



Analyst trip 2009

Sustainability of Wholesale Banking

Mike Rees

Group Executive Director & CEO
Wholesale Banking

Standard
Chartered 

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Agenda

Tuesday 10 November - Wholesale Banking & Consumer Banking day

08:05-12:00 Wholesale Banking, Mike Rees and Vivek Ahuja

12:00-15:00 Consumer Banking, Steve Bertamini and management team

Wednesday 11 November - Hong Kong day

08:00-09:30 Asia, Jaspal Bindra and external guest speaker

09:30-12:00 Hong Kong, Ben Hung and management team

12:00-12:45 Lunch presentation, Dr. Gerard Lyons, Group Chief Economist

Thursday 12 November - Korea day

08:00-14:00 Korea, David Edwards and management team

14:00-14:30 The history of Korea, external guest speaker

Friday 13 November - Group day

11:30-12:30 Risk, Richard Goulding

13:30-14:30 Capital and Liquidity, Pam Walkden

14:30-16:00 Trip wrap up, Richard Meddings

- We are confident in the growth prospects in our footprint
- Our businesses are well positioned to benefit from the economic recovery
- We have selectively taken advantage of the crisis to build our capabilities
- We have a conservative business model with robust foundations

Global GDP

US\$ tn

70
60
50
40
30
20
10
0

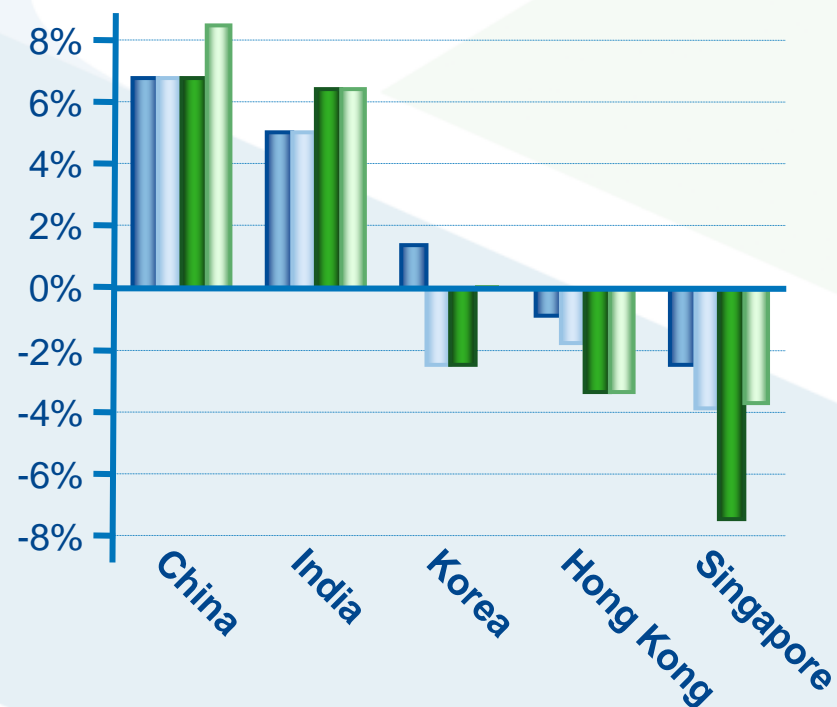
2009F

> 60%

West



GDP growth projections - East and West



End 2008
 Q1 2009
 Q2 2009
 Current 2009F

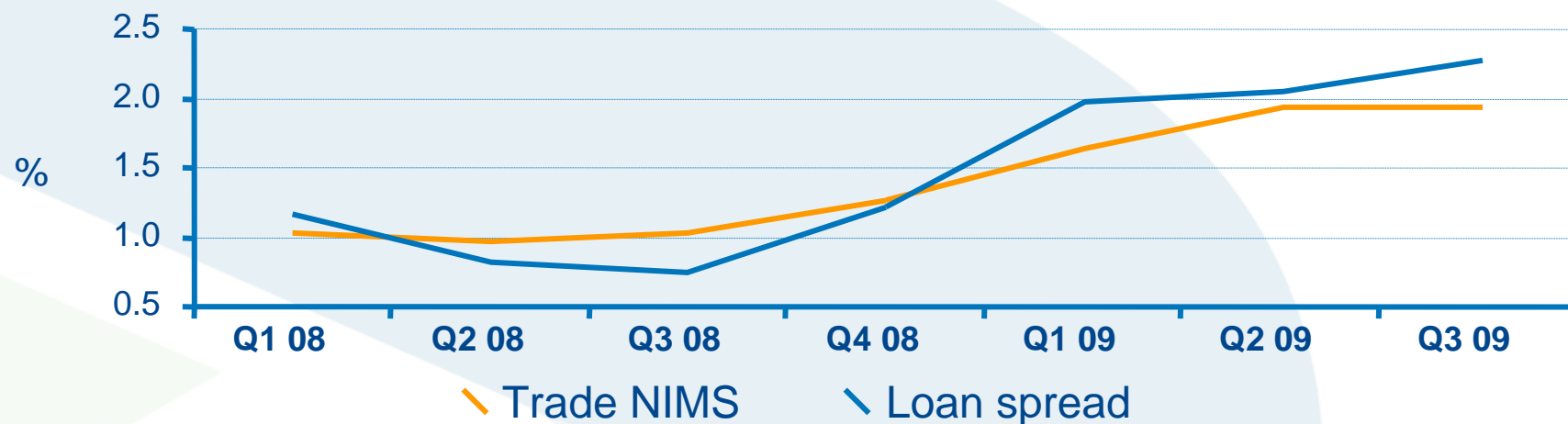
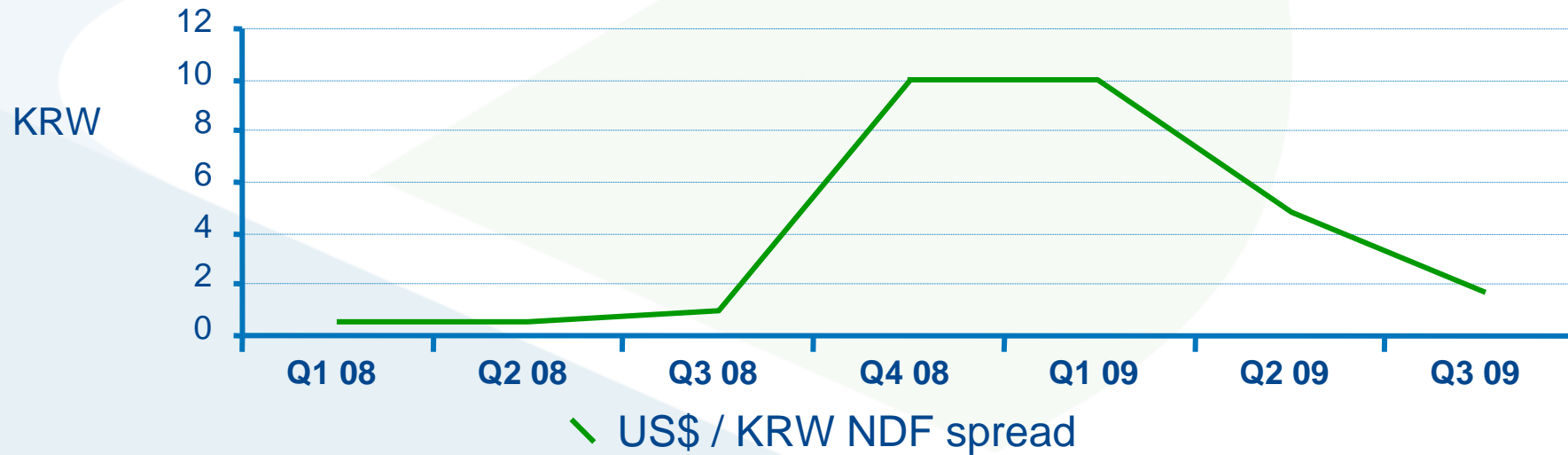
Sources: SCB Global Research

GDP growth projections - Africa and Middle East



Sources: SCB Global Research

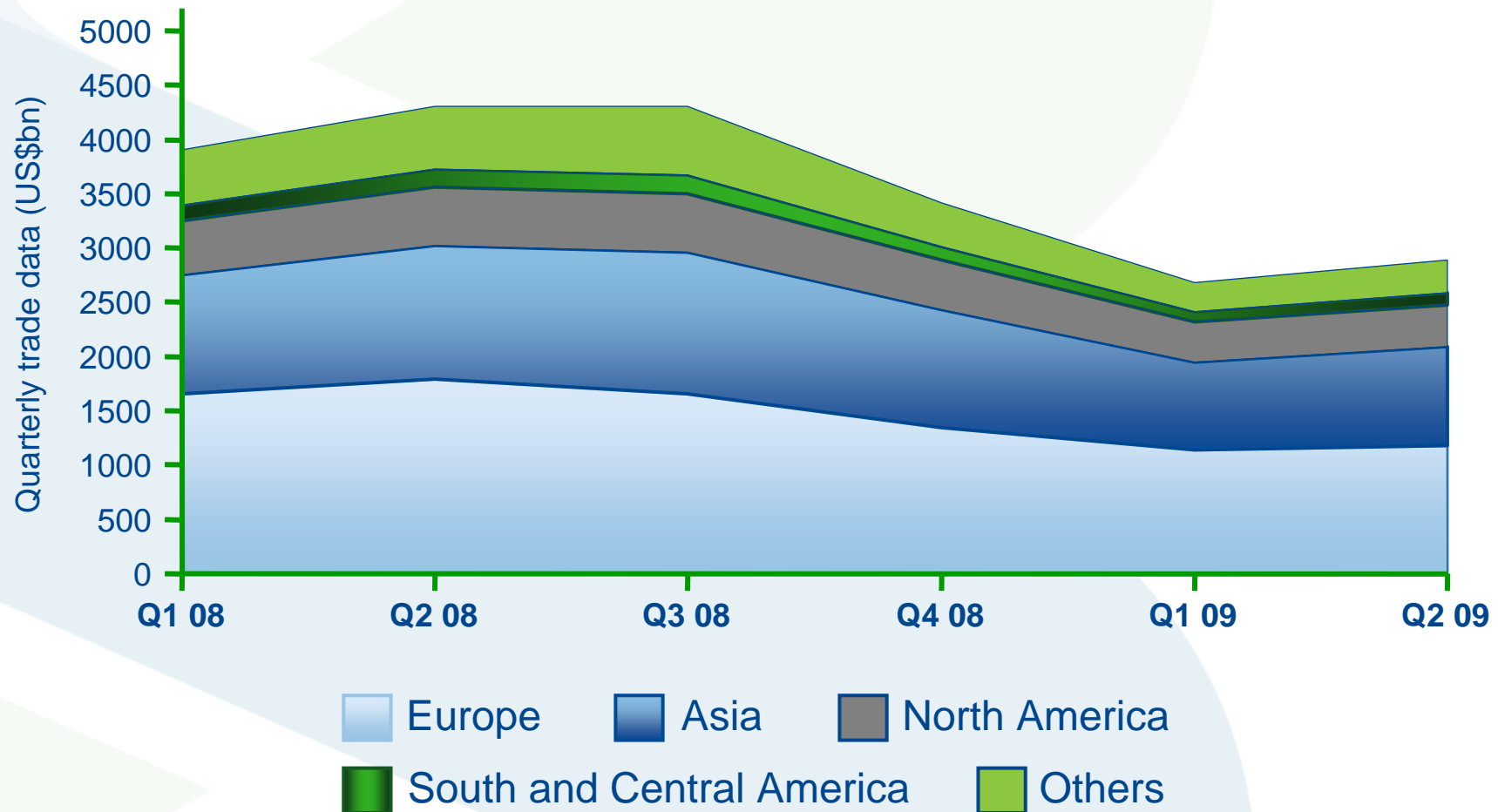
US\$, liquidity and trade



Sources: Reuters, SCB data

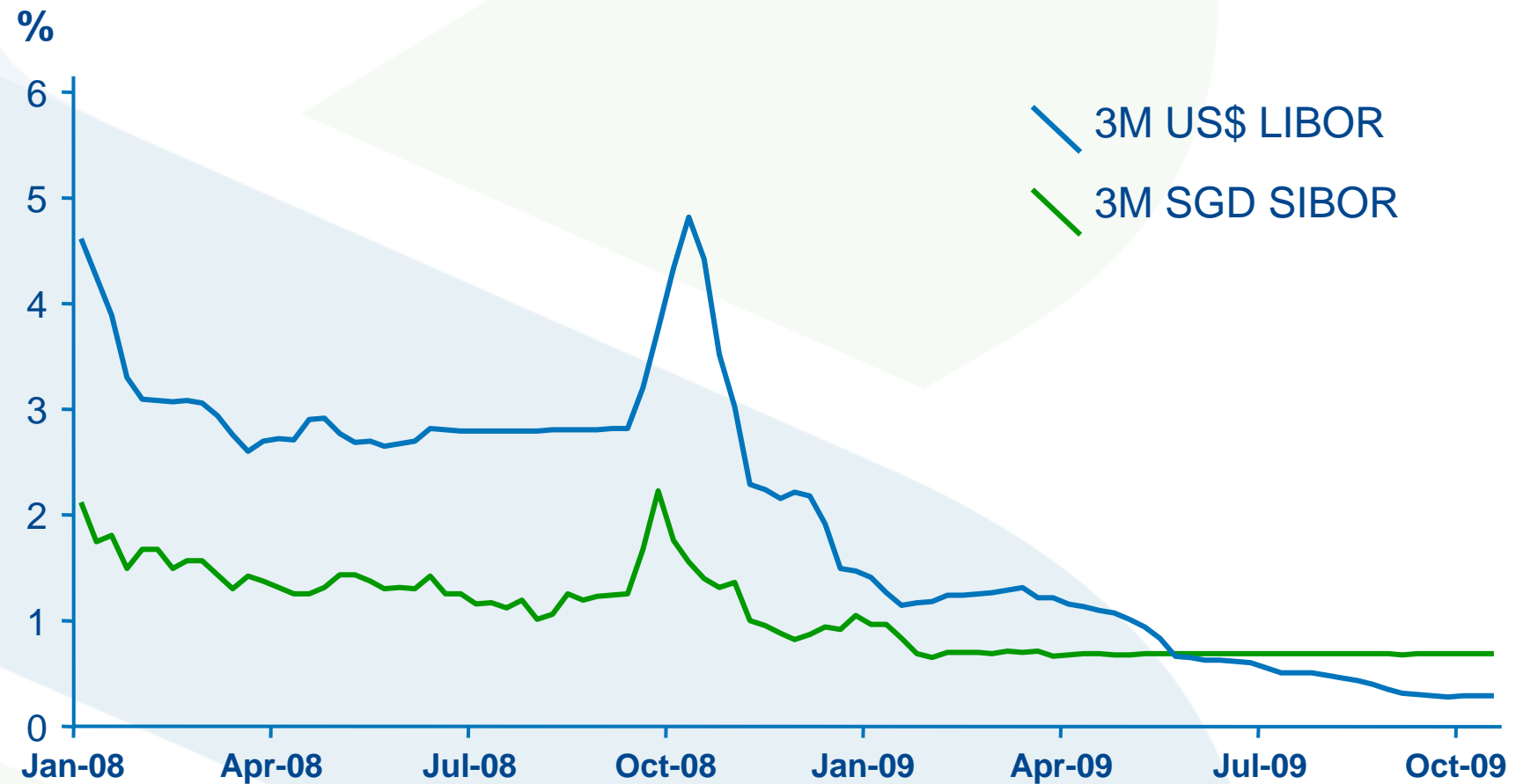
Global trade picking up

Global trade - by sources of exports



Sources: World Trade Organisation, Bloomberg, SCB Global Research

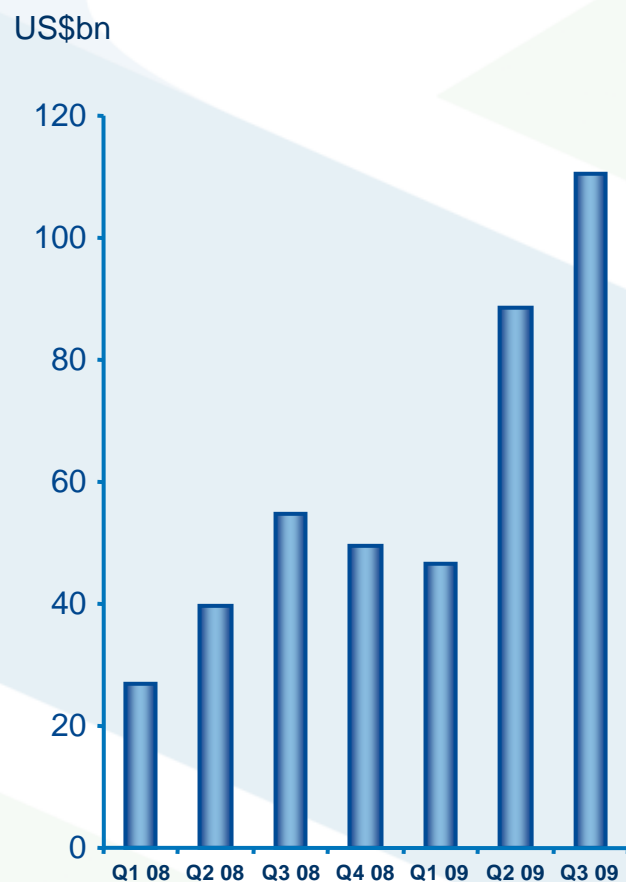
Interest rates fell to historical lows



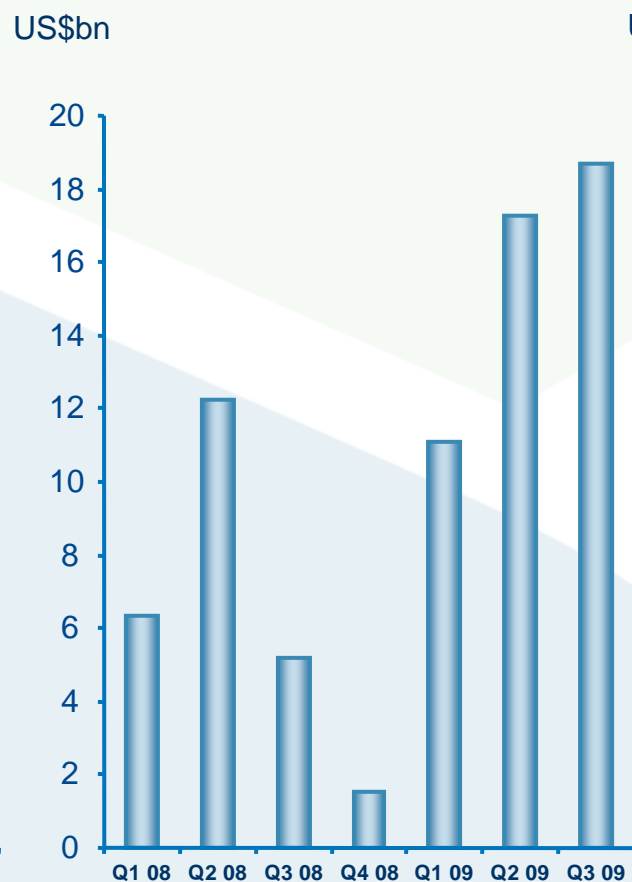
Source: Bloomberg

Stability returning in financial markets

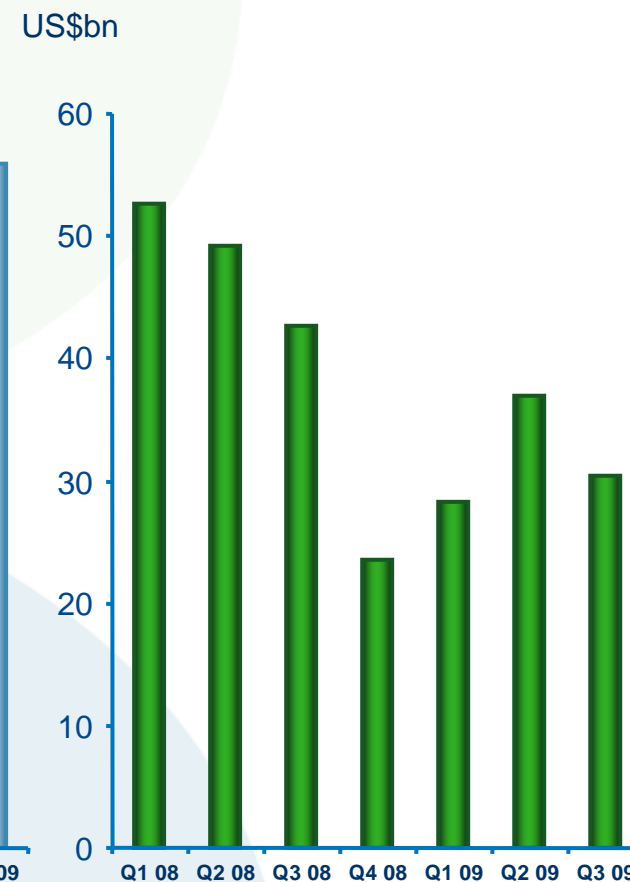
Asian LCY bonds issuance



G3 currency bonds issuance⁽¹⁾



Asian syndicated loans issuance⁽²⁾



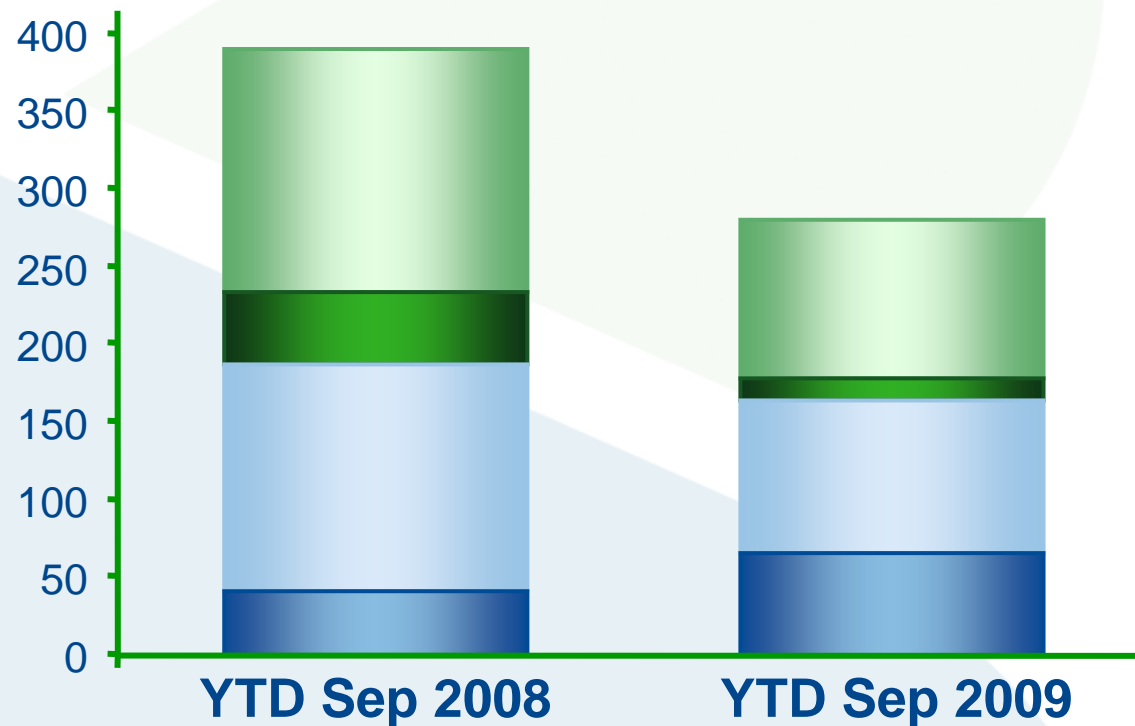
Sources: IFR Thomson

⁽¹⁾ Asia Pacific ex Japan and Australia

⁽²⁾ Asia Pacific ex Japan, Australia & New Zealand

M&A & equity issuance continues growth path

US\$m

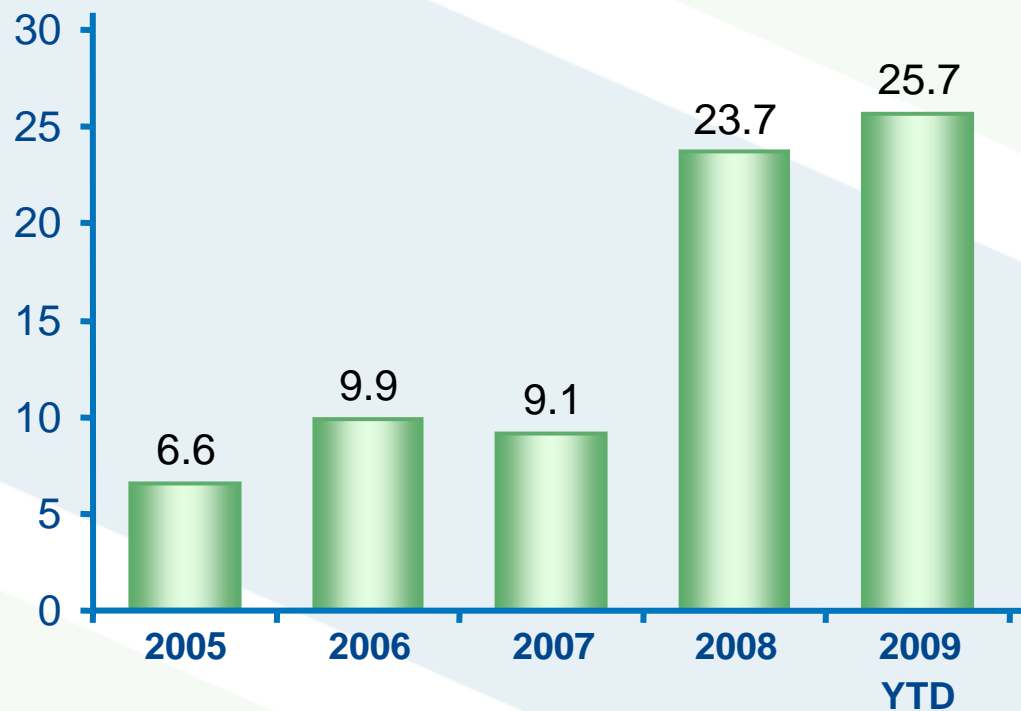


China
India
Asia Pacific (ex Japan, China & India)
Middle East/N Africa

Source: Thomson Reuters

M&A volumes driven by China outbound M&A

Outbound China energy & resources M&A (US\$bn)



- M&A volumes down slightly overall

- China outbound acquisitions of energy & natural resources companies at record levels

Source: Thomson Reuters

- Sustained economic growth still dependent on recovery of exports to the West
- Balancing act for regulators
- Realignment of global exchange rates and the fate of the US\$

