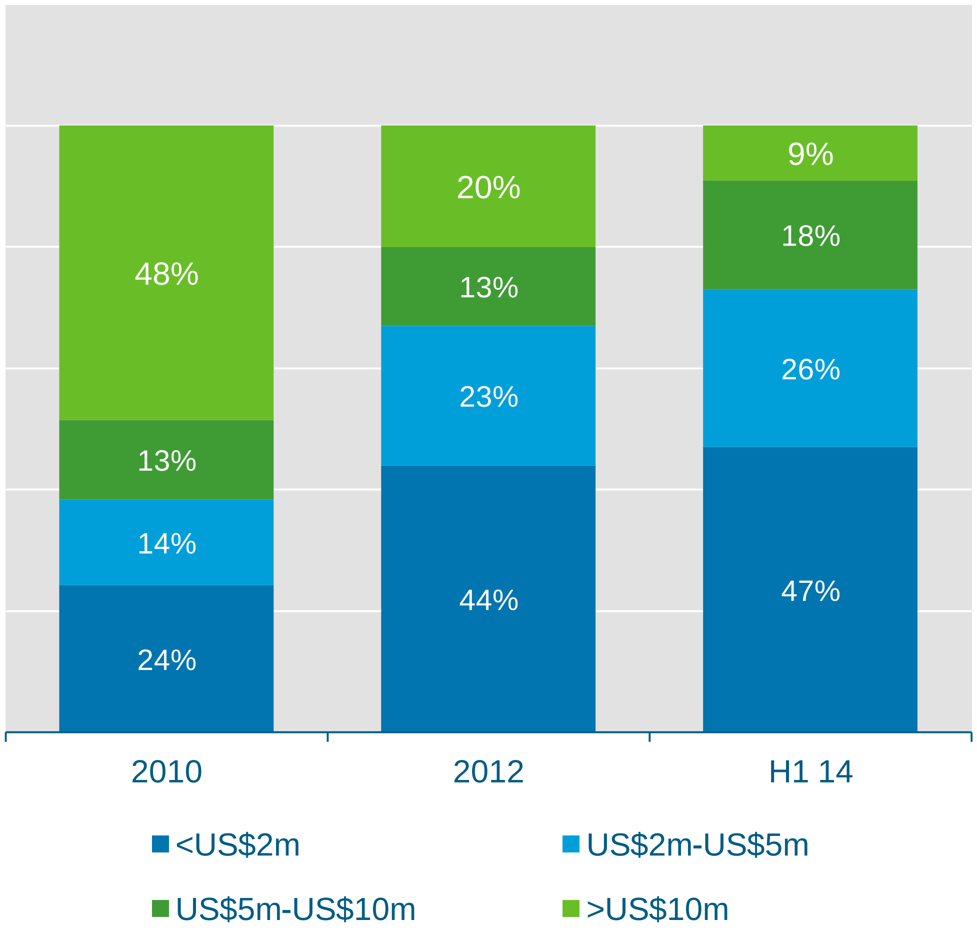
1) Weighted average tenor

Steady product performance with diversified income streams

Steady performance across products



More diversified deal profile (split of fee income)



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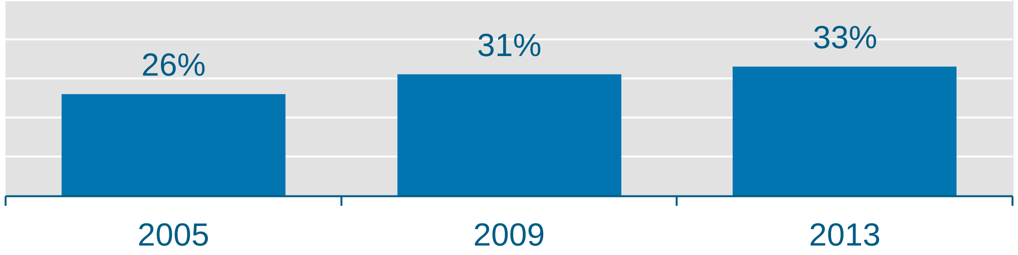
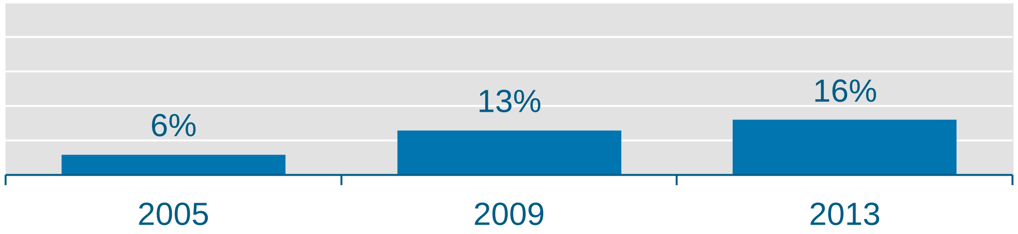
Increasing footprint activity and deeper relationships