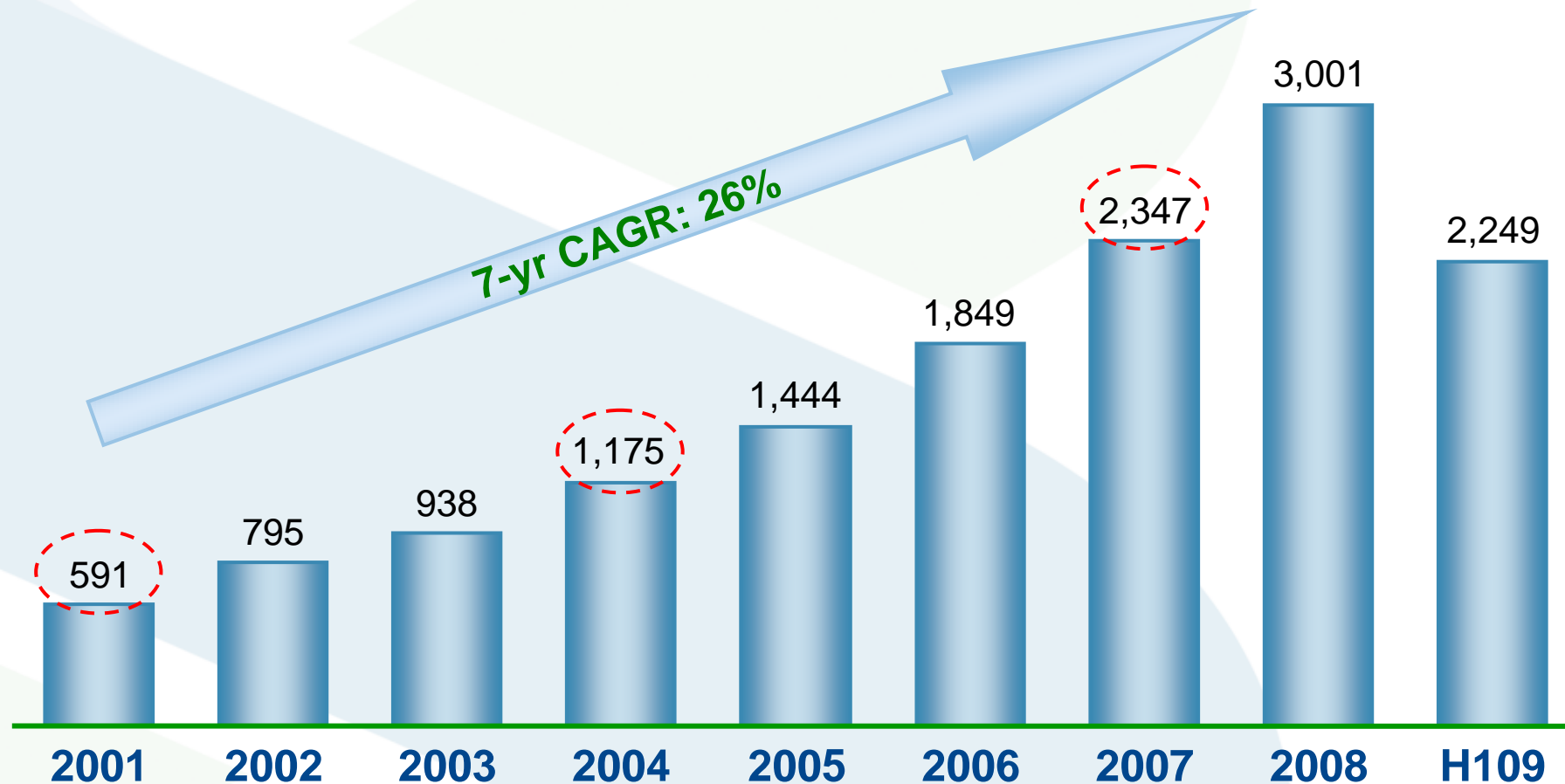


Wholesale Banking journey



Wholesale Banking continues trajectory of growth

Wholesale Banking operating profit
(US\$m)



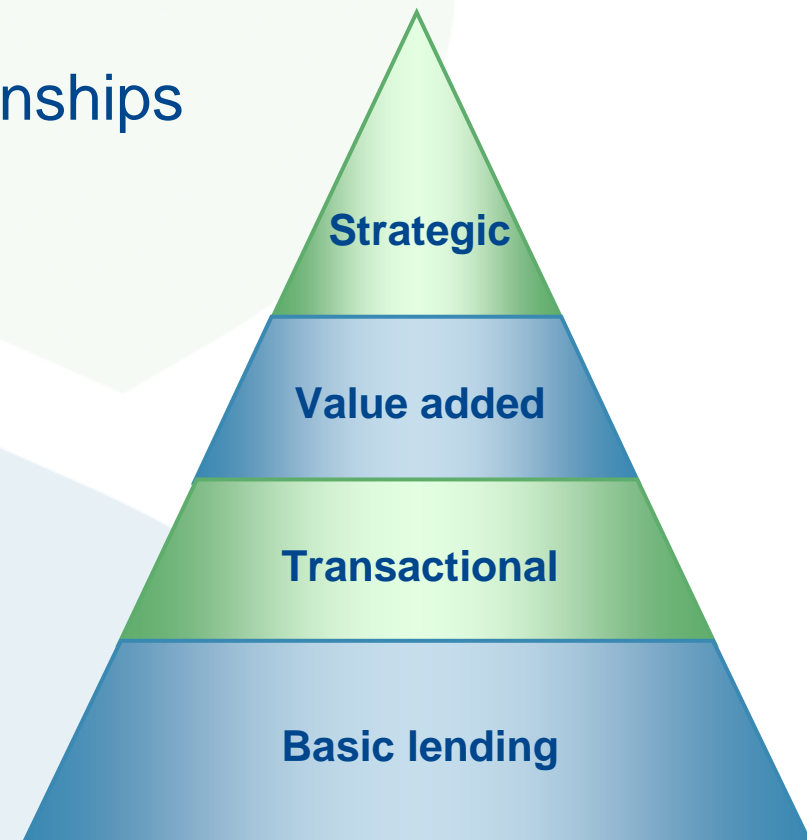
Our client-focused strategy underpins performance

Our strategy

- Deep 'core bank' client relationships
- Local scale and cross-border capabilities
- Balance sheet management

Key enablers

- Infrastructure
- Values and culture






Acquisitions bearing fruit

Harrison Lovegrove

 ENOC ايدوك	 Oando Exploration and Production Ltd.	 Marathon Oil Corporation	 Sinochem Resources UK Limited	 Sahara Energy Exploration & Production	 Sumitomo Corporation
GBP1,150m	US\$ 188m	US\$180m	GBP 532m		EUR647m
Acquisition of Dragon Oil PLC by the Emirates National Oil Company (Scheme of Arrangement pending)	Acquisition of a 15% Interest in OML 125 and OML 134 from Nigerian Agip Exploration Limited	Divestment of Marathon Oil Ireland Limited to Petronas Group	Proposed acquisition of Emerald Energy PLC	Sale of 50% interest in deepwater OML 284 in Nigeria to BG Group	Acquisition of Oranje Nassau Energie in consortium with Dyas UK Limited and AtlasInvest
Financial Advisor & Acquisition Financing 2009	Financial Adviser 2009	Financial Adviser 2009	Financial Adviser 2009	Financial Adviser 2009	Financial Adviser 2009

Cazenove Asia

 CapitaCommercial Trust	 Ajisen (China) Holdings	 Fortune REIT	 Pacific Andes (Holdings) Ltd.	 Shui On Land	 Noble Group
US\$560m	US\$242m	US\$244m	US\$140m	US\$262m	US\$125m
Rights Issue Singapore	IPO Hong Kong Global Coordinator, Sole Bookrunner, Sponsor & Lead Manager	Rights Issue Singapore	Rights Issue Singapore	Placing Hong Kong	Placing Singapore
Joint Bookrunner		Joint Bookrunner	Joint Bookrunner Financial Adviser	Joint Bookrunner	Joint Bookrunner
May 2009	March 2007	October 2009	July 2009	June 2009	May 2009

Uptiering capabilities for next phase of growth

Transaction Banking

GTR

StanChart makes key appointment in Southern Asia

SINGAPORE ROUNDUP

StanChart appoints new securities head

Corporate Finance

FX-IMM

STANDARD CHARTERED APPOINTS VICE CHAIRMAN, HEAD OF CORPORATE FINANCE, AMERICAS

THE WALL STREET JOURNAL

StanChart Hires Smith as Global Head of Oil, Gas Corp Advisory

Financial Markets

FX-Week

StanChart continues in Asia build-up

Standard Chartered has hired Tee Choon Hong as managing director and regional head of capital markets for northeast Asia in Hong Kong.

EUROWEEK

StanChart hires two more for DCM business from Nomura

StanChart brings in high yield specialist
StanChart hires Jonsson for debt job

EUROMONEY

Standard Chartered powers on wholesale

FinanceAsia.com

Asia's leading financial markets website

StanChart expands with new credit trading head

MAY 19

Standard Chartered appointed Tee Choon Hong as managing director and regional head of capital markets for Northeast Asia.

AUG 17

Standard Chartered Bank promoted Ashish Mittal to global head of commodities sales, based in Singapore.

ifrasia

StanChart rejigs Asian DCM, reports record profits

► **Standard Chartered Bank** has hired Adrian Walkling as global head of financial institutions sales, financial markets, based in Singapore.

DW online

Global news for over-the-counter derivatives professionals

Equity Trading Bigwig Lands At StanChart

StanChart Lands Trading Chief From Barclays

THE STRAITS TIMES

New equity head for Standard Chartered

FX-IMM

STANDARD CHARTERED MAKES SENIOR MANAGEMENT CHANGES IN FINANCIAL MARKETS SALES TEAM

STANDARD CHARTERED APPOINTS REGIONAL HEAD OF CAPITAL MARKETS, NORTH EAST ASIA

Gaining share in core franchise markets

SCB income as % of estimated market income

%	2007	2008
Hong Kong	6.6	9.6
Singapore	5.0	7.1
UAE	5.1	7.9
China	0.6	0.7
India	4.4	6.0
Korea	2.0	2.1
Taiwan	1.4	1.7
Indonesia	3.5	5.6
Pakistan	4.8	5.5

Source: SCB estimates

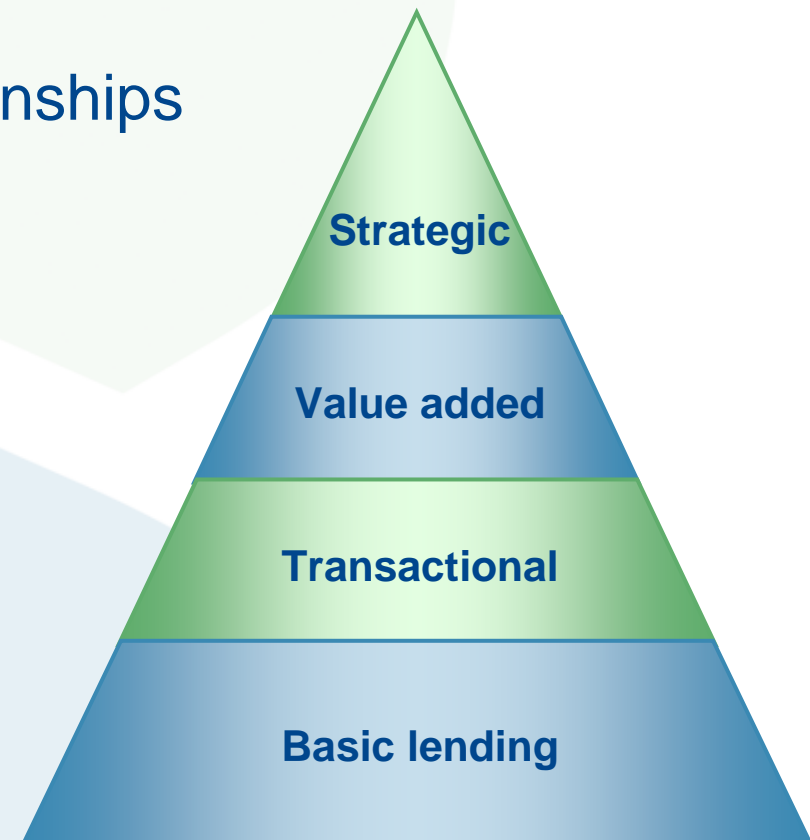
Our client-focused strategy underpins performance

Our strategy

- Deep 'core bank' client relationships
- Local scale and cross-border capabilities
- Balance sheet management

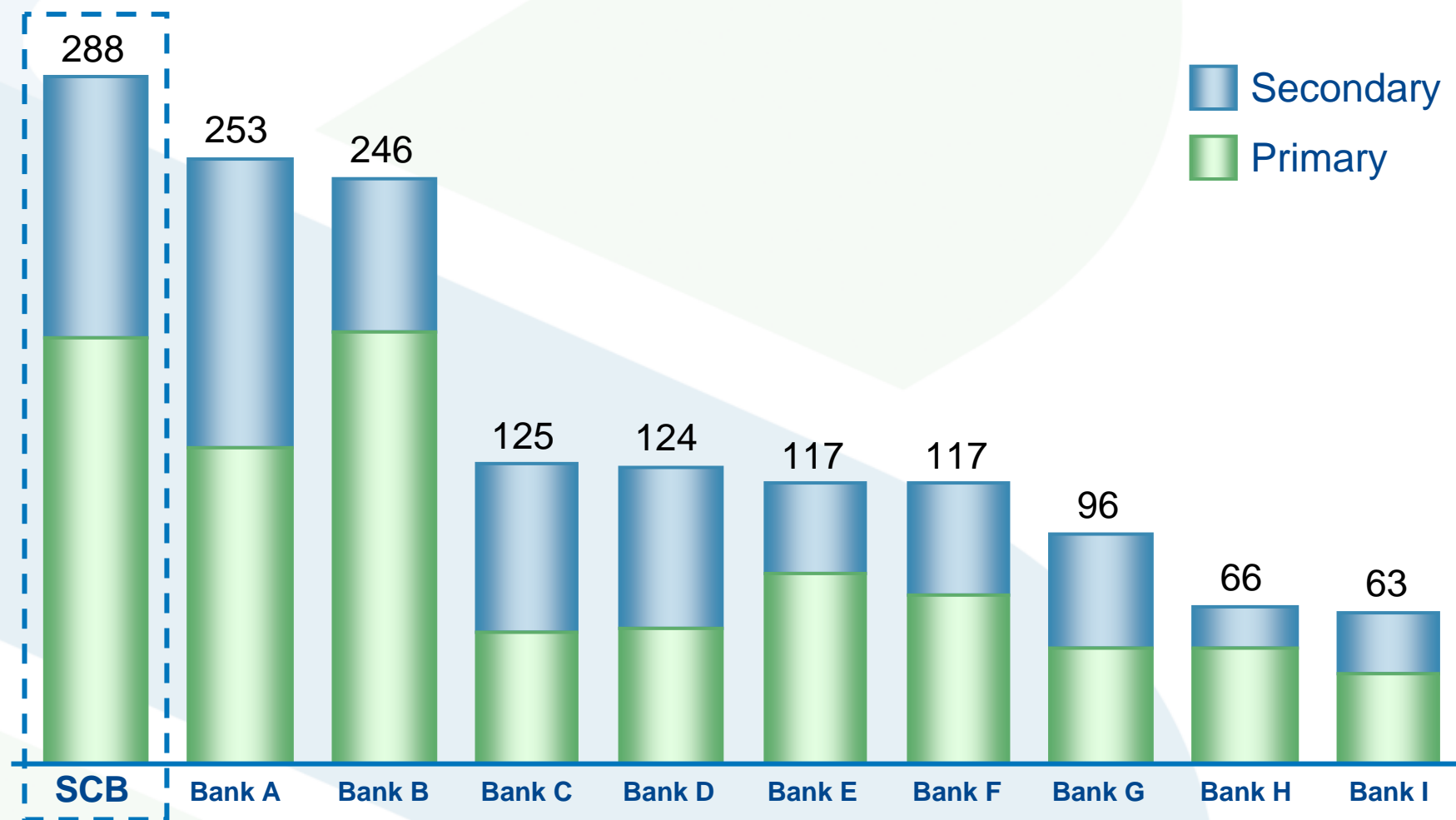
Key enablers

- Infrastructure
- Values and culture



Cash management - market share continues to increase

Primary and secondary transaction banker



Source: East & Partners Asian Institutional Transaction Banking Markets Programme – May 2009

Users: 929 Corporates in Asia - China, Hong Kong, India, Indonesia, Malaysia, Philippines, Singapore, Korea, Taiwan, Thailand

FX, derivatives and structured products - securing top positions



Global Finance Best Derivatives Provider Award 2009

- Best Commodity Derivatives Provider in Asia
- Best Interest Rate Derivatives Provider in Asia
- Best Derivatives Provider in Middle East



Global Finance World's Best FX Banks Awards 2009

- Best Foreign Exchange Bank in Africa
- Best Foreign Exchange Bank in Gambia



AsiaRisk Corporate End-User Survey 2009

- #1 for Derivatives in Asia
- #1 for Interest Rate Derivatives in Asia
- #1 for Currency Derivatives in Asia



AsiaRisk Institutional End-User Survey 2009

- #1 for Currency Derivatives in Asia
- Top 3 for:
- Derivatives in Asia
 - Interest Rate Derivatives in Asia



Asiamoney Structured Products Poll 2009

Top 3 for:

- Best Structuring Capabilities (Interest Rate Local Currency Products)
- Best Pricing & Execution Capabilities (Interest Rate Local Currency Products)
- Best Training & Educational Support (Interest Rate Local Currency Products)



Asiamoney FX Poll 2009

Financial Institutions

- Top 2 for Best Overall FX Services

Corporates

- Top 3 for Best Overall FX Services



Euromoney FX Poll 2009

Top 2 for:

- Most Improved Banks Market Share
- Most Improved Market Share USD10bn - USD25bn
- Most Improved Market Share Less Than USD5bn



Euromoney Awards for Excellence 2009

- Best FX Bank in Africa



AsiaRisk Awards 2009

- Energy/Commodity Derivatives House of the Year



Profit & Loss Digital FX Awards 2009

- Best Emerging Markets Platform

Syndicated loans and local currency bonds - strong growth

Top Bookrunners of Asia-Pacific Syndicated Loans

1 January 30 October 2009

	Name	Deals	Amount US\$ m	%
1	State Bank of India	42	22,333	22.5
2	Industrial & Comm Bank China	8	10,996	11.1
3	Bank of China	15	8,178	8.2
4	IDBI Bank Ltd	14	6,975	7.0
5	Guangdong Rural Credit Union	1	3,430	3.5
6	DBS Group Holdings	22	3,052	3.1
7	Standard Chartered PLC	27	2,276	2.3
8	Axis Bank Ltd	12	2,192	2.2
9	CITIC	6	1,751	1.8
10	HSBC Holdings PLC	22	1,687	1.7
	Total	382	99,275	

Source: Thomson Reuters

Top bookrunners of Asian local currency bonds (Ex-Japan ex-Australia)

1 January 30 October 2009

	Name	Deals	Amount US\$ m	%
1	Industrial & Comm Bank China	24	19,953	7.5
2	China International Capital Co	24	14,924	5.6
3	HSBC Holdings PLC	267	14,507	5.5
4	CITIC	32	14,254	5.4
5	Standard Chartered PLC	288	13,427	5.0
6	Bank of China	21	10,892	4.1
7	China Construction Bank	15	7,323	2.8
8	Bank Communications (Shanghai)	21	7,273	2.7
9	Woori Invest & Sec Co Ltd	91	6,888	2.6
10	KB Financial Group Inc	74	5,679	2.1
	Total	2,105	265,990	

Source: Thomson Reuters

**National Home
Mortgage Fin. Corp.**

PHP 2,060 million
RMBS
Aa (php)

Sole Lead Arranger
and Underwriter

March 2009



**Vitol Asia Pte Ltd
Gtd. Vitol Holding B.V.**

US\$ 820m
Revolving Credit Facility

Joint Mandated
Lead Arranger and
Bookrunner

June 2009



**Oriental Brewery
Co. Ltd.**

US\$ 310m
& KRW 752 billion
Revolving / Term Loan

Mandated Lead Arranger
and Bookrunner

July 2009



**Bangkok Mass Transit
System Plc.**

THB 12,000 million
Bonds

Joint Lead Manager

August 2009



**Fortune Real Estate
Investment Trust**

HKD 3.1 billion Transferable
Secured Term & Revolving
Loan Facility

Joint Lead Manager
and Underwriter

October 2009



**Abu Dhabi
Commercial Bank**

US\$ 1bn
144A Issue

Joint Lead Manager

October 2009



Islamic financing – key player

International sukuku 1 January 30 October 2009				
Name	Deals	Amount US\$ m	%	
1 Standard Chartered PLC	6	1,250	17.1	
2 HSBC	5	995	13.6	
3 CIMB	2	670	9.2	
4= Citi	1	500	6.8	
4= Morgan Stanley	1	500	6.8	
6 Dubai Islamic Bank	3	451	6.2	
7= Mitsubishi UFJ Financial	2	426	5.8	
7= UBS	2	426	5.8	
9 Deutsche Bank AG	2	420	5.7	
10 Abu Dhabi Commercial Bank	1	333	4.6	
Total	10	7,321		

Source: Bloomberg

Syndicated loans Islamic loans bookrunner 1 January 30 October 2009				
Name	Deals	Amount US\$ m	%	
1 Standard Chartered PLC	3	968	15.9	
2 Calyon	2	926	15.2	
3 Mashreqbank PSC	2	600	9.8	
4= Al-Rajhi Banking & Investment Corp	1	500	8.2	
4= Arab National Bank	1	500	8.2	
4= Banque Saudi Fransi	1	500	8.2	
4= Gulf Bank KSC	1	500	8.2	
8= Al Hilal Bank	1	369	6.0	
8= Dubai Islamic Bank	1	369	6.0	
8= Samba Financial Group	1	369	6.0	
Total	7	6,092		

Source: Bloomberg

Government of Pakistan

PKR 6,525 million & PKR 6,000 million Sukuk

Joint Structuring Bank

September & December 2008



Monetary Authority of Singapore

SGD 200 million Sukuk Programme

Joint Structuring Bank & Joint Lead Arranger

January 2009



The Republic of Indonesia

US\$ 650m Sukuk due 2014

Joint Bookrunner and Joint Lead Manager

April 2009



Government of Ras Al-Khaimah

US\$ 400m Reg S Trust Certificates due 2014

Joint Bookrunner & Joint Lead Manager

July 2009



Government of Dubai

US\$ 1.25bn & AED 2.5bn Trust Certificates due 2014

Joint Arranger & Joint Bookrunner

October 2009



Tourism Development & Investment Company

US\$ 1bn Sukuk under US\$ 1.45bn Sukuk Programme

Joint Arranger & Joint Bookrunner

October 2009



M&A, Project Finance and Equities - making good progress

M&A League Tables

Financial Advisers to SEA M&A (Merger Market): Value

	Financial Advisor	Amt (\$m)	Deals
1	Citigroup	4,475	6
2	Standard Chartered	4,020	5
3	Bank of America Merrill Lynch	3,814	3
4	JP Morgan	3,635	2
5	Morgan Stanley	3,345	3
6	Deutsche Bank	3,129	5
7	Royal Bank of Scotland Group	2,883	2
8	UBS Investment Bank	2,341	5

Ranked #2,
a large step
up from #21
in H108



Project Finance League Table

Middle East & African Project Finance Loans

	Mandated Lead Arranger	Amt (\$m)	Deals	% Share	9-mth 2008
1	Calyon	1,134	11	7.3	5
2	Standard Chartered	1,095	11	7.0	7
3	BNP Paribas	1,043	11	6.7	1
4	HSBC	800	7	5.1	2
5	Standard Bank Group	758	6	4.9	40
6	Lloyds Banking Group	690	2	4.4	-
7	ICBC	483	1	3.1	-
8	Nedbank	422	2	2.7	-
9	RBS	413	3	2.6	3
10	National Bank of Abu Dhabi	359	4	2.3	45

Moved up to
#2 in YTD
Sep 2009
from #7 in
Q308



Equities League Table

HK & Singapore IPO, Follow On and Convertible Bonds⁽¹⁾

	Bookrunner	Amt (\$m)	Deals	% Share
1	Goldman Sachs	11,453	9	20.5
2	JPMorgan	10,749	18	19.2
3	UBS	6,295	23	11.3
4	Morgan Stanley	4,217	23	7.5
5	BoA Merrill Lynch	3,555	9	6.4
6	Credit Suisse	2,786	19	5.0
7	DBS	2,108	13	3.8
8	Bank of China Ltd	1,803	11	3.2
9	RBS	1,523	5	2.7
10	Citi	1,424	11	2.6
11	Deutsche Bank	774	8	1.4
12	Standard Chartered	754	7	1.4
13	Macquarie Group	709	7	1.3
14	HSBC	563	6	1.0

Source: Thomson Reuters, Dealogic, Mergermarket

⁽¹⁾ Excludes self advised transactions; Follow-On includes rights issues





Analyst trip 2009

Wholesale Banking financial and risk overview







Vivek Ahuja
CFO
Wholesale Banking

Financial & risk overview - agenda

- Key messages
- Client revenue momentum
- Own account revenue
- Cost & investment management
- Capital & liquidity optimisation
- Risk management
- Summary

- Focused execution of client strategy
- Sustained momentum of client revenue growth
- Tight cost control; paced and focused investment growth
- Disciplined capital, liquidity and risk management

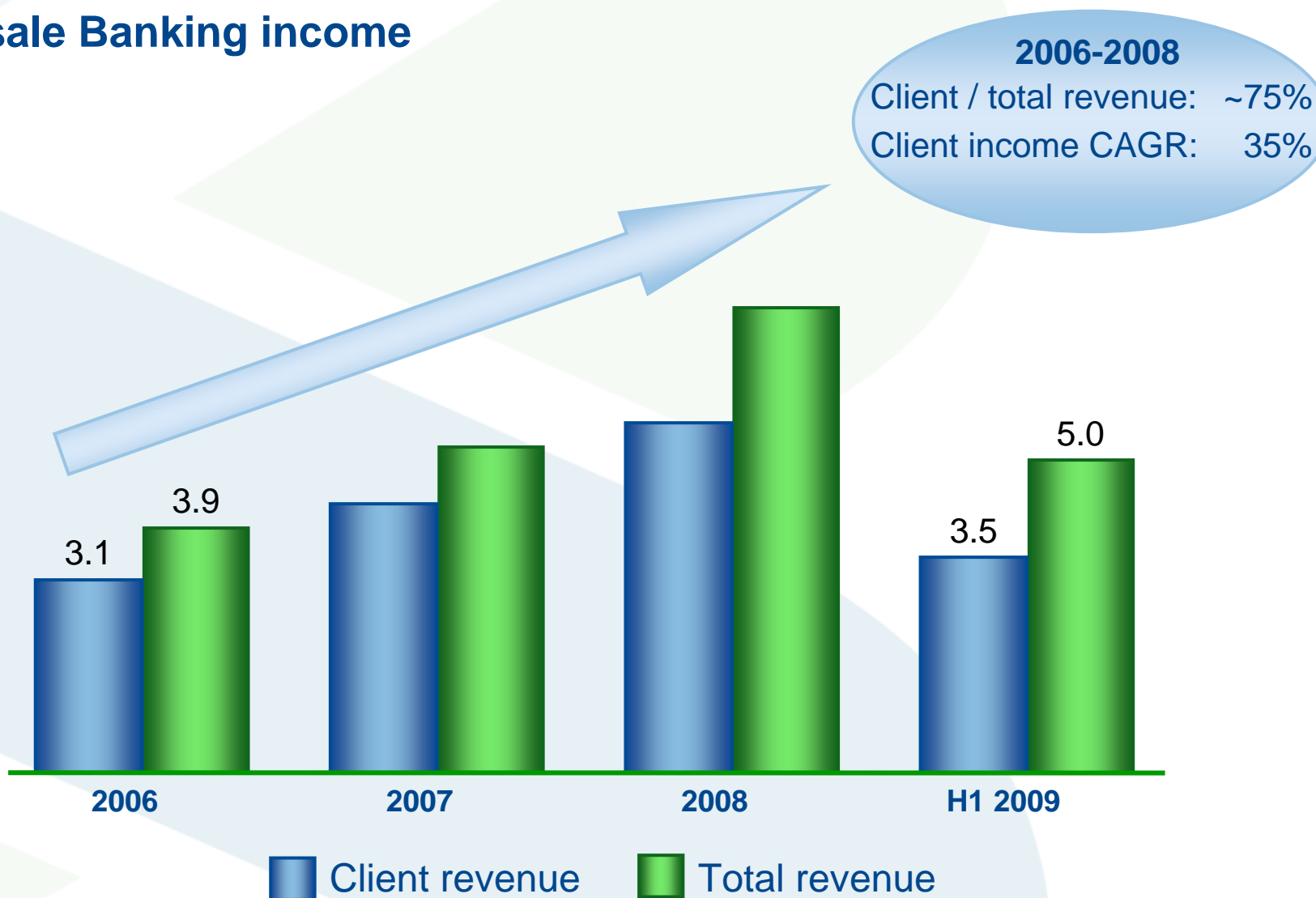
H1 2009 financial performance

Income	US\$5.0bn		+37%
Client Income	US\$3.5bn		+24%
Operating profit	US\$2.2bn		+36%
JAWS	+21%		
RWA	US\$153bn		+4%
RoRWA	6.35%		+83bps

Source: SCB data

Sustained strong client income momentum

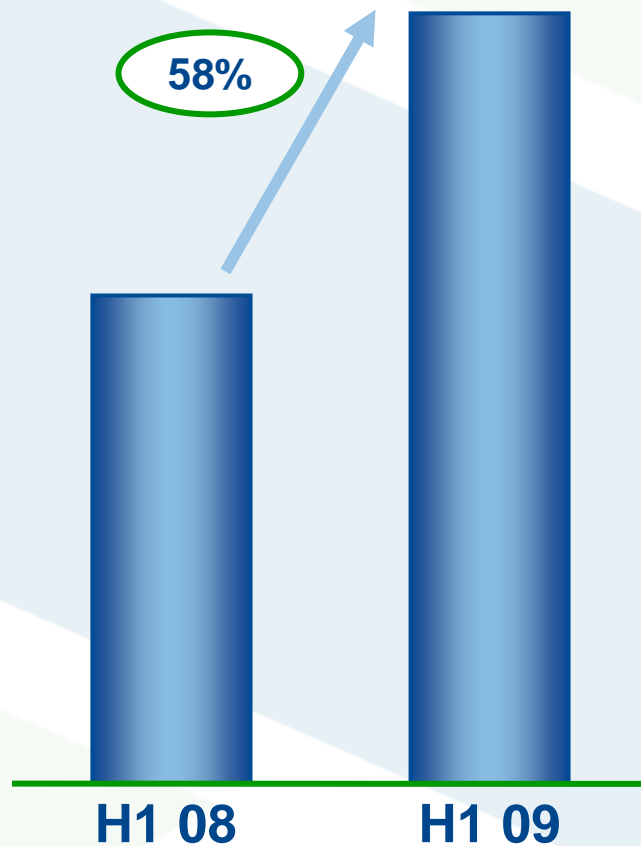
Wholesale Banking income US\$bn



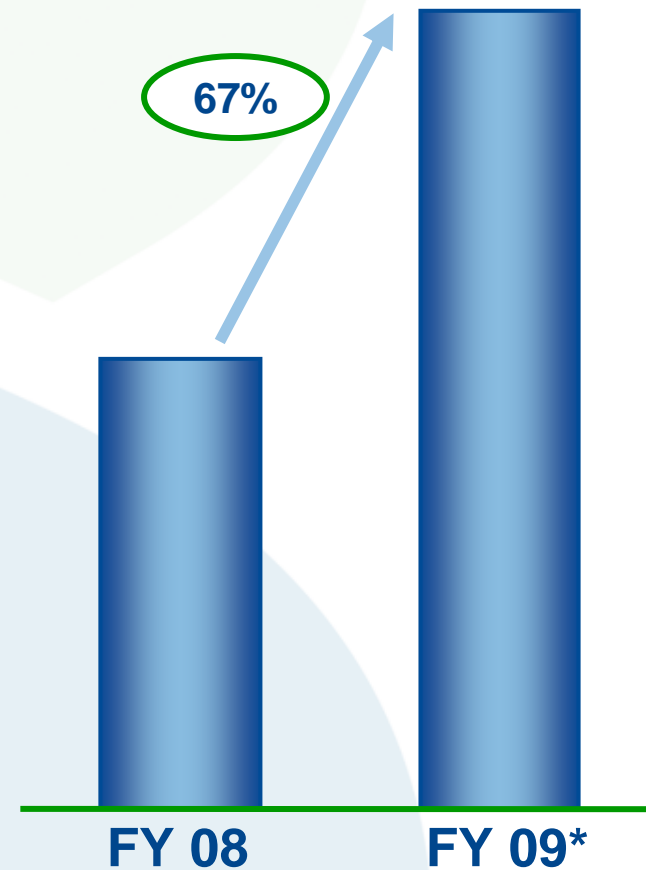
Source: SCB data

Increasing depth of client relationships

Revenue from top 50 clients



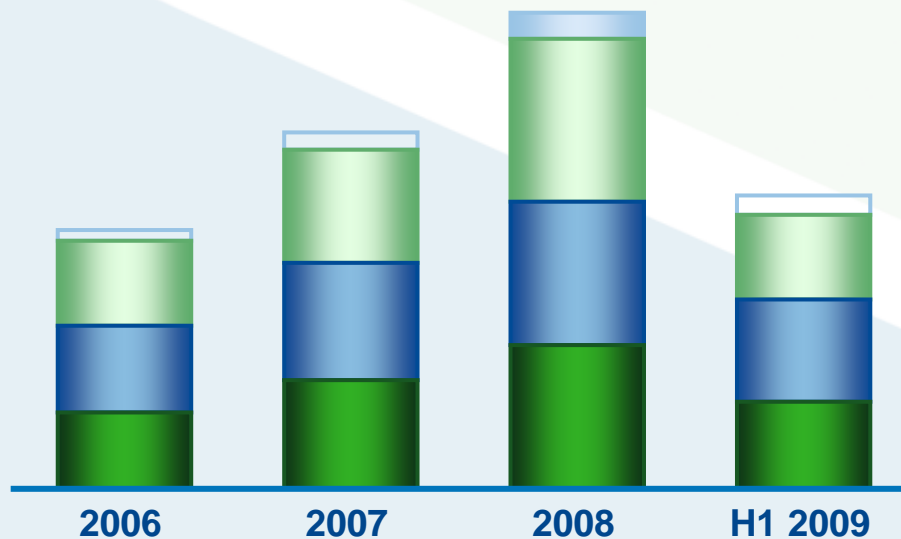
Number of clients with revenue greater than US\$10m



NOTE: * Based on straight line extrapolation of May 09 YTD data

Relationship bank across client segments

2006 - 2008 CAGR



■ Local Corporates
■ Financial Institutions

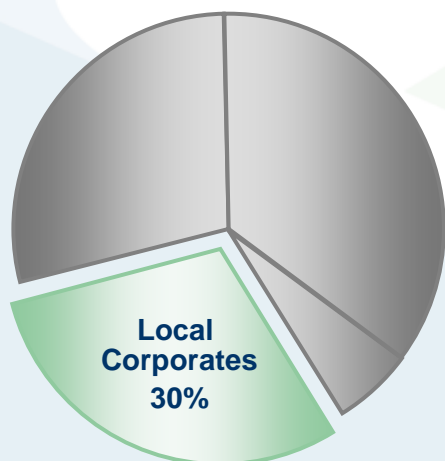
■ Global Corporates
■ Commodity Traders

- Local Corporates: 37%
- Global Corporates: 30%
- Financial Institutions: 38%
- Commodity Traders: 53%

Local Corporates - building strong local franchises as we become “Core Bank”

Client revenue*

Segmental breakdown



- Build strong local franchises
- Penetrate existing clients with broader range of products
- Enhanced focus and segmentation
- Prioritise key markets and investments

■ Key geographies (2006-2008 CAGR)

■ India	98%
■ Greater China	41%
■ UAE	35%

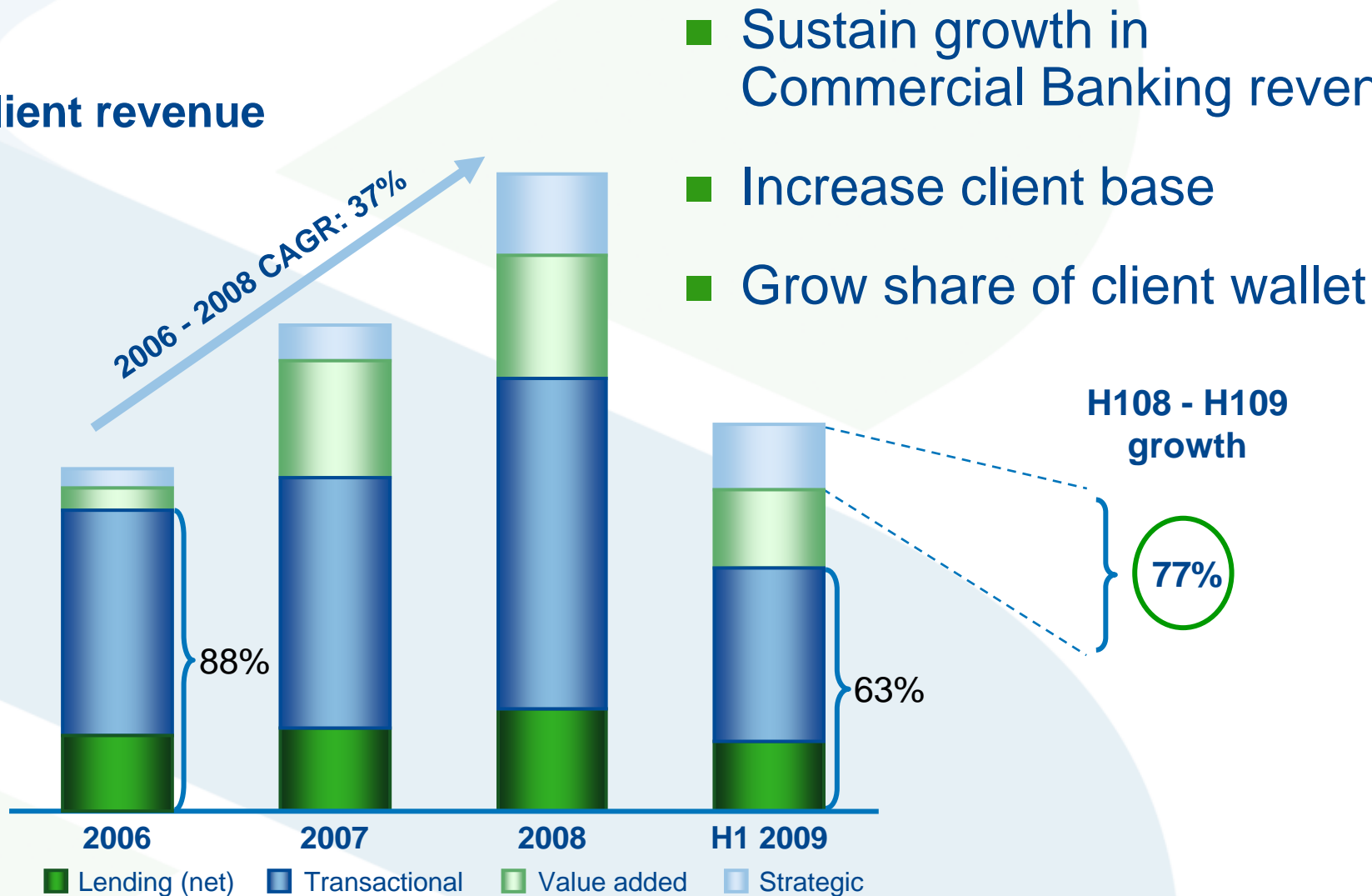
H1 2009 Geographic split



Source: SCB data, * H1 2009 Revenue excl Portfolio Management

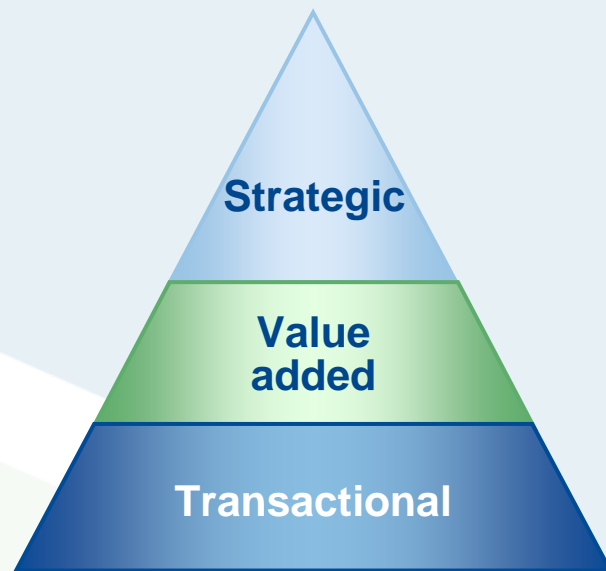
Local Corporates - Commercial Banking revenues driving momentum

Client revenue



Source: SCB data, excludes Portfolio Management

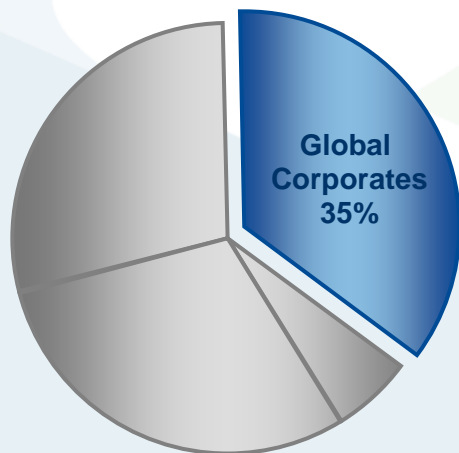
Client story: DLF



- DLF - India's largest real estate company and is engaged in the commercial, residential, retail and hotel sectors
- 2008: strategic financing / advisory capacity to the promoters with a follow-up mandate on a reverse merger with a Singapore REIT
- Today: wide range of products
 - Sell-side advisory
 - Buy-side advisory
 - Loan syndications
 - Hedging
 - Cash and trade finance

Global Corporates - Achieving “House Bank” status

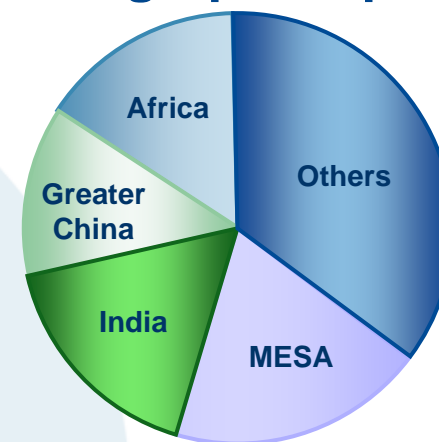
Client revenue* *Segmental breakdown*



- Support sophisticated clients with their growing strategic needs
- Set up of Strategic Client Coverage Group
- Product and Network capabilities are key competitive differentiators

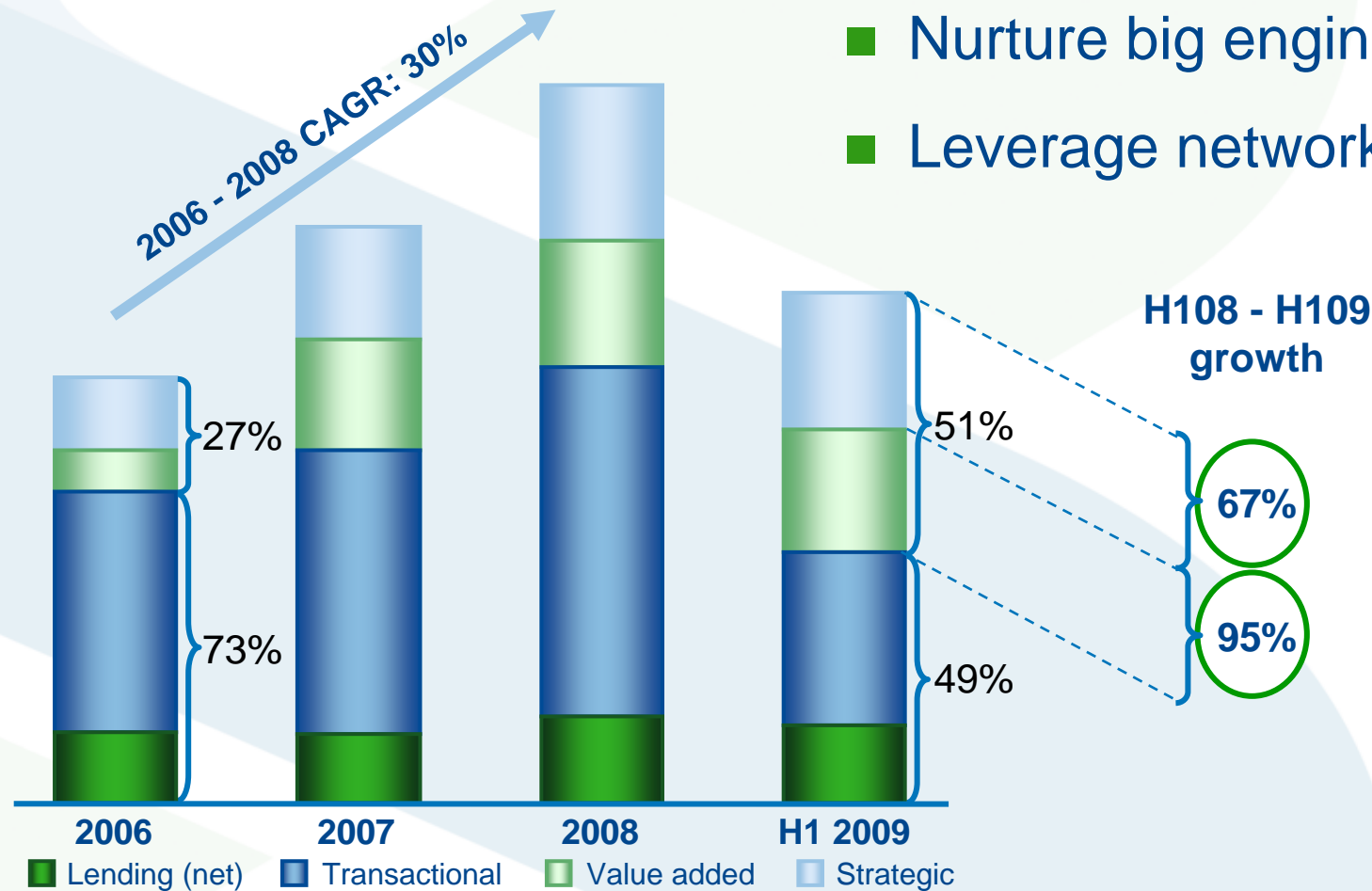
- Key geographies (2006-2008 CAGR)
 - MESA 33%
 - India 35%
 - Greater China 33%

H1 2009 Geographic split

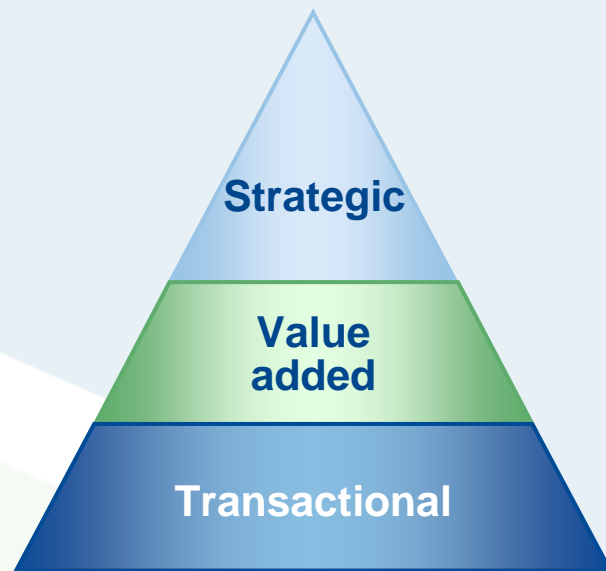


Global Corporates - Commercial Banking products are the foundation for growth

Client revenue



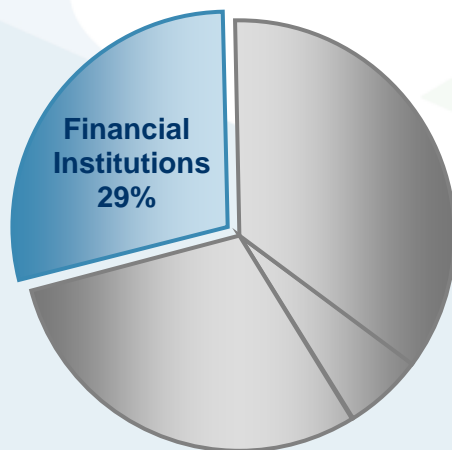
Source: SCB data, excludes Portfolio Management



- Broadening transactional relationship with 500 accounts in place with about 170 Shell companies across 23 countries
- Value-added products & services and growing strategic alliance across our footprint

Financial Institutions - To be the “Bankers’ Bank of Choice”

Client revenues* Segmental breakdown



- International connectivity with local distribution
- Deepen client coverage in FI sub-segments
- Business driven by network model

- Global model with key origination hubs in:
 - US/UK/Europe
- Core franchises in regional markets of:
 - Greater China
 - South East Asia

2006-2008 CAGR

64%⁽¹⁾

27%

37%⁽²⁾

H1 2009 Geographic split



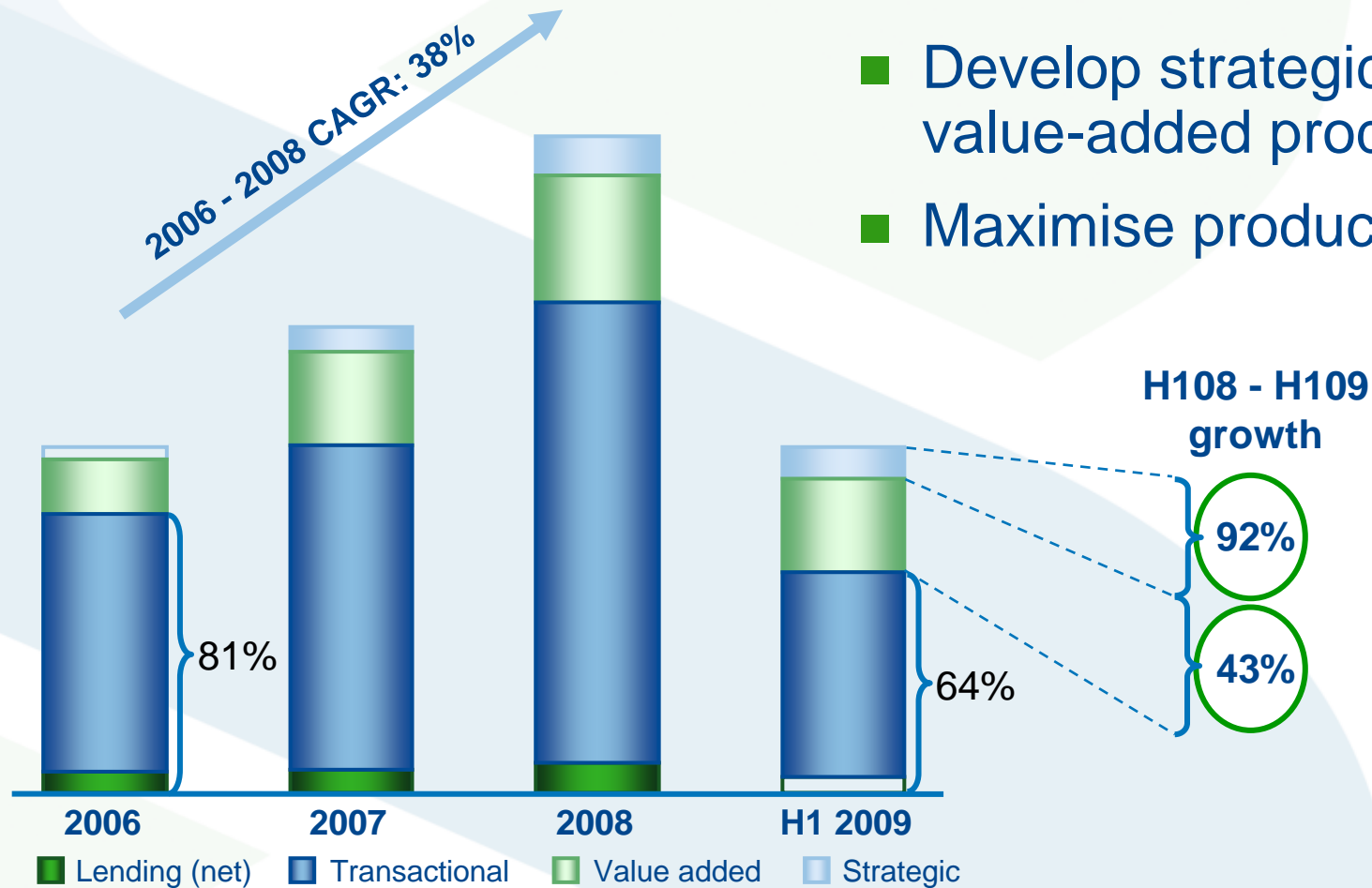
Source: SCB data, * H1 2009 Revenue excl Portfolio Management

⁽¹⁾ 64% CAGR including AEB; 25% excluding AEB

⁽²⁾ 37% CAGR including AEB; 36% excluding AEB

Financial Institutions - Network is a key competitive advantage

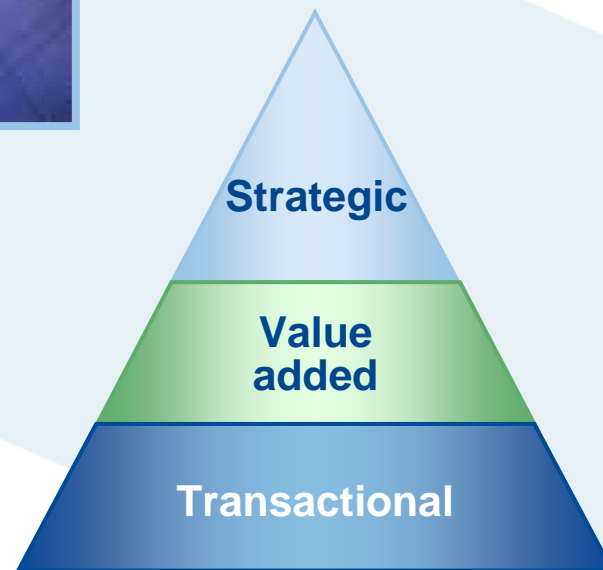
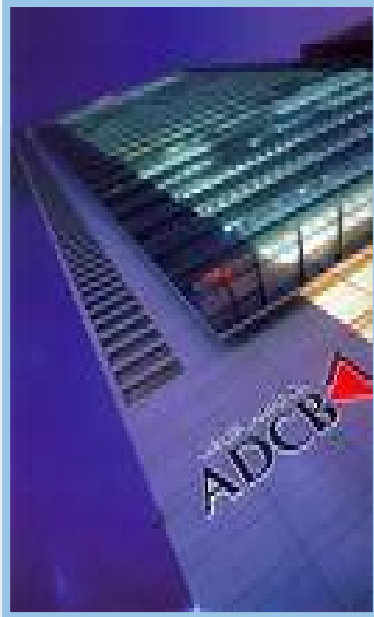
Client revenue



- Capture transactional flow businesses
- Develop strategic and value-added products
- Maximise product cross-sell

Source: SCB data, excludes Portfolio Management

Client story: Abu Dhabi Commercial Bank



- 3rd largest bank in the UAE; 2nd largest in the emirate of Abu Dhabi
- Since 2007: Product offering expanded across a wider range:
 - Trade Finance
 - Club Loan
 - IRS/CCS
 - Total Return Swap
 - Syndications
 - Bond Issuance (144a)
- Further offering including Clearing and Security Services