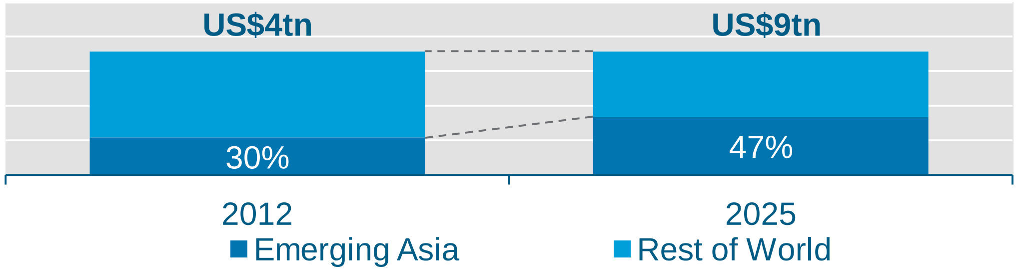
FDI inflows into footprint as a % of global total



Footprint-related[1] M&A deals as a % of global total (by deal value)



Infrastructure spend forecast



- Growing Foreign Direct Investment (FDI) flows into footprint
- Increasing M&A activities
- Footprint infrastructure spend outgrowing rest of the world
- Growth in trade flows
- Financial deepening in footprint
- Deepen relationships with existing clients
- Penetrate further the Global and Local Corporate segments

Source: UNCTAD, Dealogic, PwC-Oxford Economics research report – "Capital project and infrastructure spending, Outlook to 2025"
1) Deals where the acquiror or target is based in the footprint

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Strong capabilities across products and geographies

Capability

Client and Penetration

Footprint

Cross Border Network

People and Presence

Client Example: Ozner Water International – US$169m Initial Public Offering (IPO)

Tailor-made products with full range of financial services to support the growth of the Client every step of the way

Pre-IPO

- Corporate Finance (Leveraged Finance) – Pre-IPO Loan
- Transaction Banking – Term Deposit and BAD issuance
- Financial Markets – Foreign Exchange

IPO

- Corporate Finance (ECF/ECM) – Joint Sponsor, Coordinator & Bookrunner
- Wealth Management – Investor Clients
- Transaction Banking – Sole Receiving Bank
- Retail Products – Corporate & Payroll accounts

Post-IPO

- Transaction Banking – RMB cross-border, Cash Pooling, Term Deposit and BAD issuance
- Financial Markets – Structured Deposit, Foreign Exchange, Investor meetings and Roadshows

We are taking action aligned to our strategic priorities

Key priorities

1. **Deepen client relationships**
2. **Deliver network to clients**
3. **Build scale in 8 priority markets**
4. **Capture opportunities across client continuum**
5. **Efficiency**

Actions

- Increasing advisory expertise and engagement with clients at C-Suite level
- Aligning Corporate Finance bankers to client teams

- Regional Corporate Finance leadership
- Promoting key investment and trade corridors

- Building stronger local talent pool

- Equity Capital Markets: Leverage on Private Banking clients as investors
- Structured Trade Finance: Focus on Commercial Banking Clients

- Reshaping our balance sheet
- Enhancing technology e.g. Workbench

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Milestones and metrics

Key actions and metrics

	H1 2014	2015
Deepen and broaden client relationships		
▪ Revenue contribution from Local Corporates[1]	22%	>25%
▪ Deals originated	550 deals	>10% growth
Focus on priority markets and leverage network		
▪ Revenues from 8 priority markets	$700m	>10% growth
▪ Africa inbound revenues	$55m	>10% growth
Improve productivity		
▪ Average annual revenue per banker	$4.1m[2]	>10% growth

1) Excluding Principal Finance and CTA clients 2) Avg. of preceding 12 months

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Key messages

- We have a strong franchise aligned to client centric strategy
- The business has shown strong top line growth
- We are experiencing short term headwinds
- Our business is mature and scalable
- There are significant opportunities in our markets
- Our priorities are clear

Q&A

Standard Chartered

Standard Chartered

Closing Remarks

Mike Rees

Here for good

Our Ambition

The world's best international bank

Our Strategy

We bank the people and companies driving investment, trade and the creation of wealth across Asia, Africa and the Middle East