Extending product breadth and depth

Total revenues

US\$ m

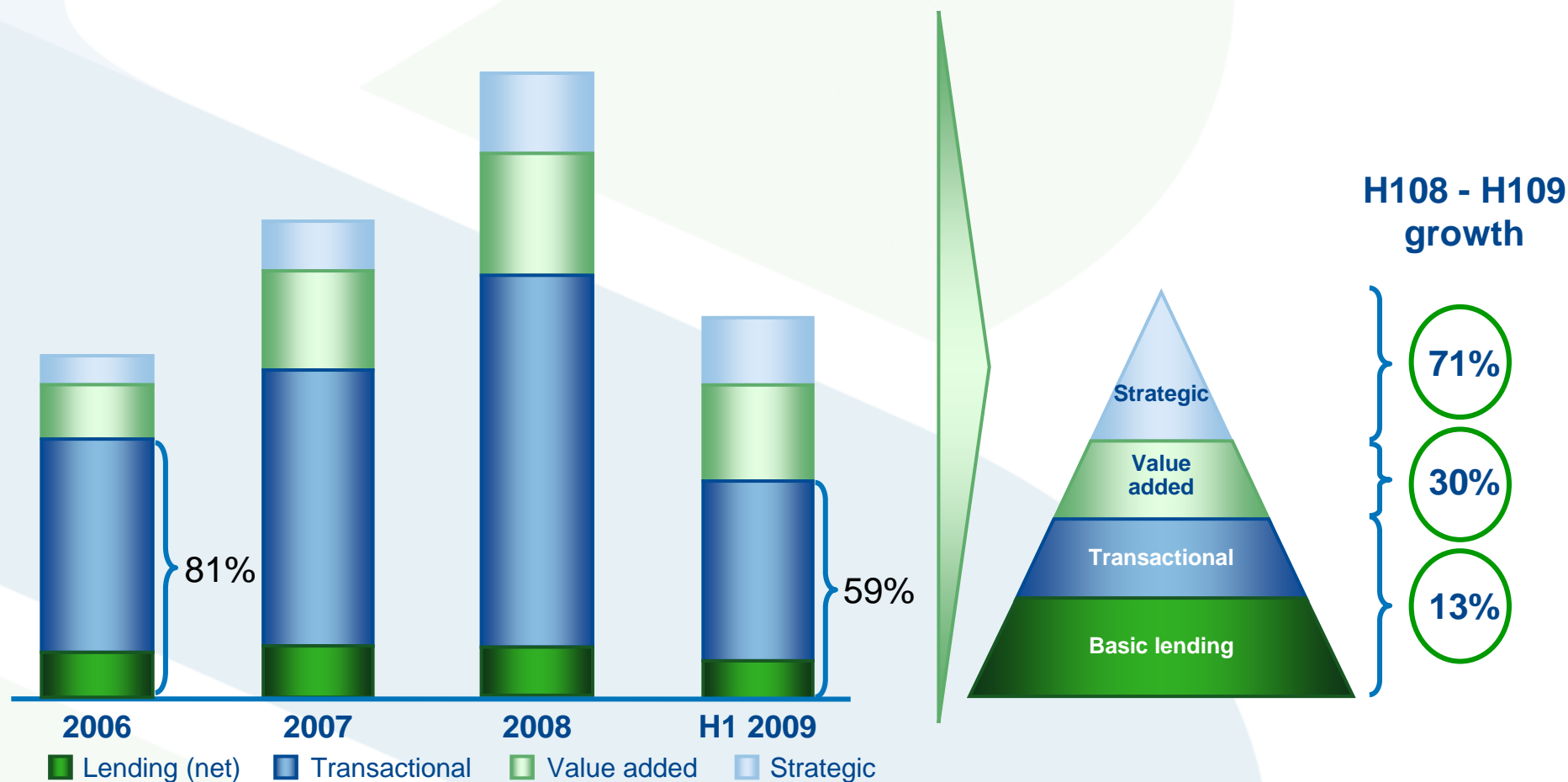
	H1 07	H1 09	% CAGR
Lending & Portfolio Mgt	211	412	40%
Transaction Banking	930	1,272	17%
Trade	321	625	40%
Cash Mgt & Custody	609	647	3%
Global Markets	1,346	3,343	58%
Financial Markets	784	2,036	61%
Corporate Finance	191	615	79%
Principal Finance	170	135	(11%)
Balance Sheet Mgt	201	557	66%
Total Wholesale Banking	2,487	5,027	42%
Client income as % of total income	80%	69%	32%⁽¹⁾

Source: SCB data

⁽¹⁾ Client Income growth CAGR

Strong Commercial Banking foundation is key to growth

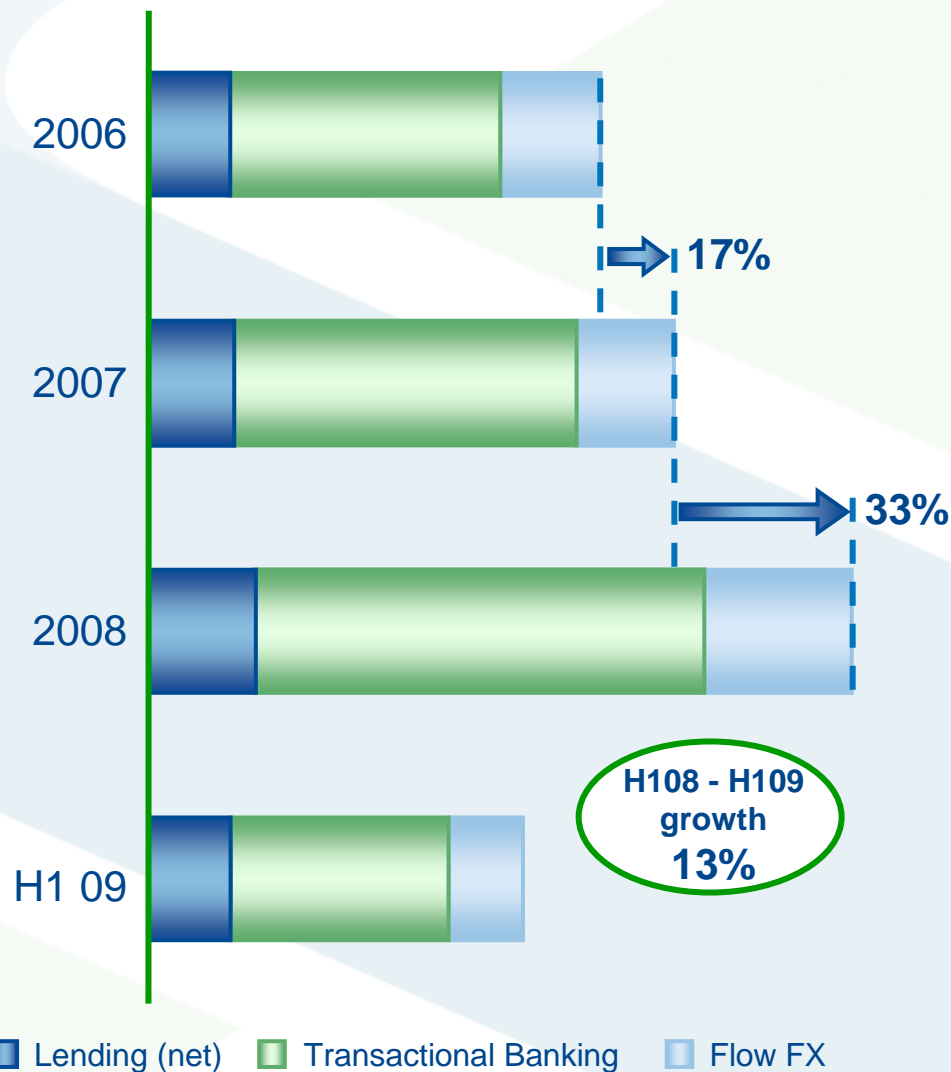
(% of total client revenue)



Source: SCB data, excludes Portfolio Management

Continued Commercial Banking momentum will sustain growth

(US\$m)



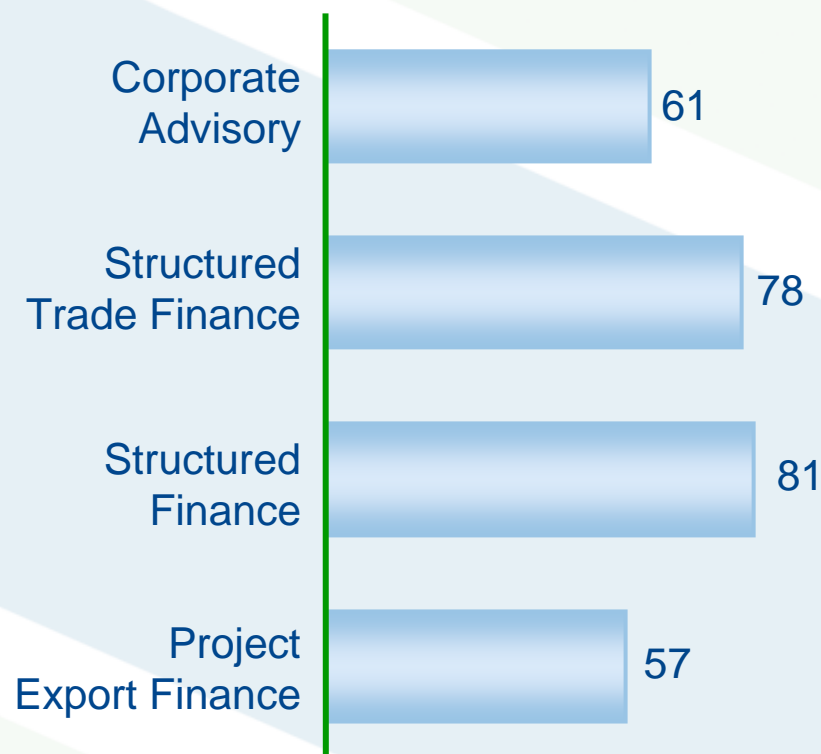
- Positioned to benefit from market recovery
 - TB volumes & Cash margins
 - Flow FX volume
- Market share gains in India, China and Korea

Source: SCB data, excludes Portfolio Management

Supporting our clients' strategic needs

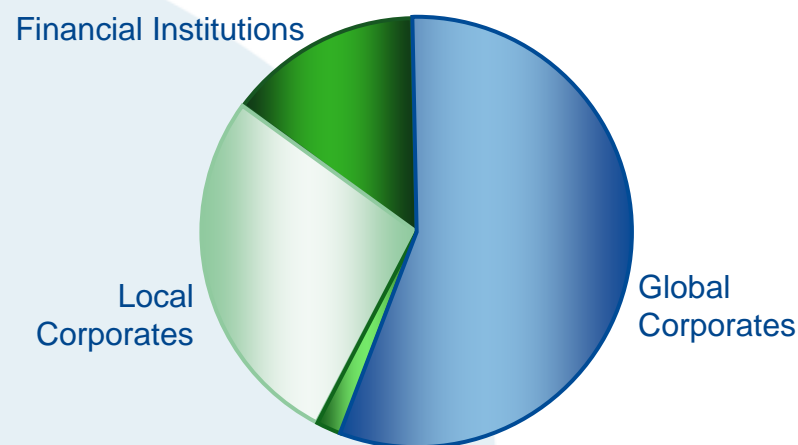
Corporate Finance*

Client Income Growth by Product
H1 08 vs. H1 09 (%)



- Improved client coverage
- Significant step up in product capabilities and quality
- Broadening of footprint
- Rapid take up of new products e.g. equities

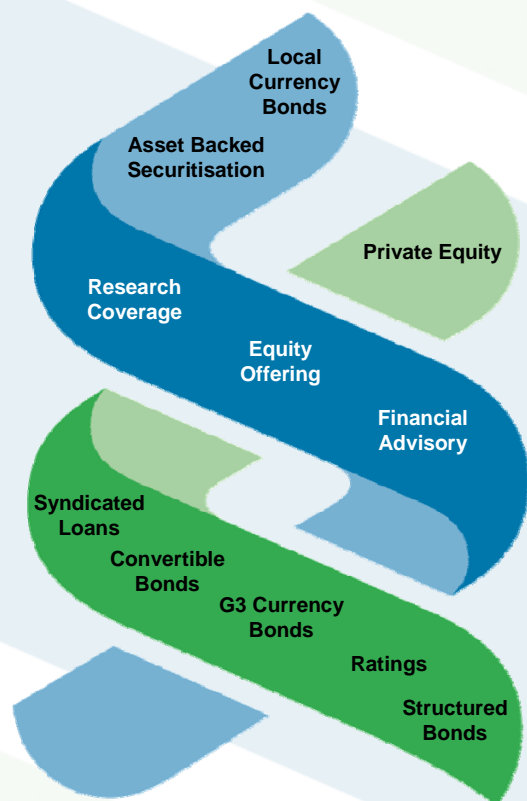
CF client revenue split*



Source: SCB data, * H1 2009 Revenue excl Portfolio Management

Cazenove Asia - off to a good start

Complete product offering



A solid platform for growth

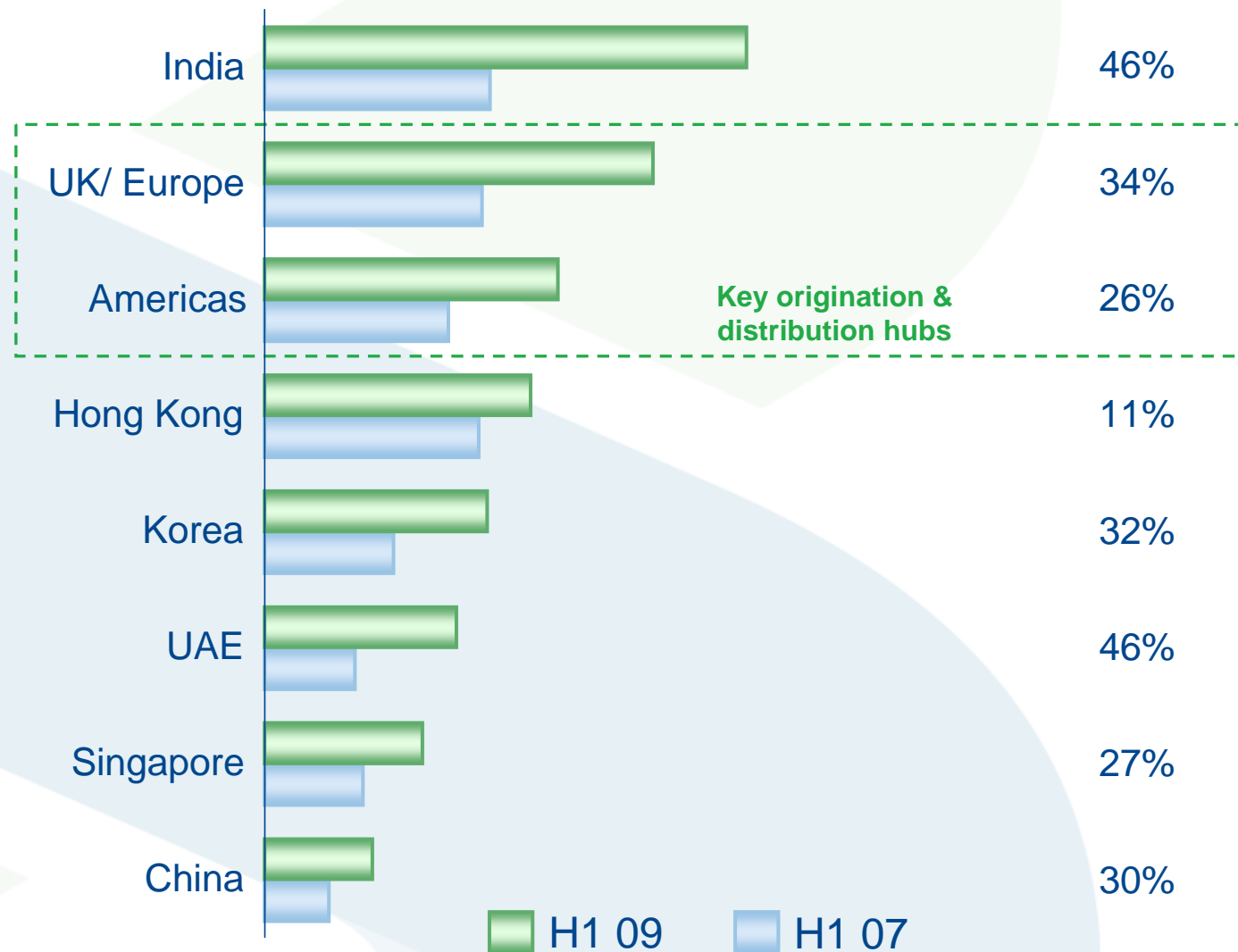


- Standard Chartered footprint
- Cazenove Asia footprint

Geographical diversity and network model are key competitive advantages

Client Revenue by Key Geographies (Originated)

CAGR



Source: SCB data

Strong results in Own Account driven by FM and Balance Sheet Management gains

Wholesale Banking

Own Account revenue breakdown

US\$m

	FY 08	H1 09
Financial Markets	696	894
Balance Sheet Mgt	912	557
Principal Finance	239	122
Total Own Account Income	1,847	1,573

Source: SCB data

Financial Markets trading activities are primarily based on leveraging client flows



FM Sales & Trading Income



- Market making
 - Catching bid-offers between different clients who take different views and then crossing bid-offer
- Positioning on the back of client flows
 - Following observed/discerned market trend in client activities
- Taking views
 - Assuming positions (from client transactions) after assessment of market and other flows
 - Mostly intra-day activities based on deep knowledge of our footprint markets

Trading gains have benefited from high client flows and widened spreads

High Market Volatility



Widened TED spreads/credit risk



- Market volatility
 - Increases client activities (also benefiting client revenue)
 - Provides market opportunity
- Bid-offer spreads
 - Widening of spreads has improved profitability
- Investment in trading and risk capabilities
 - New hires and a more sophisticated risk management framework

Case study: Client flow generates sales revenues and benefits Own Account Income

Taiwan Corporate (normal credit)

StanChart Quote to
Client (bid/offer)
31.855 / 31.925

StanChart buys US\$20m
against TWD @ 31.855

Client Revenue
= US\$9,302

Standard Chartered

Sales

Quote (bid/offer)
31.870 / 31.910

Trading

StanChart sells
US\$20m against TWD
@ 31.876 (Hedge)

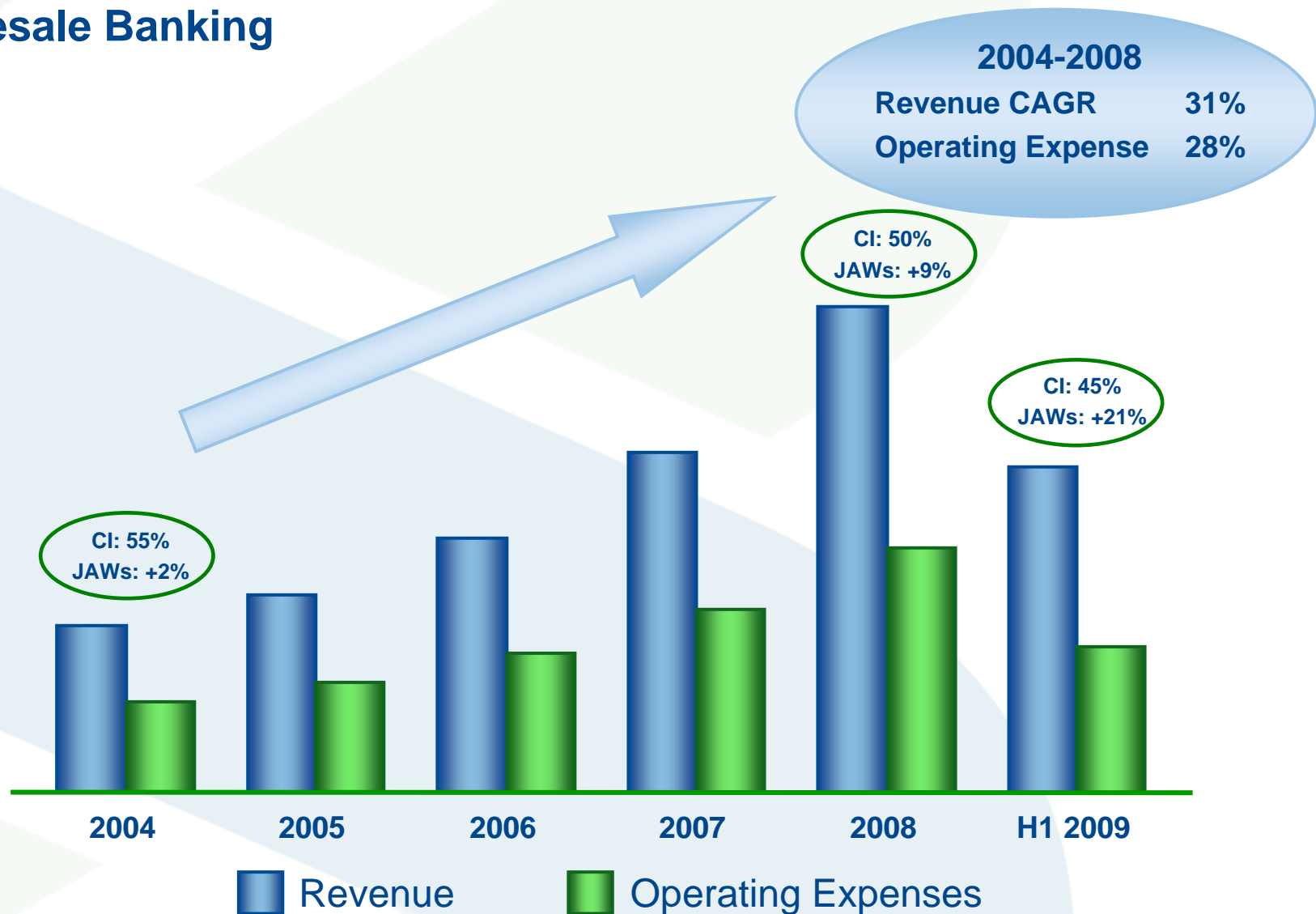
Trading income
(own account)
= US\$3,721

Market

1. Client asks Sales for a quote for a 3mth USD/TWD forward.
2. Sales desk shows the price to Client at 31.855/31.925. Client dealt to sell US\$ 20m against TWD at 31.855
3. Trading pays the margin differences (31.855 vs. 31.87) to Sales as Client Revenue.
[US\$ 20m * (31.87-31.855)/32.25 = 9,302. Note: 32.25 is the spot rate]
4. Trading subsequently hedges the deal at the market bid of 31.876 resulting in a gain of US\$3,721.
[US\$ 20m * (31.876-31.87)/32.25 = 3,721]

Disciplined cost management mitigates P&L volatility

Wholesale Banking

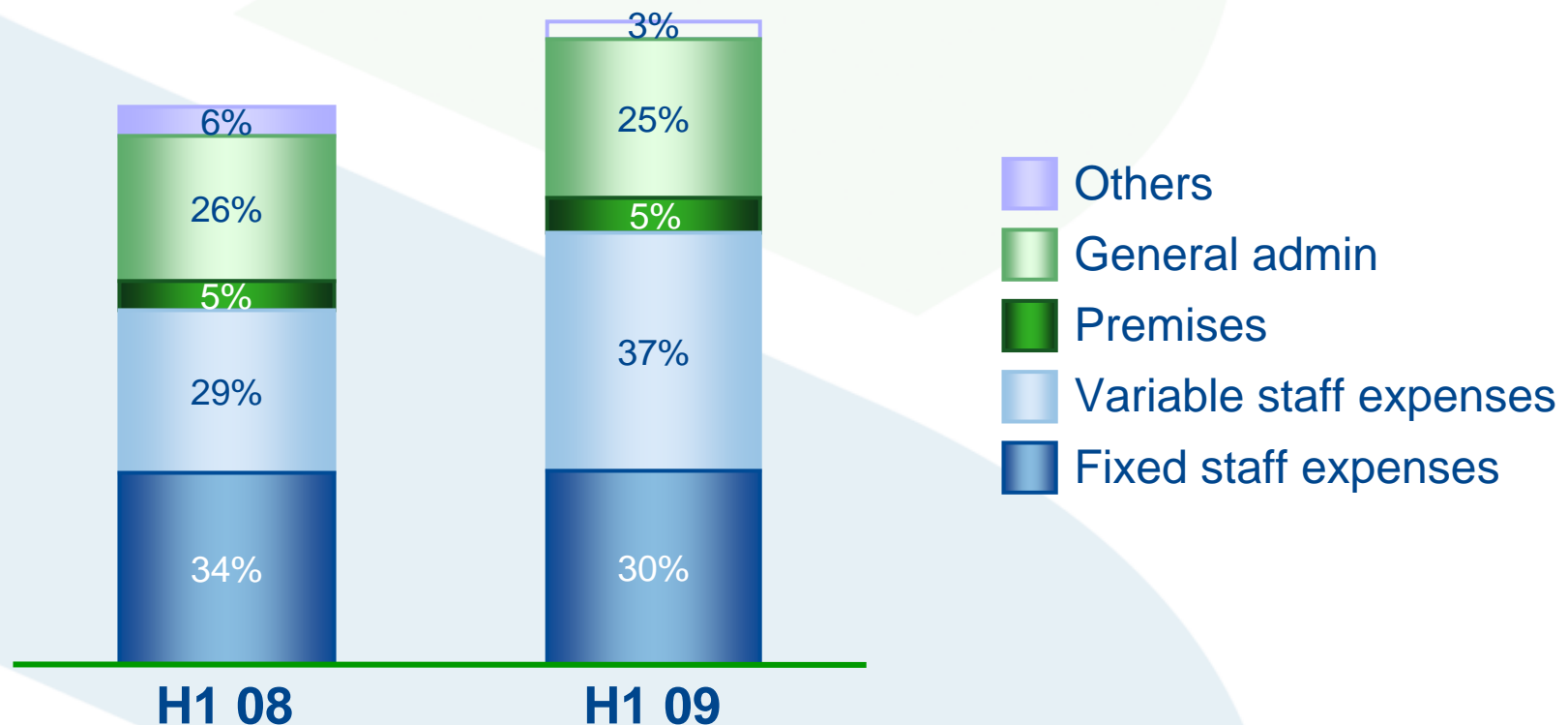


Source: SCB data

Cost base is flexible and aligned with our people and products initiatives

Wholesale Banking

Operating expenses breakdown (%)



Source: SCB data

Consistency of investment in big engines has been a key enabler of growth

Client

- 400+ new RMs since 2006
- 50+ new SCCG hires since 2008
- Client documentation simplification

Product

- Build-out in rates, commodities & equities
- Acquisition of Cazenove Asia, AEB, Harrison Lovegrove, Pembroke & First Africa
- Trade processing systems

Geography

- 1000+ new staff in Greater China and India since 2006
- Extended branch network with CB

Infrastructure

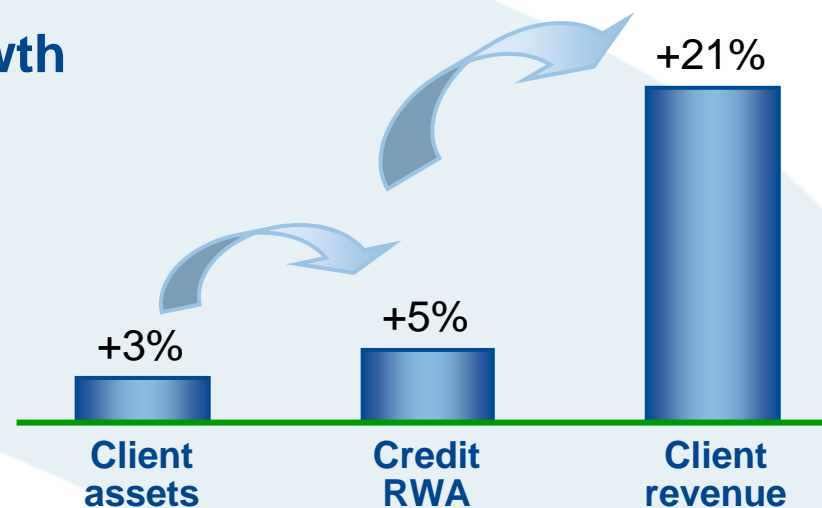
- Re-engineering including Basel infrastructure
- Management information systems