Our Brand Promise

Here for good

Our Aspirations	**Relationships** Build trusted relationships with the people, companies and institutions shaping our markets' future	**Investment** Play a leading role in facilitating investment and deepening financial markets	**Trade** Become the undisputed leader in commercial payments and financing for and in Asia, Africa and the Middle East	**Wealth** Be recognised as a leader in growing and protecting our clients' wealth	**Relevant scale** Establish sufficient scale, balance sheet and franchise strength to be relevant and influential in our key markets
Our Values	**Courageous** We stand up for what the Bank believes and do the right thing	**Responsive** We can be relied on to respond quickly and deliver lasting value	**International** We value others and actively collaborate	**Creative** We adapt and innovate to meet evolving needs	**Trustworthy** We act with integrity and earn the trust of others

Our Commitments	**Colleagues** A great place to work, enabling individuals to grow and teams to win	**Society** A force for good, promoting sustainable economic and social development	**Investors** A distinctive investment, delivering consistently superior performance via disciplined growth	**Regulators** A responsible partner with exemplary governance and ethics

Our aspirations

Relationships

- ► Build trusted relationships with the people, companies and institutions shaping our markets' future

Investment

- ► Play a leading role in facilitating investment and deepening financial markets in our economies

Trade

- ► Become the undisputed leader in commercial payment and financing for and in Asia, Africa and the Middle East

Wealth

- ► Be recognised as a leader in growing and protecting our clients' wealth

Relevant scale

- ► Establish sufficient scale, balance sheet and franchise strength to be relevant and influential in our key markets

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Challenging environment

External

Structural

- UK Bank Levy
- Additional Regulatory and Compliance Cost
- Liquidity Cost – ILAS/ LCR
- Equity and RWA models
- FM Structural Factors: Lower spreads on Cash FX; Lower own account income

Cyclical

- Liquidity/ QE
- Low interest rates
- EM currency depreciation
- FM Cyclical Factors: Low levels of volatility; negative EM sentiment

Internal

- Reshaping Client Segments
- Aligning resource in Financial Markets
- Business Disposals

Shape of Business – H1 2014

Client segment[1]	Client Income (US$bn)	RWA[2,3,4] (US$bn)	NFR ratio[4,7]	Cost Income Ratio	Operating Profit RoRWA[2,3]
Corporate and Institutional	4.6	182	41%	48%	1.6%
Commercial	0.6	18	51%	59%	2.2%
Private Banking	0.3	5	67%	72%	2.4%
Retail	2.8	49	37%	65%	1.8%
Own Account Income	0.9				

Product[1]	Income (US$bn)	RWA[3,4,5] (US$bn)	NFR ratio[4,7]	Cost Income Ratio[4]	Operating Profit RoRWA[3,5]
Transaction Banking	1.9	49	49%	51%	2.7%
Financial Markets	1.8	53	79%	57%	2.6%
Corporate Finance[6]	1.4	50	4%	44%	1.6%
Wealth Management	0.8	4	90%	77%	8.5%
Retail Products	2.4	48	25%	70%	1.1%
Others[6]	0.9				

1)Client segment client income and cost:income ratios on disclosed basis. Product income figures on disclosed basis; 2) Client segment RWA and return metrics on client basis and excludes own account income and related RWAs; 3) RWAs and return metrics include fully implemented impact of Basel 3 and model changes. Profit returns calculated using regulatory expected loss; 4) Figures on managed basis; 5) Product RWA and return metrics include own account income and related RWAs. 6) Corporate Finance figures include Principal Finance. Others consists of Asset and Liability Management and Lending and Portfolio Management. 7) Non financing revenue (NFR) ratio defined as % income generated by non financing products.

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What to expect

Key metrics

	Key metrics
1 **Deepening and broadening client relationships**	▪ **Corporate and Institutional**: Increase multi-product and multi-market ratio ▪ **Wealth Management**: Grow total AUM by >10% ▪ **Commercial and Private Banking** : Increase number of clients
2 **Enhancing capabilities**	▪ **FM**: Grow client FX notional volumes by >20%, increase eFX ▪ **Commercial and Private Banking**: Increase number of RMs ▪ **TB**: Continue Cash Management capabilities roll out

3 **Improving efficiencies**	▪ **Deliver productivity improvements of ~US$400m**
	  ▪ Retail and Corporate and Institutional (incl. products):~US$300m
	  ▪ Support functions: ~US$100m
	▪ **Corporate and Institutional**: Increase share of non-financing revenues

Standard Chartered

Q&A