Capital optimisation through the implementation of risk / return framework

Wholesale Banking RWA

	Dec 08	Jun 09	% Change
Credit RWA	112	117	5%
Total RWA	137	153	12%

Client assets / RWA / revenue growth (Dec 08 – Jun 09)

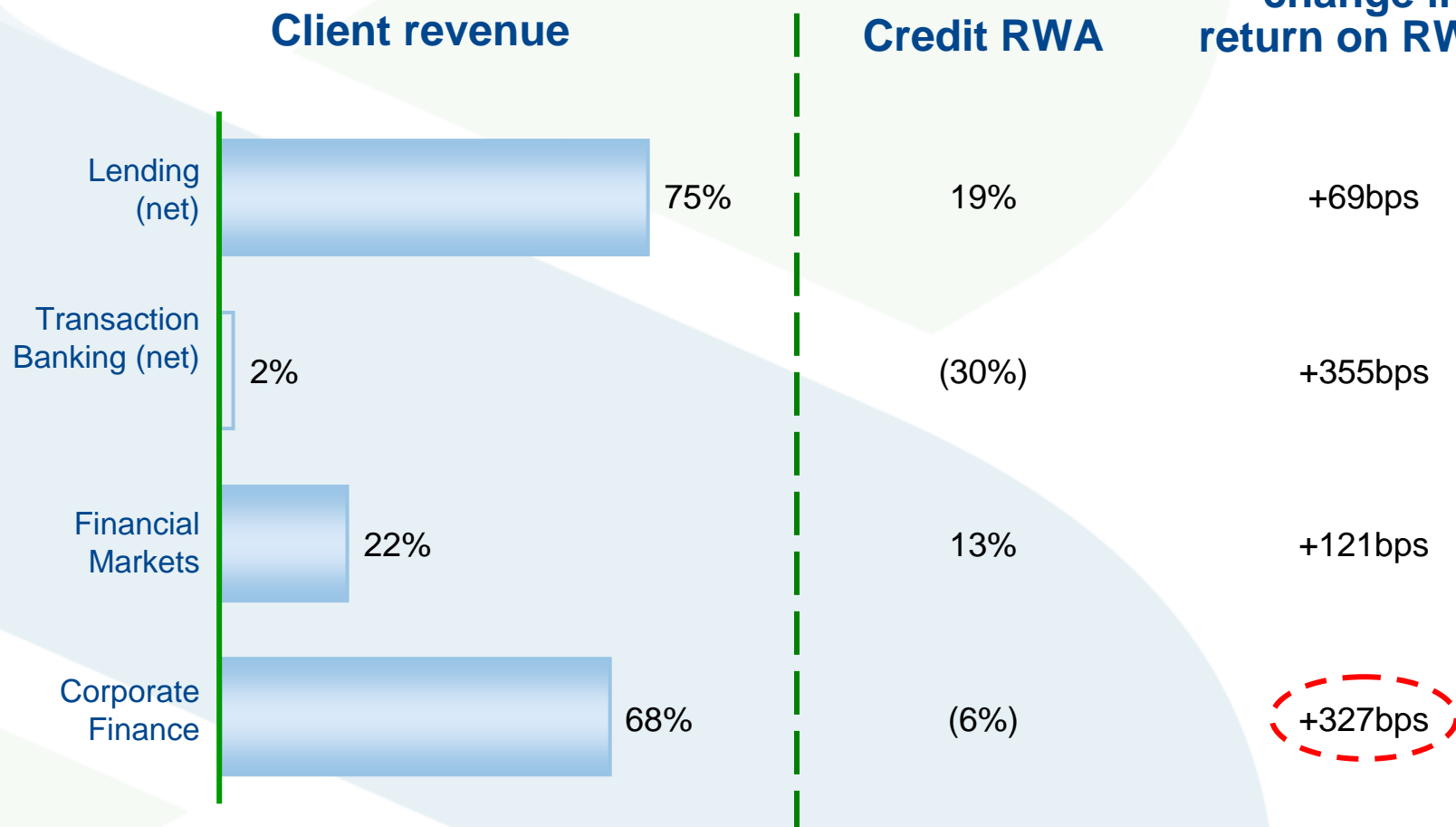


Source: SCB data

Capital allocation to higher return businesses

Client Revenue and RWA growth (H1 08 - H1 09) %

H1 08 - H1 09
change in
return on RWA¹



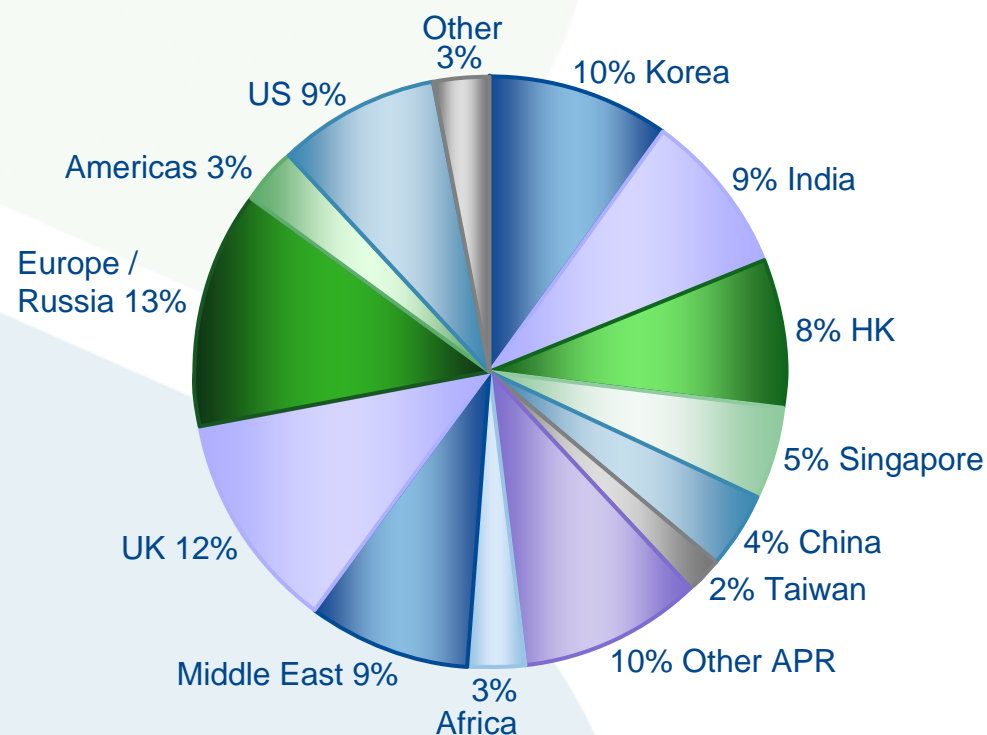
Source: SCB data

¹ Return on average RWA is annualised revenues divided by the average RWA over the period

WB portfolio is well-diversified with limited concentration risk

WB nominal as at 30 June 2009 Portfolio distribution by geography¹

	WA LGD (%)	WA PD (bps)	WA CG ¹
Jun 2008	36	64	6B
Dec 2008	30	67	6B
Jun 2009	32	82	7A
Sep 2009	31	84	7A



Source: SCB data

NOTE: WB nominal is all outstanding assets & contingents for both Cat 1 & 2;

¹ Geography is based on country of credit risk responsibility

² Credit ratings above are based on an internal grading system using a PD measure.

Our WA CG of 7A is comparable to a portfolio of assets with a WA S&P rating of BB

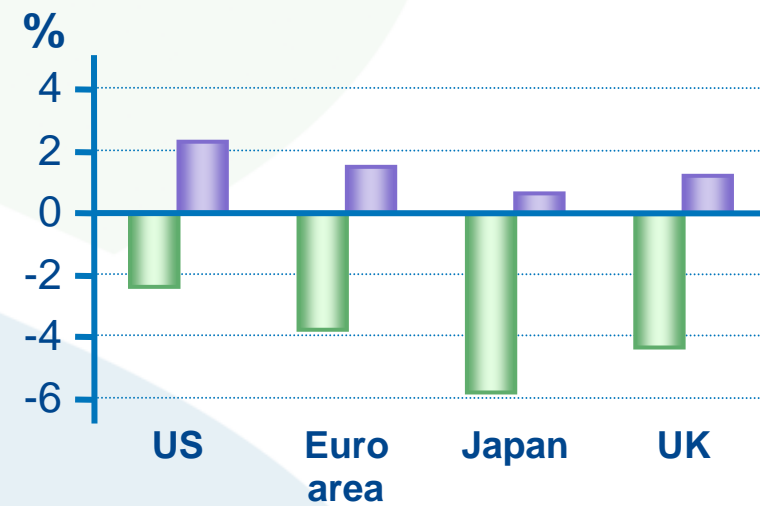
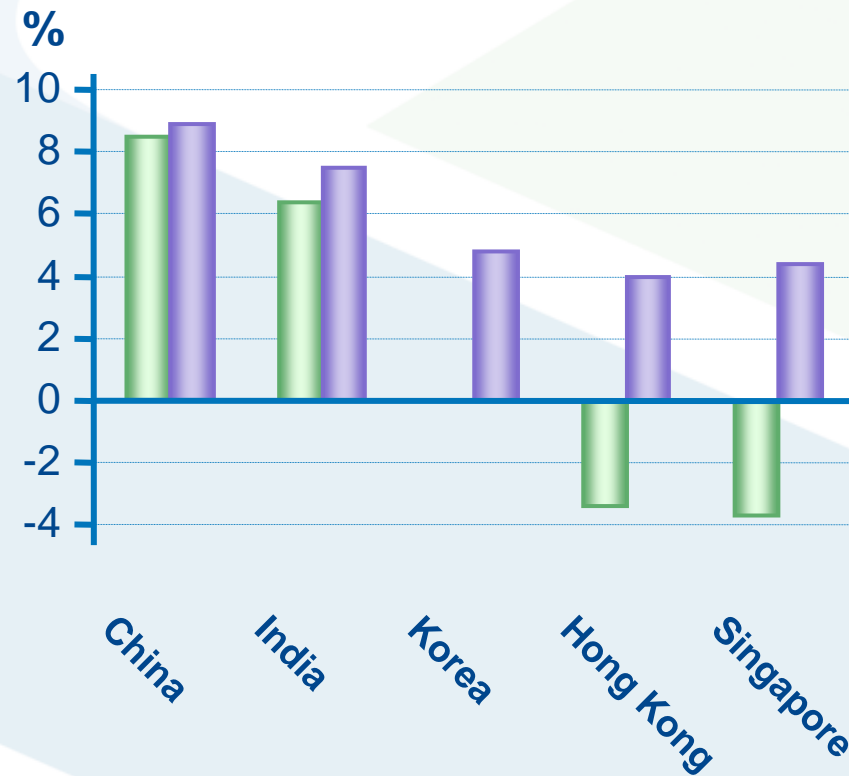
WA: Weighted Average

- Wholesale Banking continues to deliver strong financial performance
- Disciplined execution of consistent client-led strategy
- Client income momentum has been sustained with good growth across client segments, products and geographies
- Proactive management of costs, liquidity, capital and risk provides stable platform to sustain performance momentum



- Fundamentals of economic outlook
- Our strategy
- The competition

GDP growth projections - East and West



Current 2009F 2010F

- We are confident in the growth prospects in our footprint
- Our businesses are well positioned to benefit from the economic recovery
- We have selectively taken advantage of the crisis to build our capabilities
- We have a conservative business model with robust foundations

Q & A

Consumer Banking

Steve Bertamini

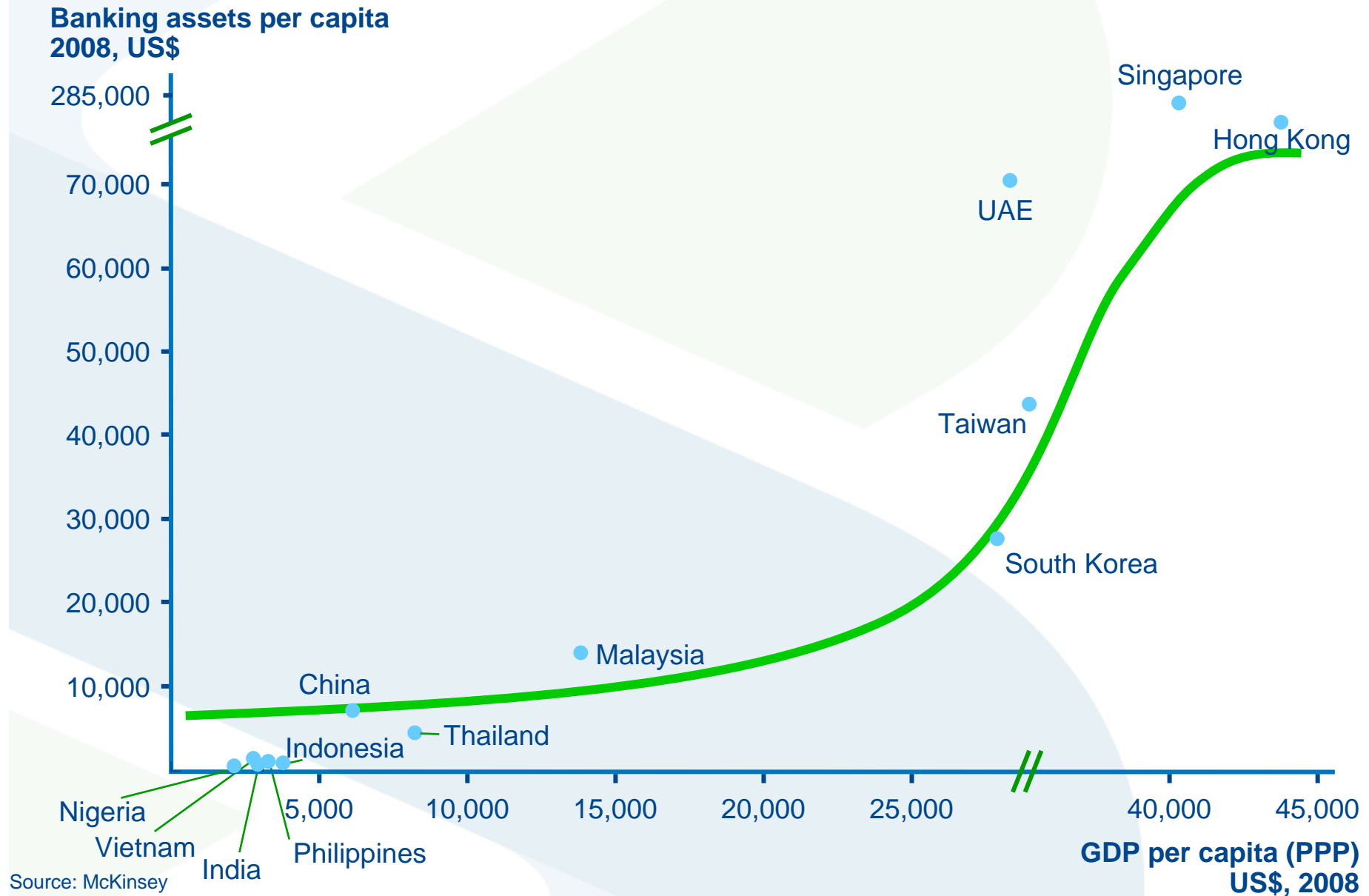
Group Executive Director & CEO
Consumer Banking



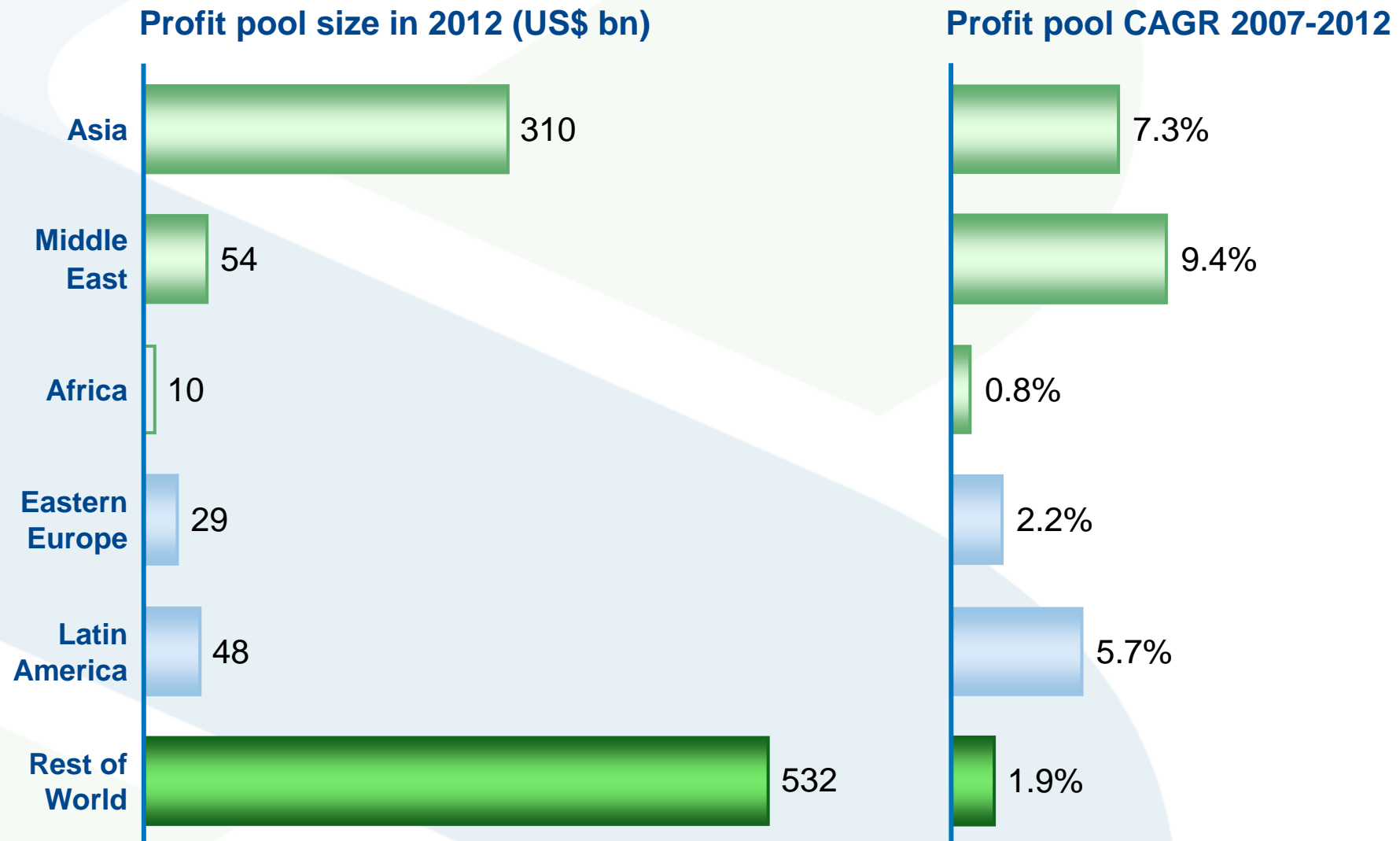
Key messages

- Significant opportunity for future growth
- Good progress in implementing new strategy
- Focused on top-line growth, embedding customer centricity and disciplined execution

Our markets provide significant headroom for growth...



...with attractive profit pools that continue to grow faster than western markets

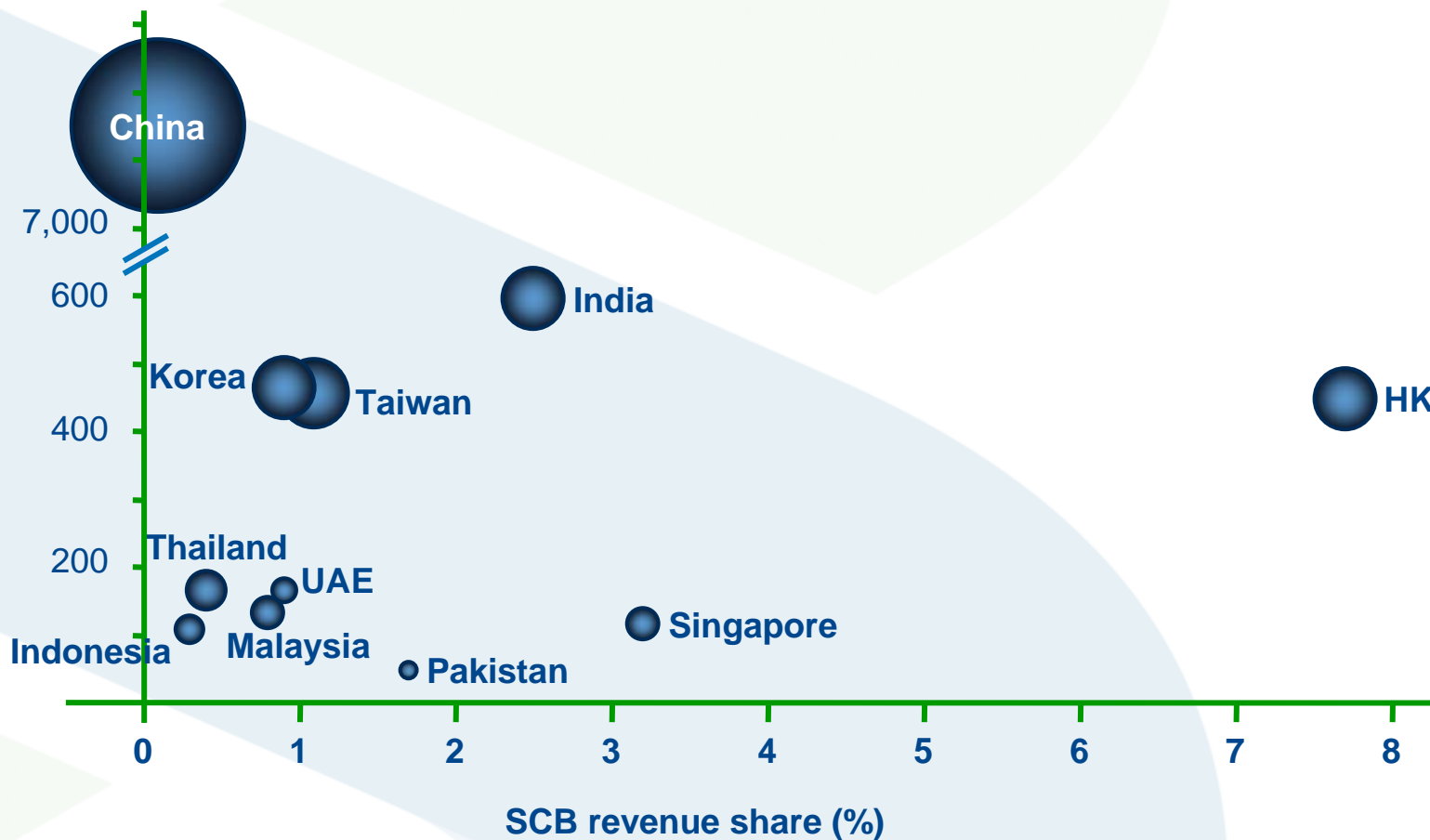


Source: McKinsey

The Premium Banking segment is a significant opportunity for us...

Premium Banking market population growth vs. SCB revenue share

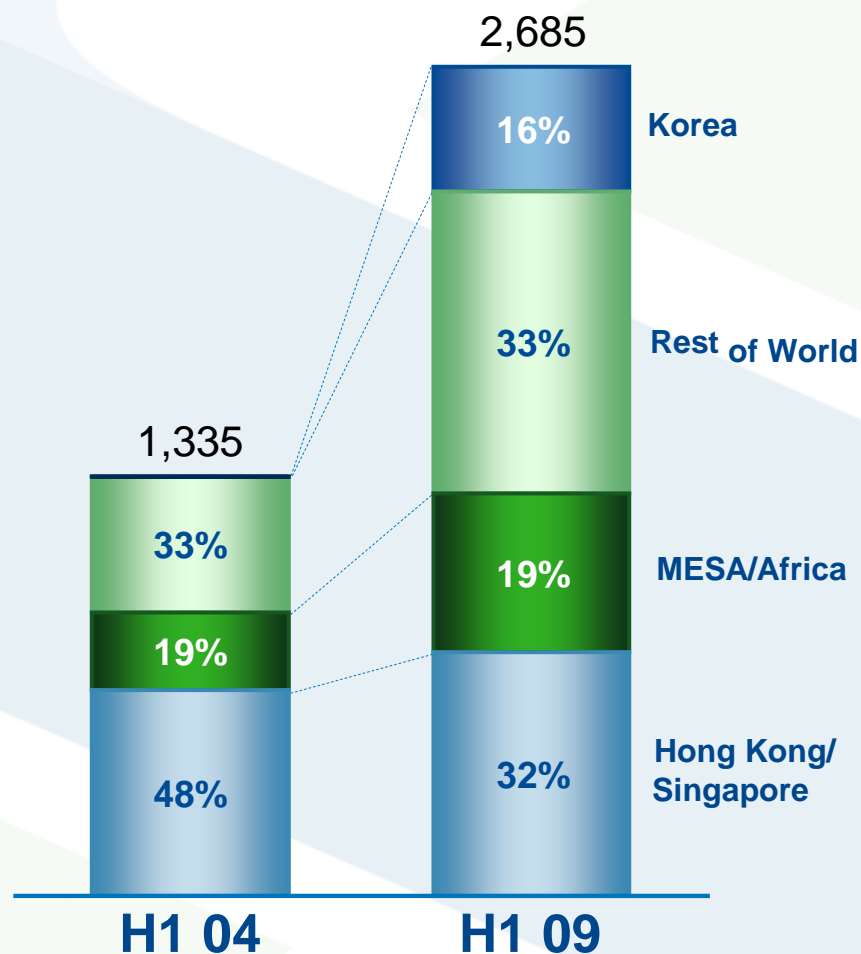
New-to-segment population (000)



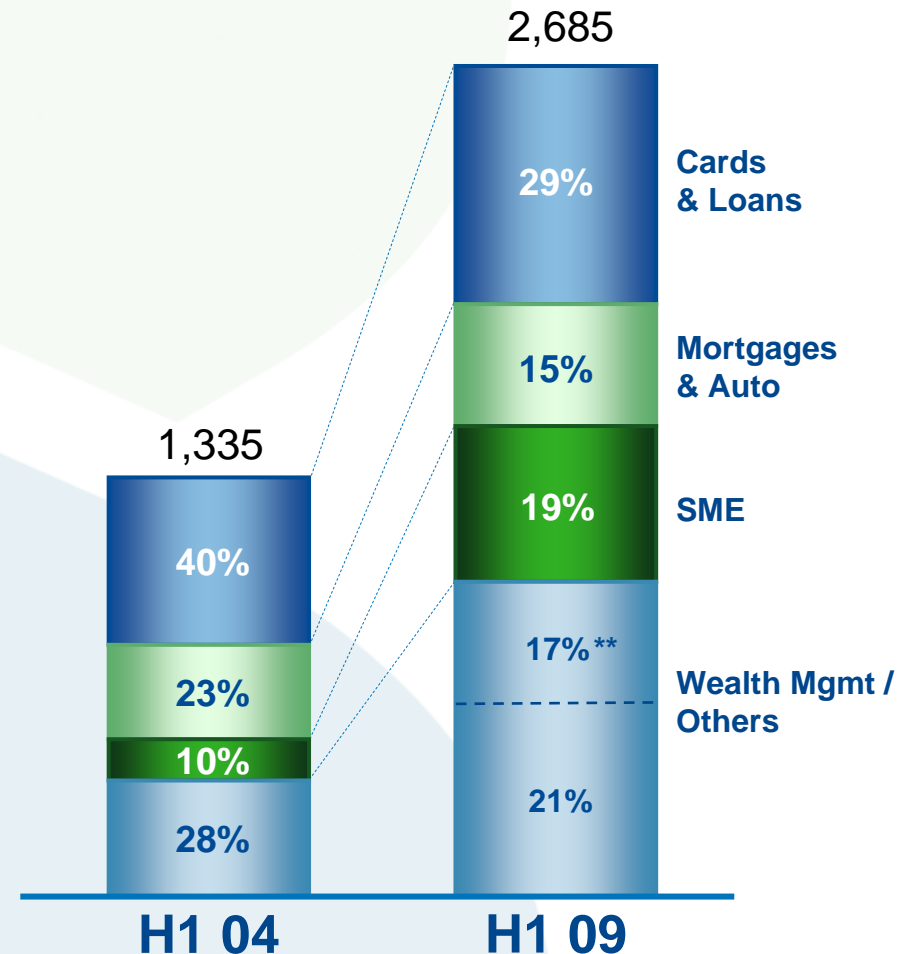
Source: McKinsey

CB is well positioned with an increasingly diversified portfolio...

Income mix by geography
US\$m

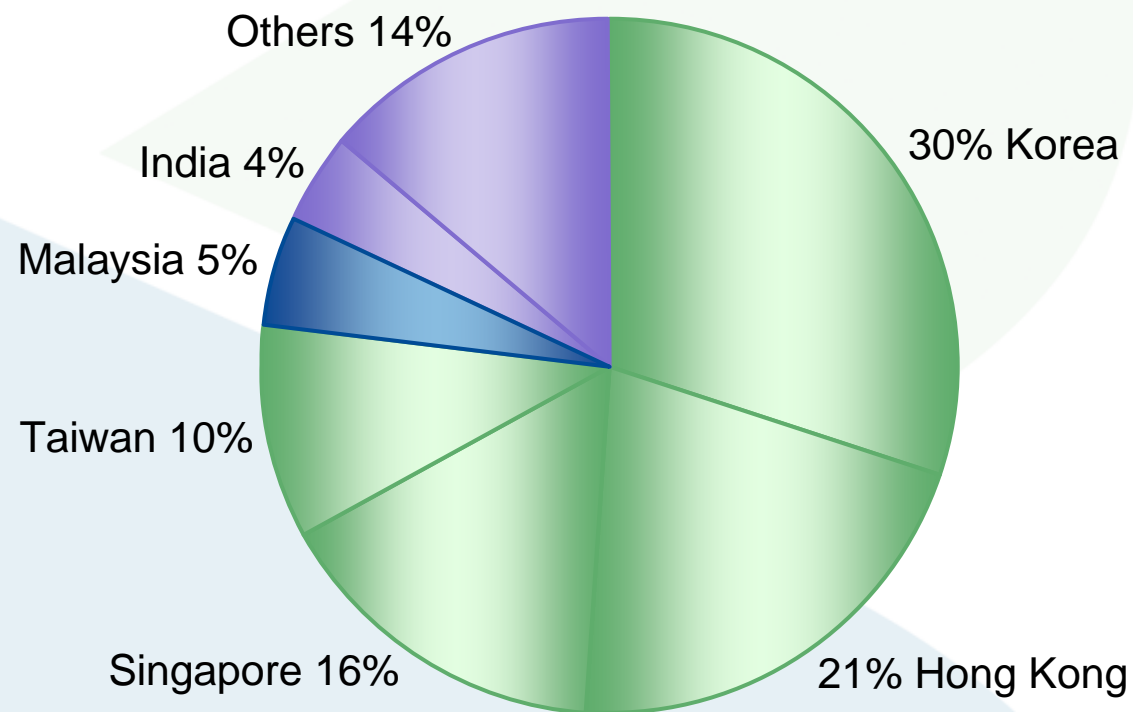


Income mix by product
US\$m



** CTB – Consumer Transaction Banking

...with assets concentrated in markets with lowest loss rates*



Loss rate < 1%

Loss rate 1~2%

Loss rate > 2%

* As of H1 2009

Leveraging our One Bank opportunity to drive cross business synergies...

Liquidity

- \$46bn of net surplus at H1 09 from CB

Employee banking

- 450+ WB corporate client sign-ups
- 158,000+ individual salary payments*
- \$2bn+ salary value* in top 5 markets

Product placement / collaboration

- SME Trade Solutions: 100% sourced from WB
- Doubled OTC FX option volumes and proportion of structured products sourced from FM

Leverage infrastructure

- SME: Straight to Bank rolled out to 28 countries
- WM: Shared dealing room and product platforms
- SMS alerts for WB clients

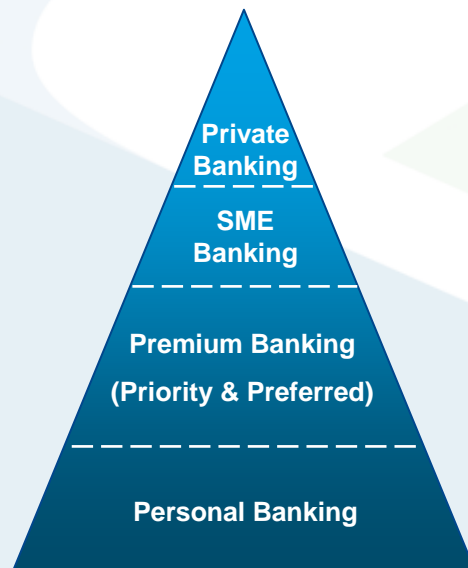
Risk management / balance sheet

- Aligned risk approach
- Balance sheet optimisation

* via Book Transfer

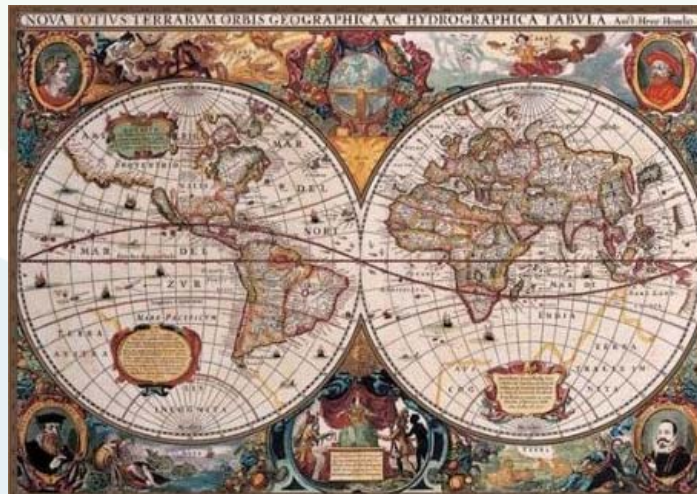
...and a well balanced organisation model

Segment lens



- Create world-class customer value propositions
- Drive segment performance and customer experience

Geographic lens



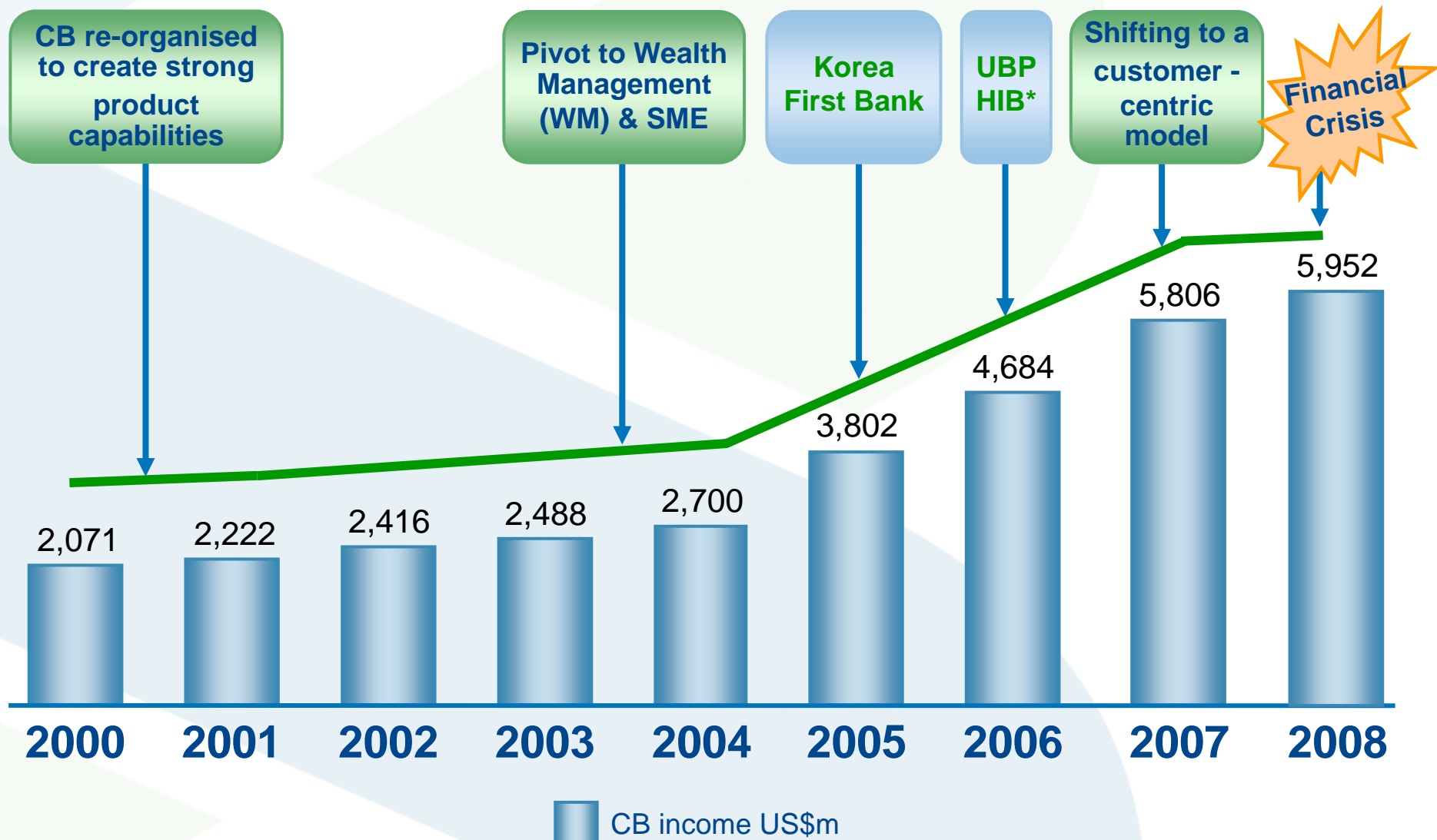
- Four core regions: SEA, NEA, Korea, West
- Deliver overall country performance
- Manage investments and trade-offs across the franchise

Product lens



- Provide segment specific solutions and capabilities
- Optimise product portfolios
- End to end product delivery standards

An overview of CB's journey



* UBP – Union Bank of Pakistan; HIB – Hsinchu International Bank

CB faces four key challenges exacerbated by the financial crisis

Small presence in many markets

- Typically <4% market share
- Low brand awareness
- Underleveraged WB in the past

Costs growing faster than revenues

- Cost-income ratio above industry average
- Driven by recent acquisitions, investment & WM reduction

Unclear market Participation models

- Undifferentiated approach with past “product push”
- Lack of strong value proposition for High Value Segments (HVS)*

Macro-economic headwinds

- Record low Interest rates
- FX impact on local currency balances and P&L

* High Value Segments (HVS) - SME, Private, Priority

CB strategy put in place to drive sustainable competitive advantage

The World's Best International Consumer Bank in each of our chosen markets and segments across Asia, Africa and the Middle East

PARTICIPATION MODEL

- Focus on High Value Segments*
- Three standard models
- Prioritised investment
- Hub and spoke, shared utilities

CUSTOMER CENTRICITY

- Distinctive Customer Value Propositions and world class RMs
- Main bank relationship & Payroll driven
- Needs based bundling

“BACK TO BASICS”

- Re-engineering and COE's
- Liquidity and secured lending
- Strong risk and cost discipline
- Performance management

* High Value Segments (HVS) - SME, Private, Priority

Despite headwinds CB strategy is showing early signs of success

Stronger balance sheet

- CASA as % of liabilities up from 40% in Q4 08 to 49% in H1 09
- Payroll as % of CASA up from 16% in Q4 08 to 29% in Sep 09
- 9% asset and 21% liability growth (ex FX) over H1 08 & H1 09

Better service & higher efficiency

- 50% reduction in customer complaints
- Significant increase in net promoter scores across key markets
- Call Center productivity increased by 11%

Growing market share

- Korea savings up from 5% in H1 08 to 9% in H1 09
- HK new mortgage share up from 13% in H1 08 to 17% in H1 09
- Singapore: #1 foreign bank for new mortgage bookings with 16% share; #1 bank for SME government schemes

Driving cross-sell & bundling

- Comprehensive bundles under development; phase 1 launches across HK, SG, KR, IN, MY
- Payroll bundles launched in 16 markets

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New participation models based on market attractiveness and competitive position

Universal Markets (e.g., Hong Kong and Singapore)

- Target all segments with emphasis on High Value Segments
- Offer full range of products
- Nationwide distribution

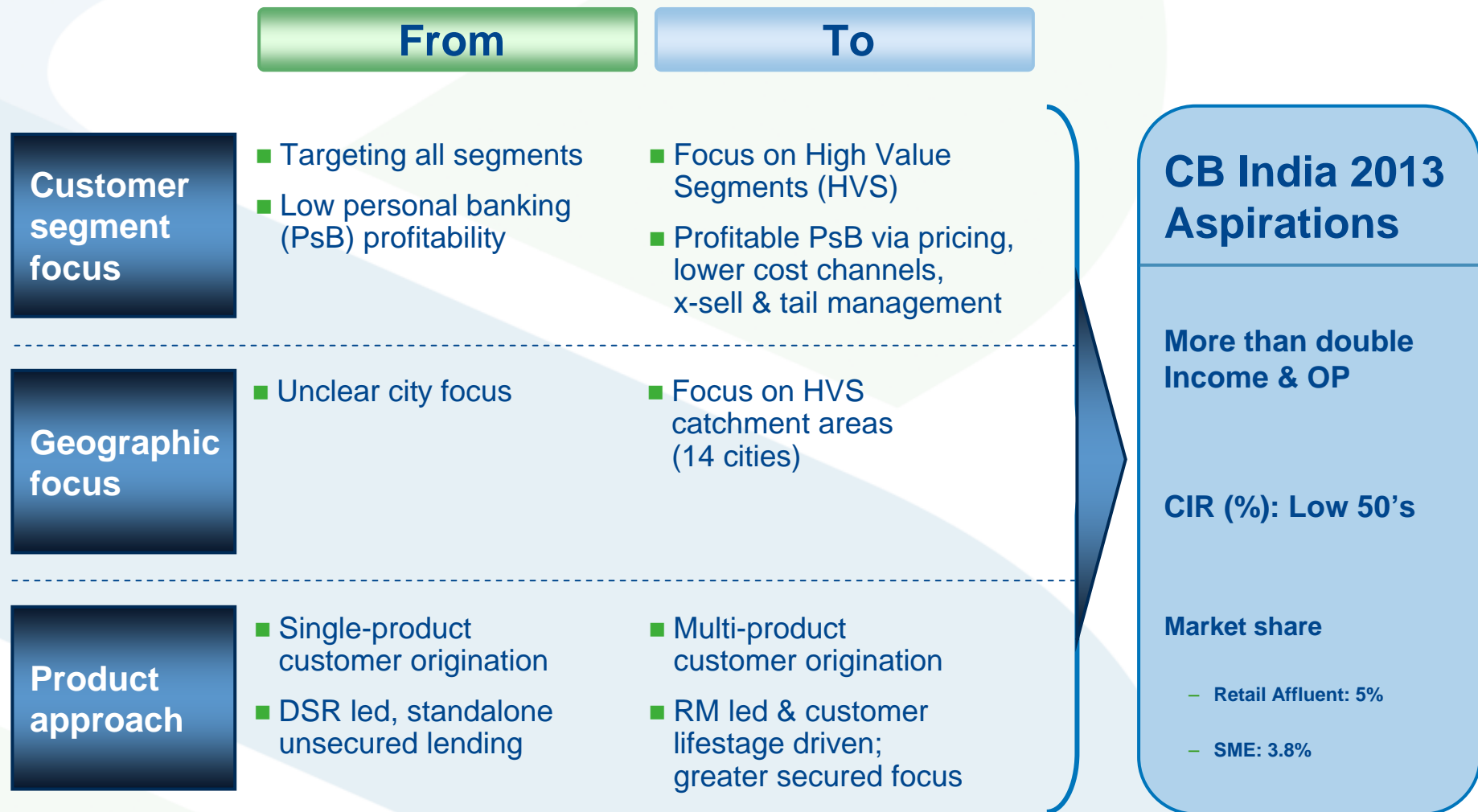
Focused Markets (e.g., India and China)

- Focus primarily on High Value Segments in select cities
- Payroll driven unsecured offer for Personal Banking
- Upscale branches

Lean Premium Markets (e.g., Bahrain, Ghana)

- Optimise High Value segments
- Focus on liabilities and secured assets
- Payroll driven unsecured offer for Personal Banking

Focused participation model - India example



Hub & spoke approach - MY & SG example

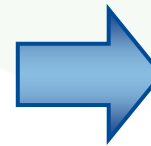
Strategically combining MY & SG...



- Sales & service
- Contact centers
- Analytics
- Risk policy



- Sales & service
- Product development:
WM, lending & deposit
- Risk operations



Targeted cost saves

Products
Functions
Distribution

Re-investment plan

500 new RMs

New branches
in priority locations

Marketing & branding

Delta income & OP

Integrated multi channel strategy led by branch based relationship opening strategy

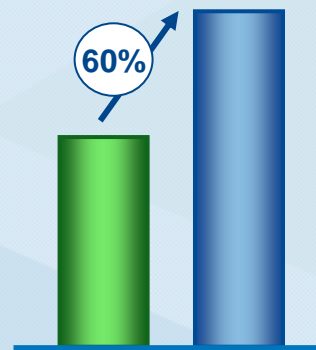


- ~1,600 branches
- 18,000+ branch staff
- 5.7m sq ft of space
- 120m+ transactions / year

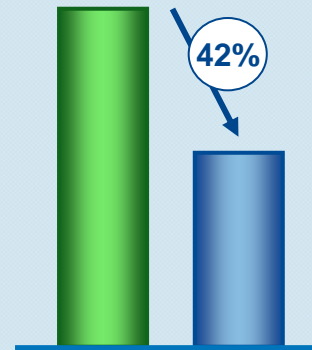
Transforming the way we think about and manage branches

Aligning investments with focus on HVS...

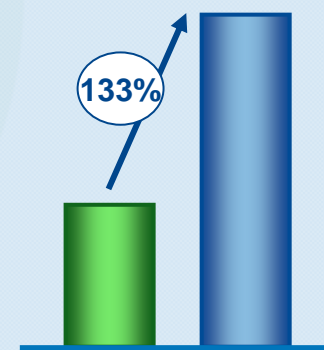
% of Revenue from HVS



Square foot per staff



Average sales FTE per branch



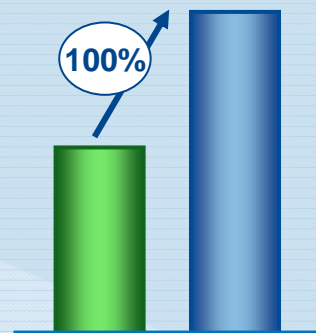
 Portfolio

 New Branches

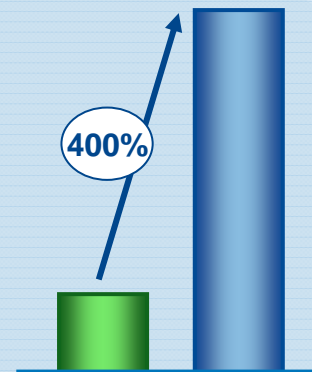
Early results

(KOREA EXAMPLE)

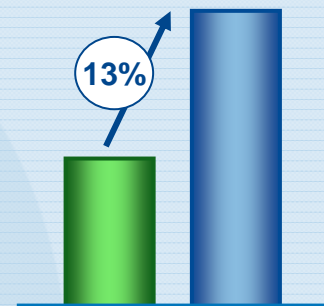
Revenue per Customer



Footings per Customer



Cross Sell Ratio



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- Performance management

* High Value Segments (HVS) - SME, Private, Priority

Standard Chartered customer charter



Our team is committed to being your right partner for a better future..

**Superior
service**

Friendly, fast and accurate service

**Solving
needs**

Solving your financial needs

**Valuing
relationships**

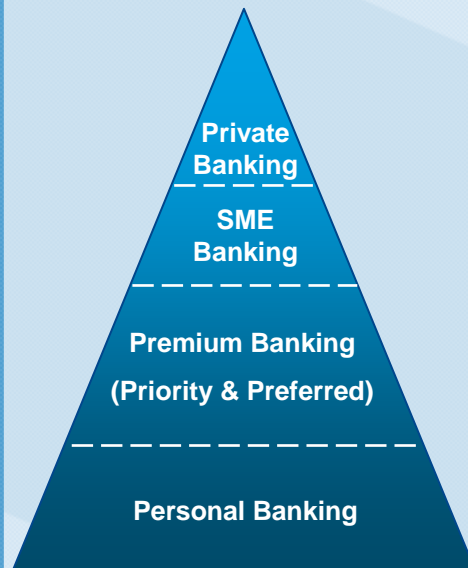
Recognising your total banking relationship

Our goal is to be the bank you recommend to friends and colleagues

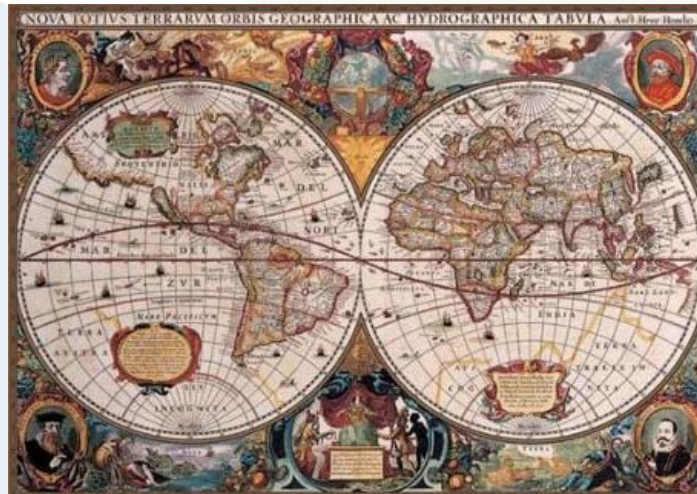
We are developing a differentiated and distinct proposition for each segment



Segment lens



Geographic lens



Product lens



Re-launched Priority Banking with a market-leading customer value proposition...

Privileged services

- Dedicated relationship team
- One online view of all accounts globally
- “Ask Once and It’s Done” service support



Bespoke benefits

- Total relationship reward
- Household recognition
- Differentiated credit and pricing



Expert solutions

- Dedicated investment advisors and treasury specialists
- Exclusive priority mortgage & cards
- Property investment solutions



Priority Banking re-launch is showing strong early results



WHAT'S YOUR PRIORITY?

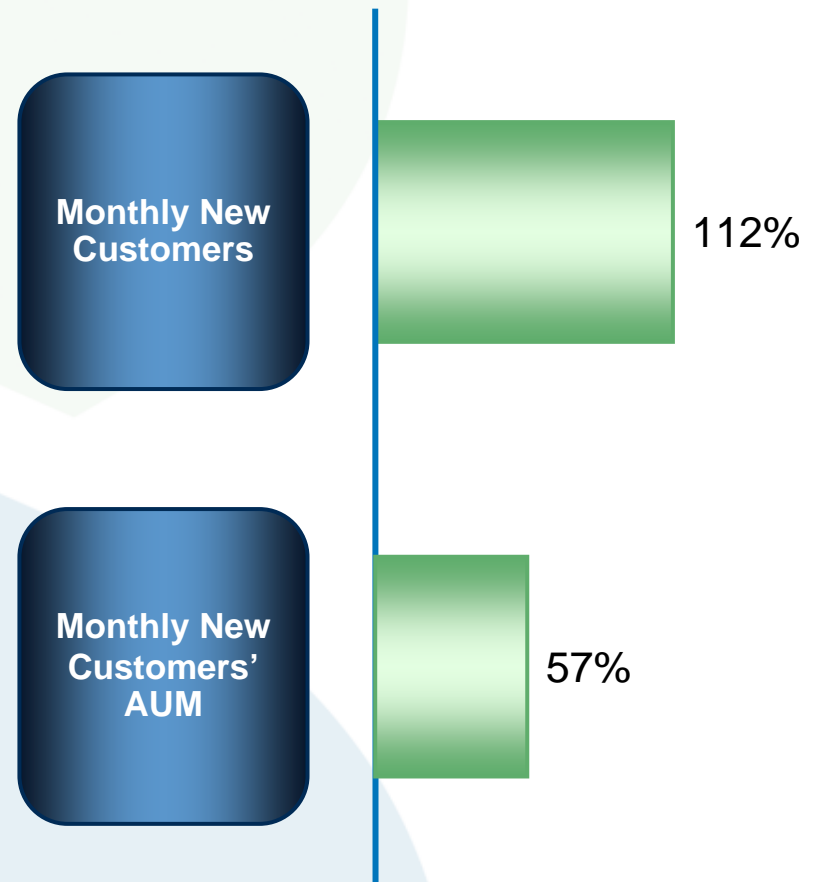
- You want a total banking relationship
We make it rewarding
- You want to grow your investments
We have the expertise
- You want to invest in property
We help build your portfolio
- You want global connections
We provide banking beyond borders
- You want more free time
We say, ask once and it's done
- You want **priority**
We recognise that

No matter what your priorities, our exceptional service, unique benefits and expert solutions are tailored to help you achieve them all.
Speak to your Relationship Manager today or call 1234567 for more details.
Alternatively, visit priority.standardchartered.com. **What's Your Priority?**

PRIORITY
Banking

Standard
Chartered 

Post-launch growth



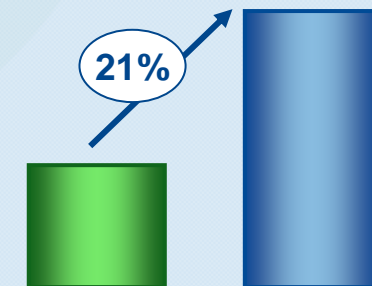
We are making good progress in cross sell...

Launched innovative bundles ...

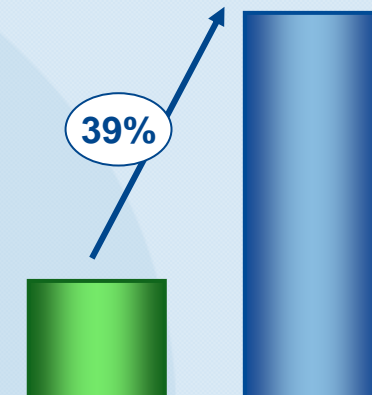
...With encouraging early results
(HONG KONG NTB Example)



Priority Banking - PPC

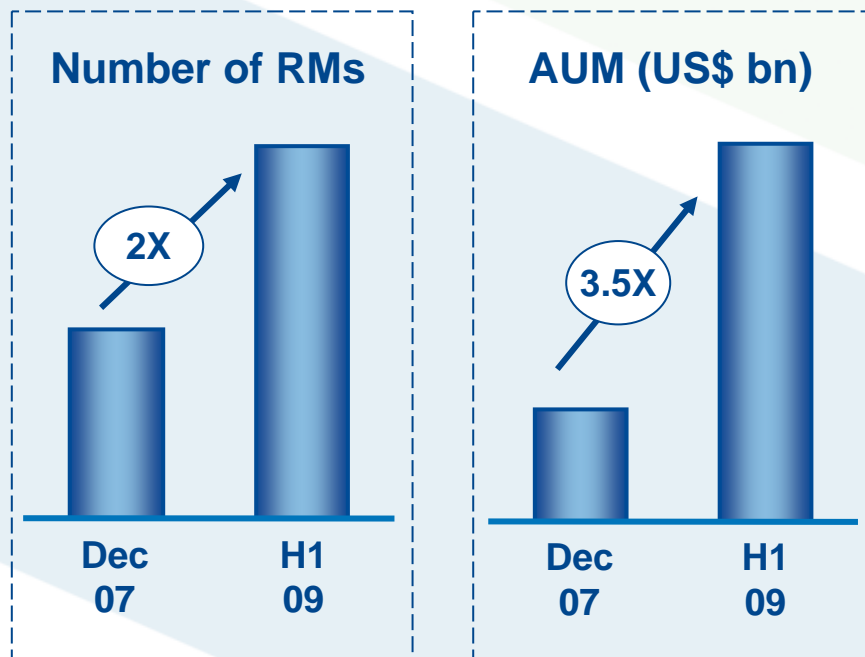


Preferred Banking - PPC



Private Banking clients and AUM growth momentum maintained through the crisis

Continued to strengthen the Private Banking franchise...



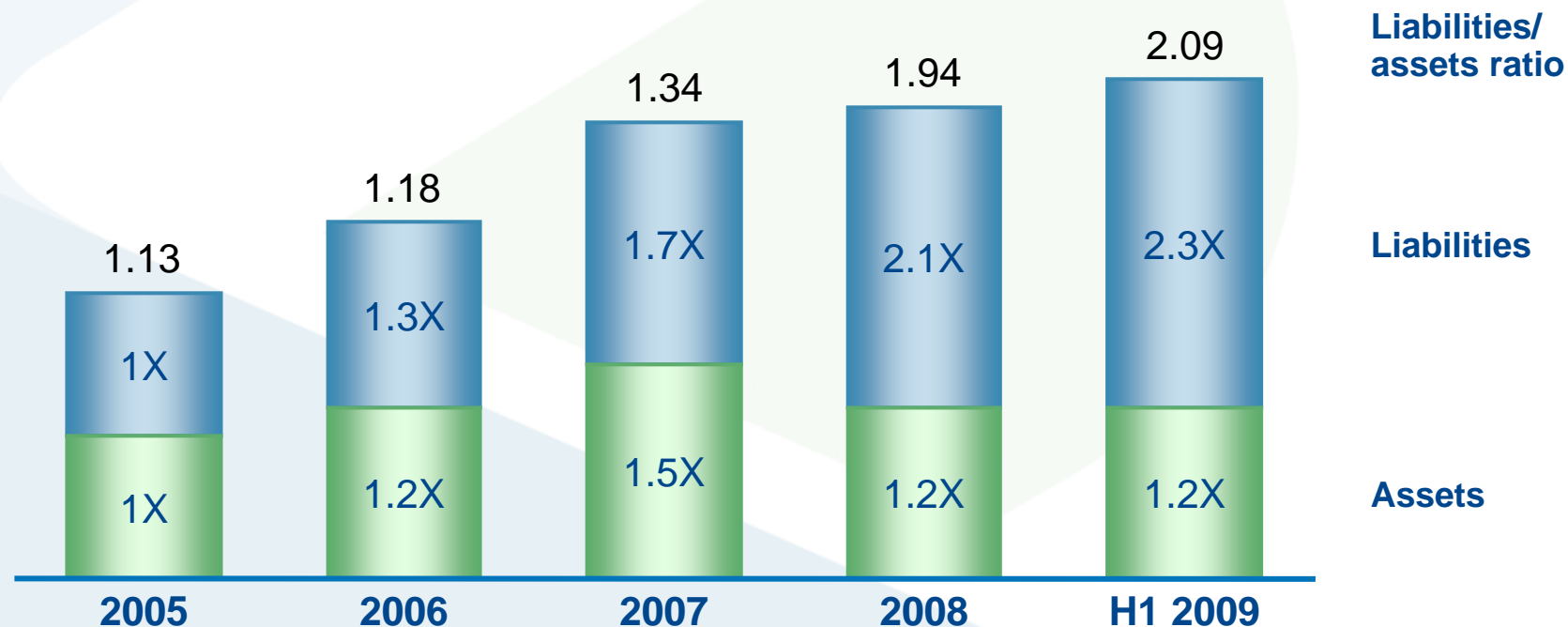
...Supported by a differentiated and focused approach

- Segment specific targeting & value proposition
- Broad product suite; high advisory capabilities
- International reach and growth market expertise
- One Bank philosophy

Private Banker
INTERNATIONAL
Outstanding Private Bank
Asia Pacific – 2009



...while continuing to strengthen and reposition SME



- Sharpening core customer value propositions
- Driving industry specialisation
- Capturing cross-border opportunities (e.g. Greater China)
- Re-defining sales and service model (e.g. RM hubs)

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- Strong risk and cost discipline
- Performance management

* High Value Segments (HVS) - SME, Private, Priority

Good progress in driving our re-engineering agenda...

Contact centre optimisation

- Established 3 global hubs; on track to have 100 contact centres by year end from 130 at H1 08
- Material improvement in productivity and service levels

New relationship opening

- Implemented in MY, UAE, SG, HK and India
- Enabled multiple products in one process; significant reduction in turn-around times

Cross border / cross segment

- Enabled across 32 markets
- Significant improvement in Premium & SME cross border referrals since launch

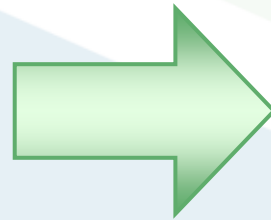
Branch optimisation

- New branch KPIs implemented in 22 markets
- Productivity initiatives underway in 11 markets

...and in maintaining cost discipline to create investment capacity

Cost discipline

- Vendor consolidation
- Branch optimisation
- Collections
- Headcount



Investment capacity

- RM hiring
- Marketing
- Branches
- Remote / mobile
- Enabling technology

Scale of CB's transformation is substantial and reliant on several key factors

- Macroeconomic environment
- Cultural shift from product to customer
- Execution of RM Plan
- Pace of investment (technology, marketing and branches)
- Impact of Regulatory changes

Key strategic deliverables for H2 and 2010

CB Agenda

Participation Models

- Implement country strategies
- Embed hub and spoke model
- Execute integrated distribution strategy
- Selectively seek inorganic opportunities

2

Customer Centricity

- Deepen customer relationships by delivering the customer charter
- Significantly increase frontline numbers & quality
- Roll-out new CVPs across segments
- Implement new wealth model

3

“Back to Basics”

- Drive strong asset and deposit growth
- Enhance training and development
- Standardise MIS/IT platform; embed analytics COE
- Continue to drive re-engineering initiatives
- Maintain disciplined risk and cost management

Key messages

- Significant opportunity for future growth
- Good progress in implementing new strategy
- Focused on top-line growth, embedding customer centricity and disciplined execution

Our aspiration is very simple

- Become the most recommended bank across our target segments and markets
- Maintain double digit balance sheet growth with focus on high value segment customers
- Develop world class people and processes
- Resulting in 2X income and 3X operating profit growth by 2013

Consumer Banking

Andrew Bester
CFO
Consumer Banking



Transformation underway

- Good balance sheet velocity and quality with increased market share
- Strong cost discipline provides investment capacity.
- Income pressure from margin compression, wealth and weak FX rates
- Muted wealth management sales though Q3 2009 saw moderate increase
- Loan impairment stabilising



MAGIC 20 FRAMEWORK

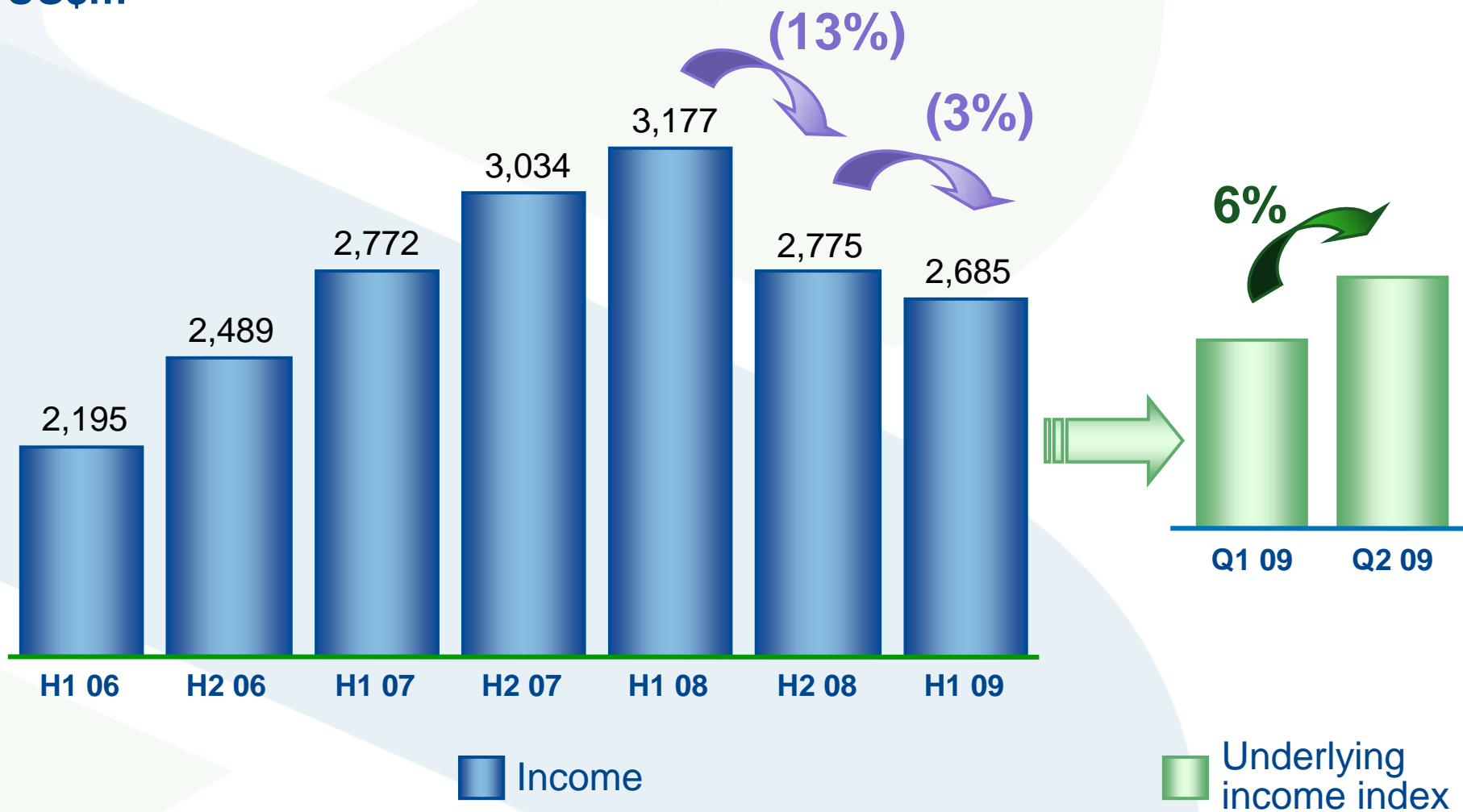
Consumer Banking performance

US\$m	H1 08	H2 08	H1 09	H1 09 vs H1 08%	H1 09 vs H2 08%
Income	3,177	2,775	2,685	(15)	(3)
Expenses	(1,961)	(1,882)	(1,780)	9	5
Operating profit before provisions	1,216	893	905	(26)	1
Loan impairment	(412)	(525)	(563)	(37)	(7)
Other impairment	(2)	(54)	6	nm	nm
Operating profit	802	314	348	(57)	11

NOTE: H1 09 costs includes one-off charge for buy back of structured notes issued by PEM Group in Taiwan of US\$170m and Retirement benefits reversal of US\$52m

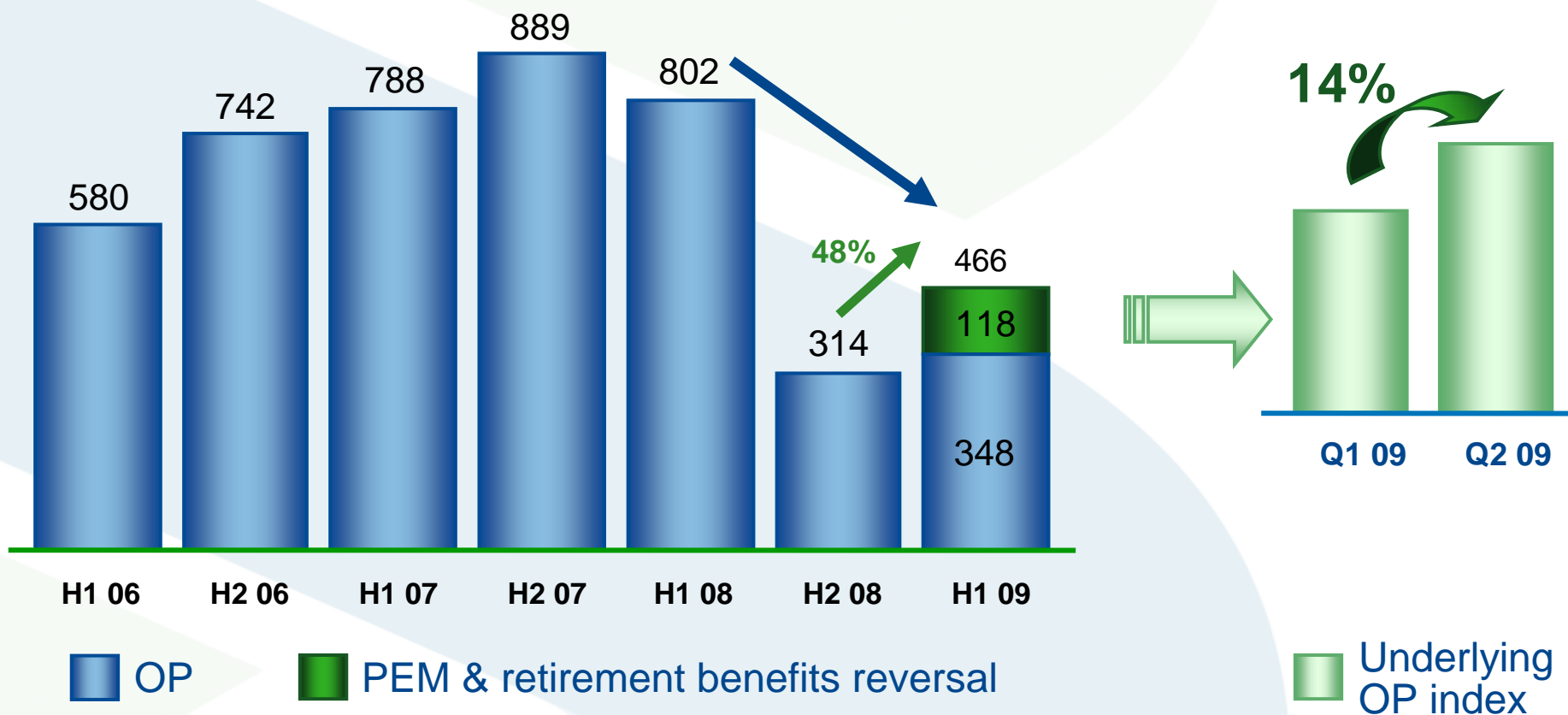
Half on half income trend over last 3 years

Global CB income US\$m



Half on half operating profit trend

Global CB operating profit US\$ m



What's going well?

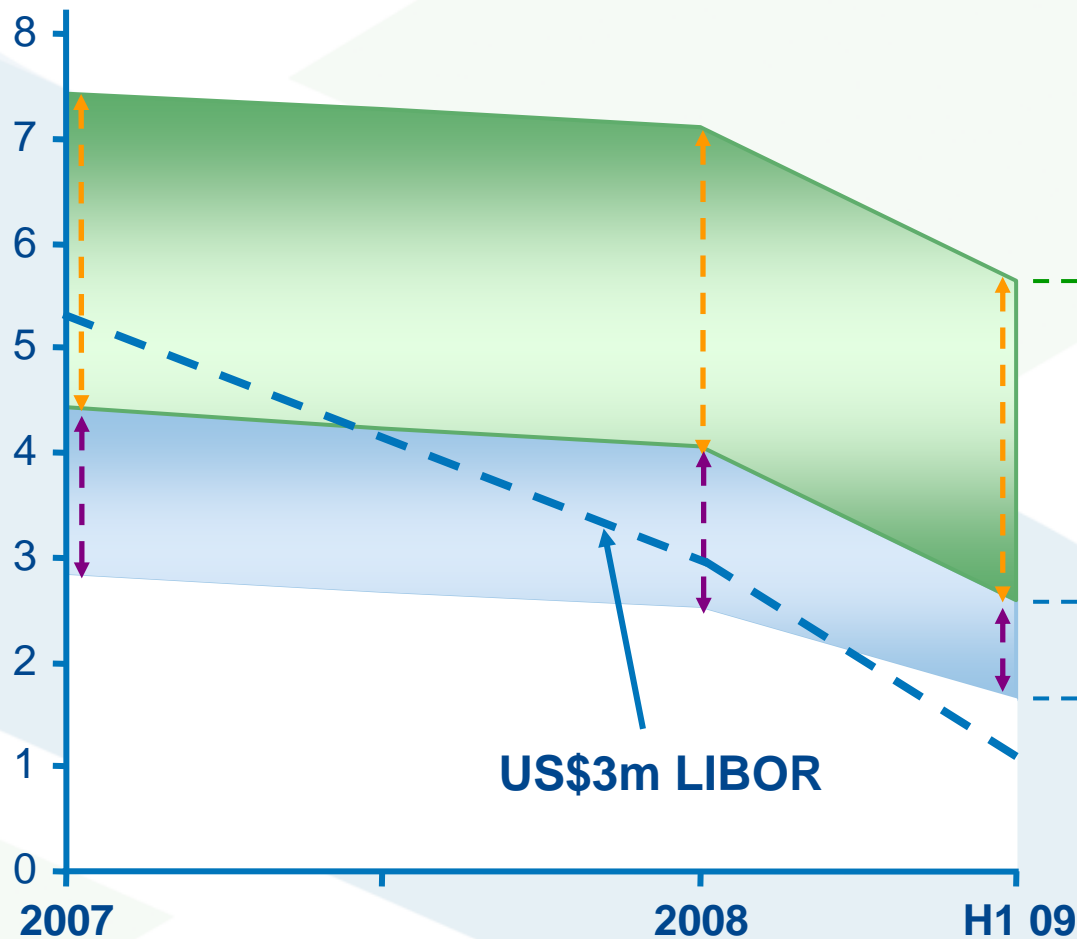
- Balance sheet momentum
- Asset quality holding up
- Well managed cost base
- Participation model
- Standardisation – “Back to basics”

Key focus areas

- Customer centricity
 - Segment approach
 - Customer Propositions
- Growth in big engines
- Substituting wealth management fees
- Margin management

Consumer Banking margin dynamics

Interest
rate %



Asset margins
holding

30 Jun 09
US\$bn

93

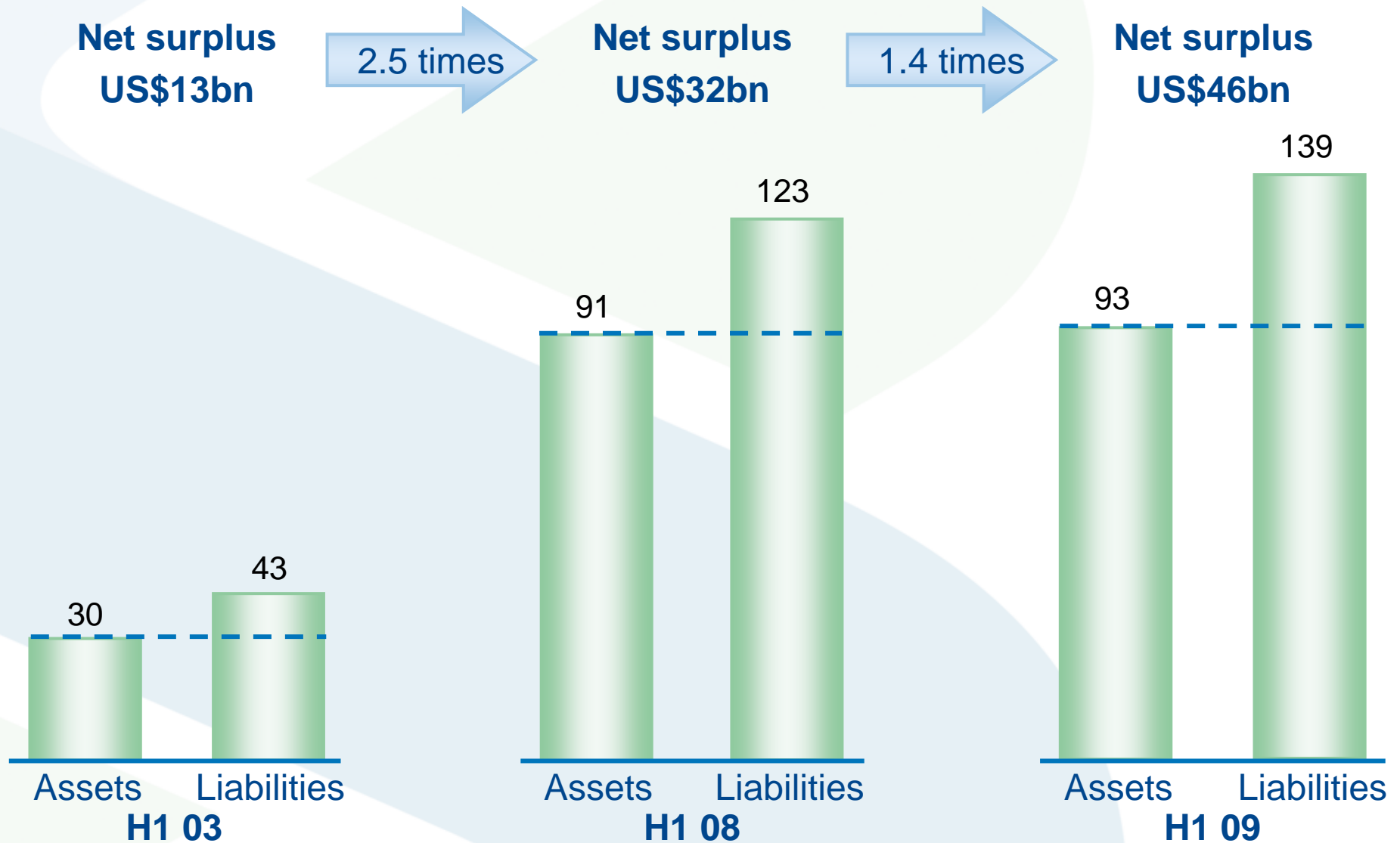
Deposit margins
compression

139

Net deposit
surplus

46

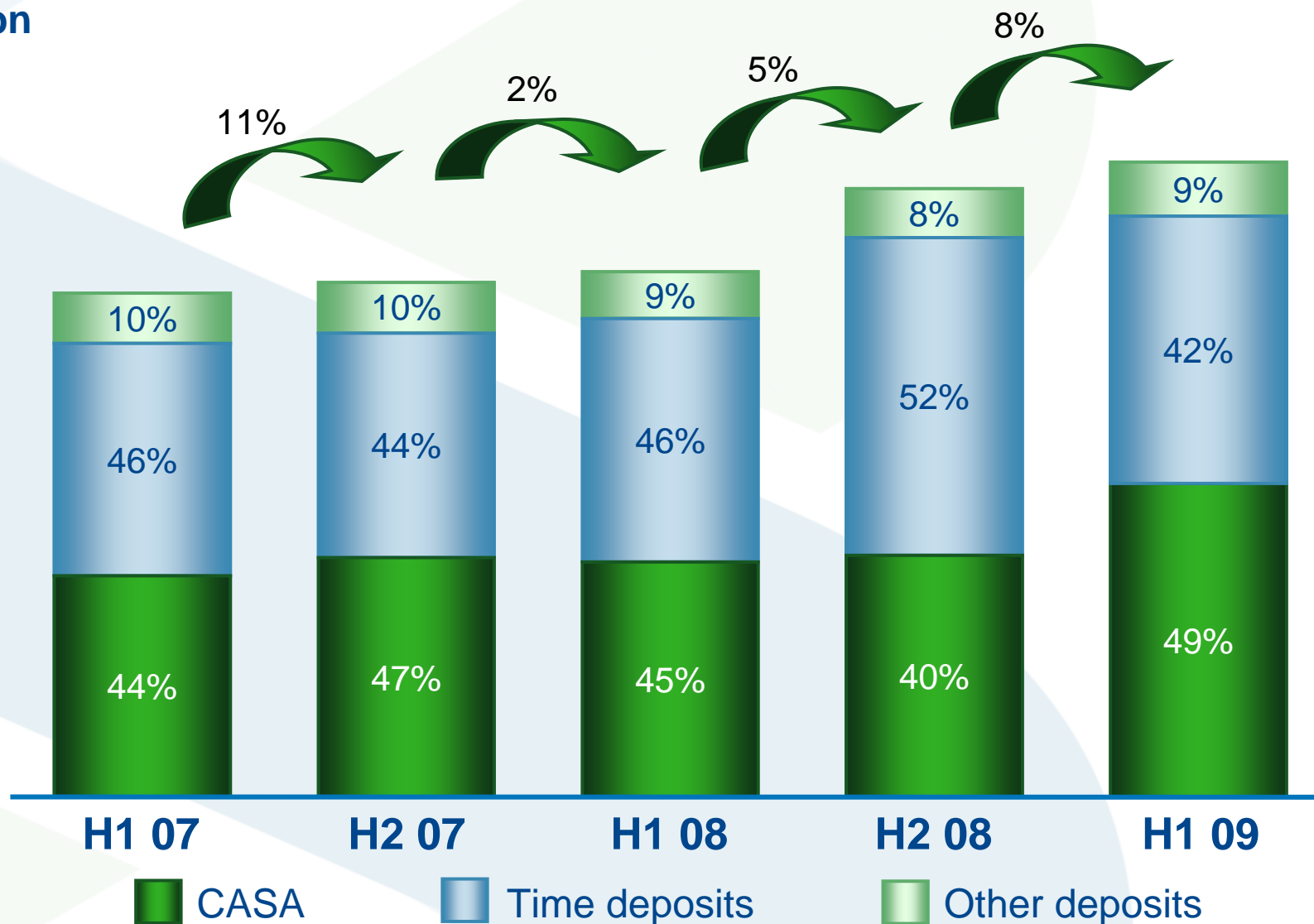
Balance sheet strong liquidity management



Note: External results Units: US\$bn

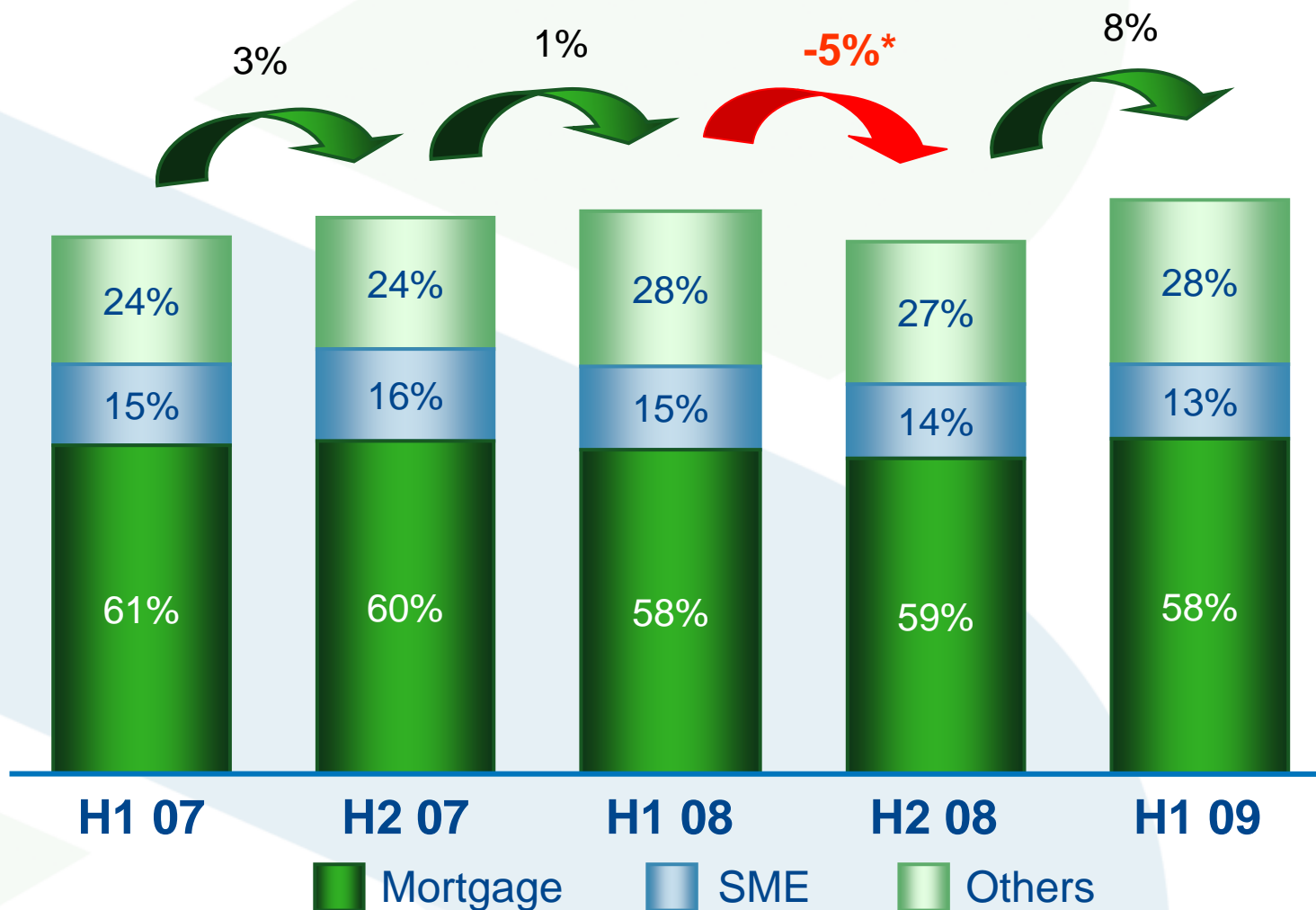
Good deposits growth momentum coupled with higher CASA mix

US\$bn



Increasing Assets velocity

US\$bn



* Note: Constant currency growth = 4%

Continued franchise investment

Singapore Branch



You want more convenience
we're open to that
at ION Orchard

OPEN
11am-9pm daily

Expect more with convenient 7-day banking at our new ION Orchard branch.

We're now open at #B1-16 ION Orchard from 11am to 9pm daily.

Sign up for a Standard Chartered Platinum Credit Card before 31 December 2009.

Speak to us today!

Get 20% CashBack
on your retail purchases for the first 2 months.

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UAE Online Banking



You want a better banking experience
we've changed the
face of Online Banking

Private Banking



Standard Chartered



- Maintaining cost discipline whilst investing in transformation
- Loan Impairment has stabilised in Q3
- Maintaining Balance Sheet Velocity while winning market share with a focus on High Value segments

Risk Management

Peter Knott
Chief Risk Officer
Consumer Banking

Standard
Chartered 



- Disciplined Risk Management approach
- Balanced and well diversified portfolio
- Strong asset quality and loan impairment performance

RISK MANAGEMENT APPROACH

ACQUISITION FRAMEWORK

- Focus on leading indicators
- Risk appetite
- Concentration management
- Targeted segmentation

UNDERWRITING STANDARDS

- Early and proactive changes to underwriting standards
- Leverage bureau in all decisions
- Risk-based pricing & limits
- Customer level analytics

PORTFOLIO MANAGEMENT

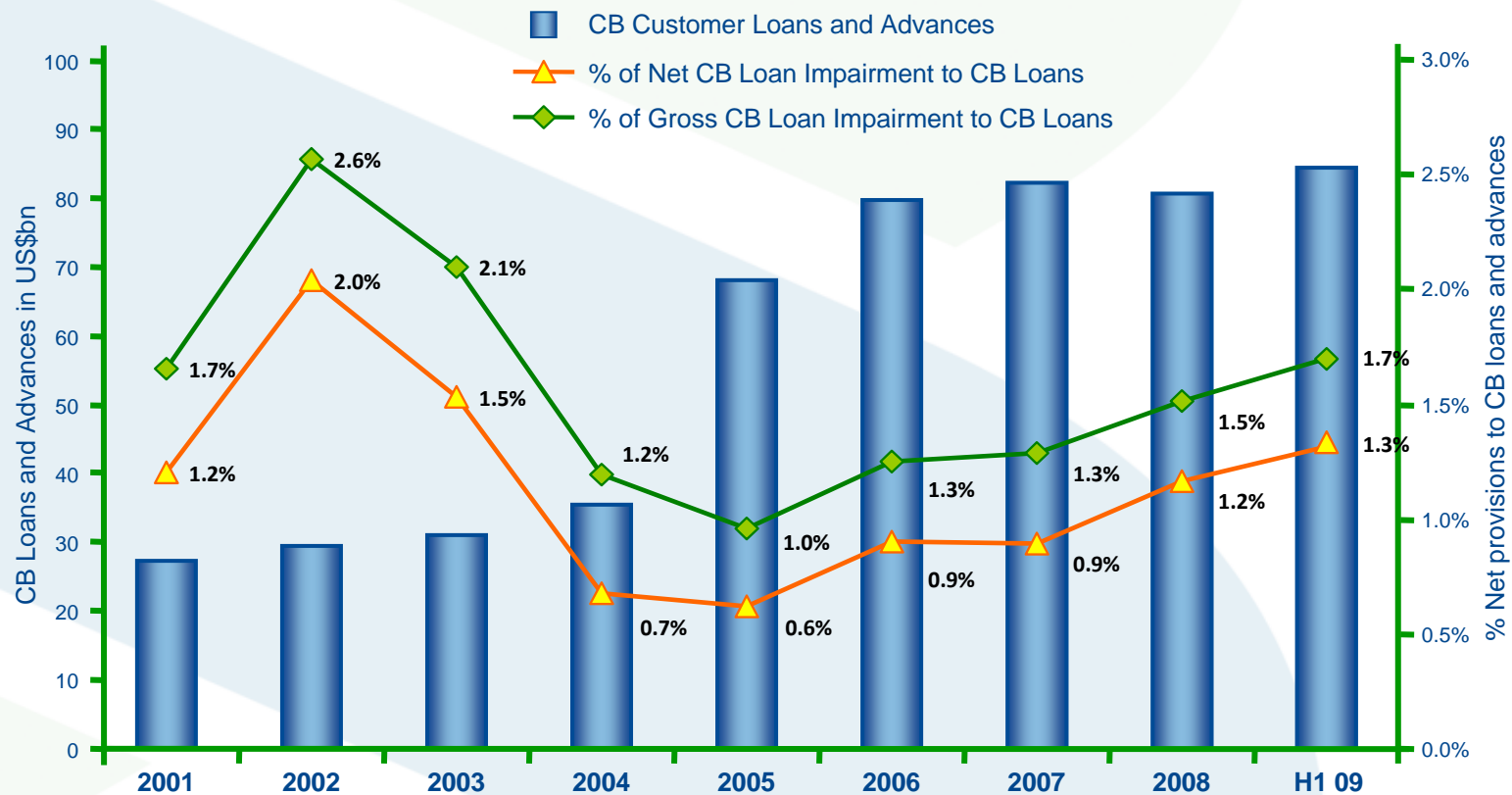
- Good / bad risk segmentation
- Stress testing
- Competitive advantage with analytics
- Credit line management
- Total customer view

COLLECTIONS & RECOVERIES

- Scalable collections model
- Focus on efficiency and productivity
- Leadership in industry initiatives: credit bureau, interbank debt restructuring
- Pre-delinquency actions

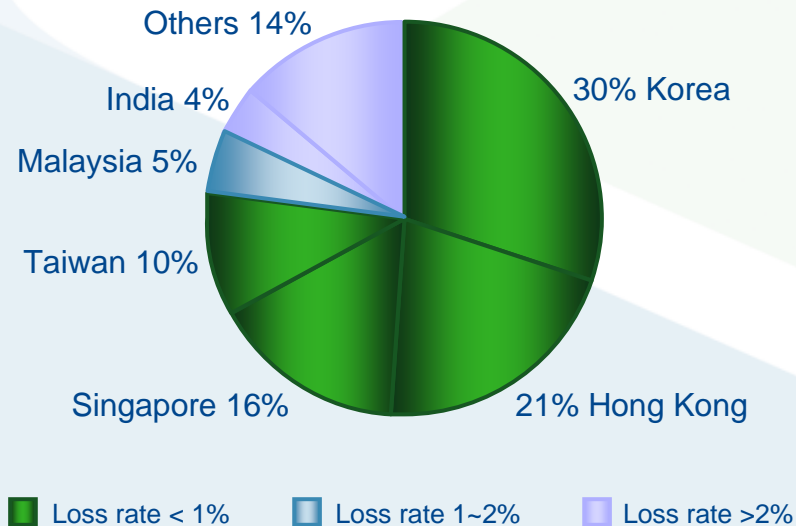
Consumer Banking loan impairment trend

- Loan impairment trends increased but have stabilised and remain below previous cyclical peaks

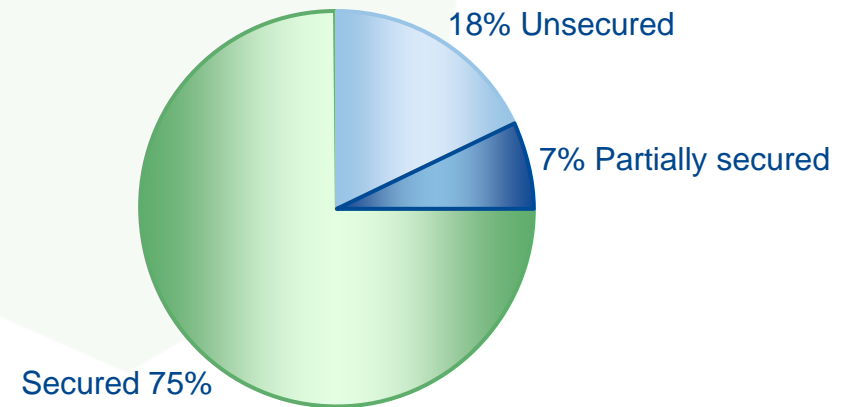


Portfolio composition

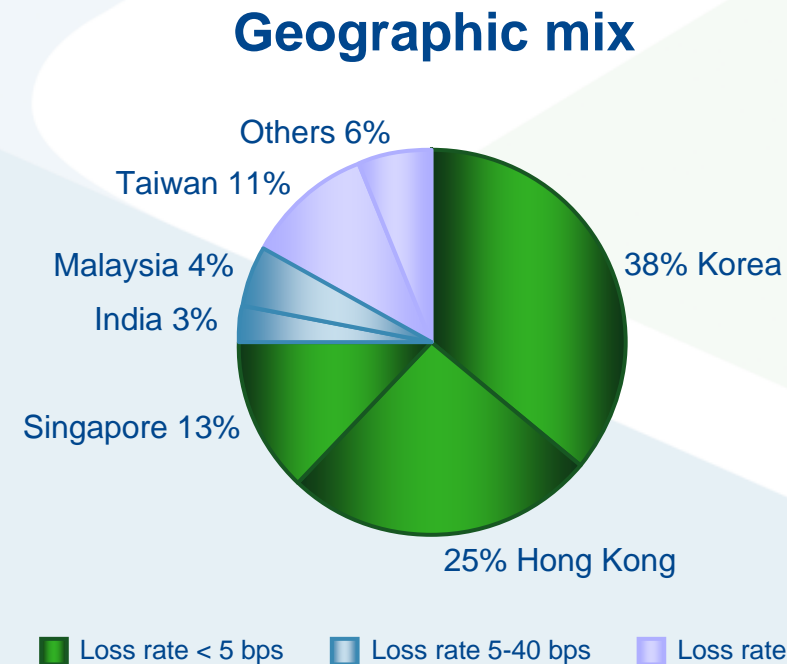
Geographic mix



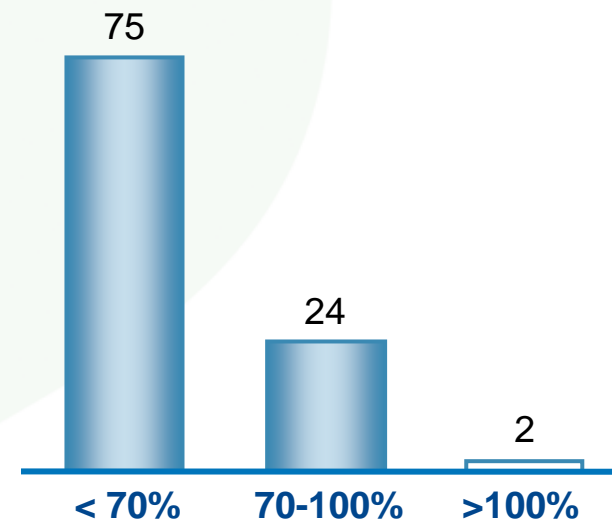
Asset composition



- Geographically diversified
- Portfolio mix is broadly 80% secured and 20% unsecured



Portfolio LTV distribution (%)

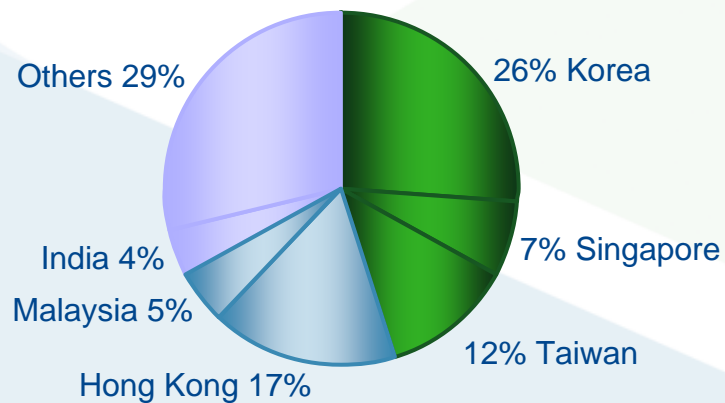


- Overall SCB residential mortgage portfolio Loan to Value ratio is 50%
- 2% of the portfolio has a Loan to value ratio above 100%
- Overall loss rate on the mortgage book was 22 bps in 1H 2009

Source: SCB finance (30th June 2009)

Cards and Personal Loans

Geographic mix



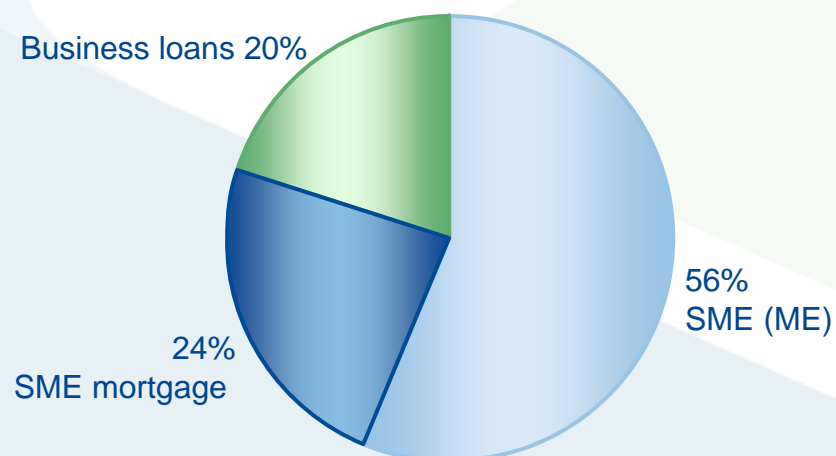
■ Loss rate < 4.5% ■ Loss rate 4.5-6% ■ Loss rate > 6%

Portfolio distribution

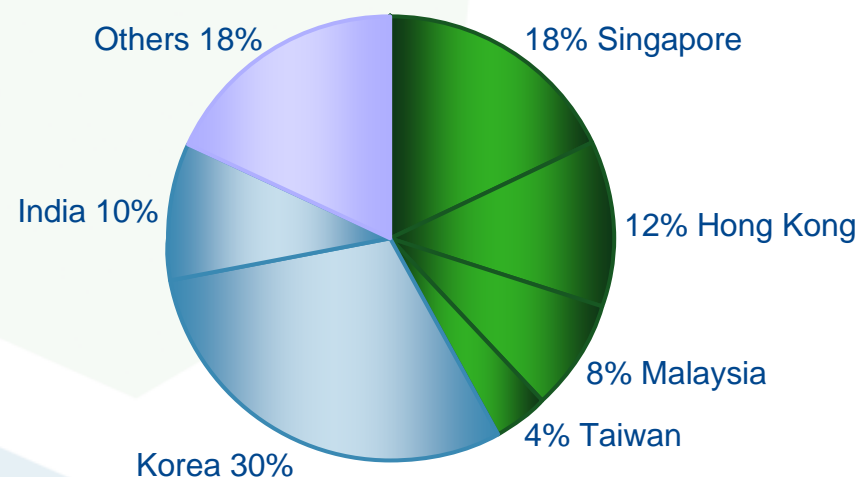


- Well-diversified book with concentration in lower loss rate markets
- Disciplined approach to improving new business quality through better targeting and implementation of risk-based pricing models
- Portfolio de-risking actively pursued through exposure management and origination policies

Product distribution



Geographic distribution



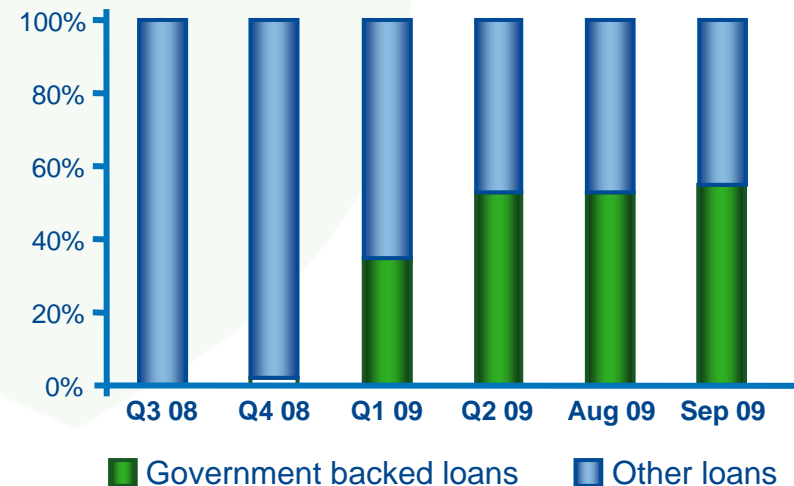
- SME business is well-diversified across products and geographies
- Proactive de-risking measures have been successful

SME - Portfolio & new booking quality

ME - Improving asset quality



SB - New booking composition

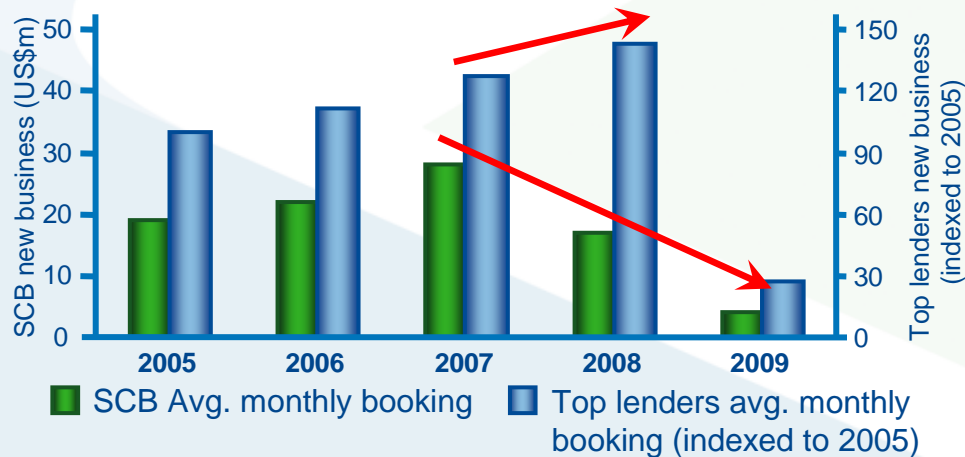


- New booking quality is lowering the book's WACG
- Commercial Mortgage book growing with LTV <50%
- Leveraging government guarantee schemes to de-risk the portfolio
- De-risking includes better targeting of attractive low-risk industries

Pro-active portfolio management

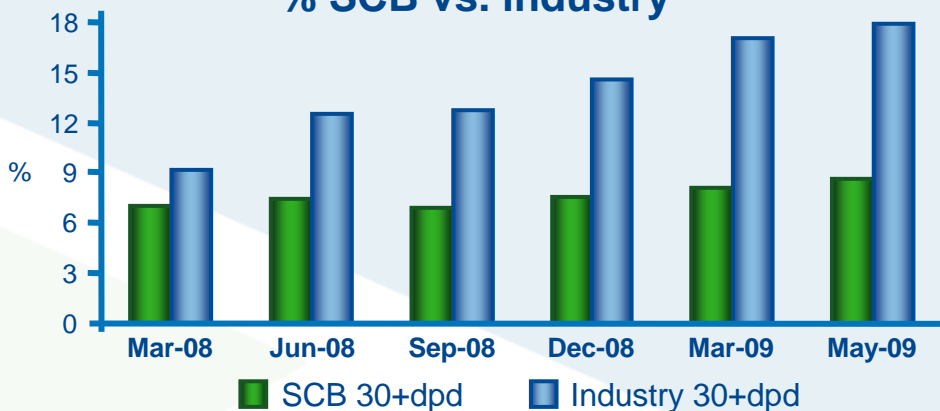
India unsecured lending

Personal loans new business volumes SCB vs. industry index



Source: SCB

Credit cards 30+ balances % SCB vs. industry



Source: VISA report

Market Background

- Rapid growth in unsecured lending
- Increase in lenders from 9 to 22 in 2 years
- Irrational lending in the market

SCB Response

- 2007 – early action taken to reduce exposure to high risk segments
- Tightened underwriting criteria including maximum bureau exposure
- Early pre-emptive action on bad book

Outcome

- SCB loss rates are less than half the industry average
- Significantly outperformed major competitors

PARTICIPATION MODEL

- Risk target operating model aligned to 3 standard models
- Prioritised investment
- Hub and spoke, shared utilities

CUSTOMER CENTRICITY

- Distinctive customer value propositions
- Differentiated processes
- Holistic view of customer

BACK TO BASICS

- Re-engineering and centres of excellence
- Operational excellence agenda
- Strong risk and cost discipline



Full alignment to CB strategy

- Disciplined Risk Management approach
- Balanced and well diversified portfolio
- Strong asset quality and loan impairment performance

Retail Banking Products

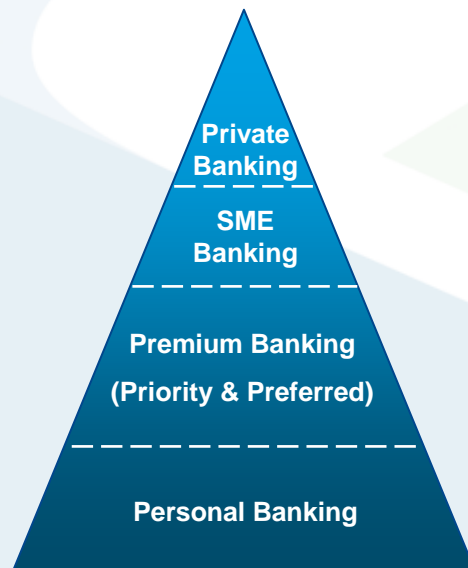
Janardhan Cadambi

Group Head
Retail Banking Products



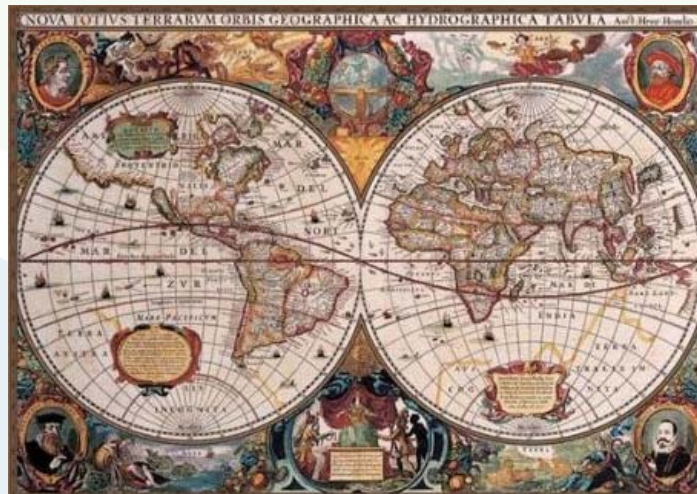
Recap of organisation model

Segment lens



- Create world-class customer value propositions
- Drive segment performance and customer experience

Geographic lens



- Four core regions: SEA, NEA, Korea, West
- Deliver overall country performance
- Manage investments and trade-offs across the franchise

Product lens



- Provide segment specific solutions and capabilities
- Optimise product portfolios
- End to end product delivery standards

Key Messages

- Gaining market share
- Huge opportunity exists
- Investing in market leading capabilities
- Enhancing “Main Bank” relationships

Introducing retail banking products

Deposits

- Current account
- Savings account
- Payroll program
- Debit cards

Unsecured lending

- Credit card
- Personal loan
- Pan-bank rewards
- Overdraft

Secured lending

- Conventional
- Auto loans
- Mortgage One
- Link One

Bancassurance

- Traditional life
- Accident & health
- Investment-linked life
- Property & Casualty

Supporting a customer led strategy



1. Graduates / youth

*Personal
Banking*

Segment
overlays:

(Early)
examples:

- Hong Kong: 'click a-count'
- SG university debit card
- Remote strategy



2. Young professionals

*Preferred
Banking*

- Global employee banking program in 15 countries (with CB-WB one bank partnership)



3. Wealth builder

*Premium
Banking*

- Premium mortgage proposition
- Infinite card



4. International

*Premium, Private
International*

- Focus on key corridors:
India - UAE
HK - China -TW
- Priority fee waiver
- Global Link

Key enablers

**"Relationship"
account opening**

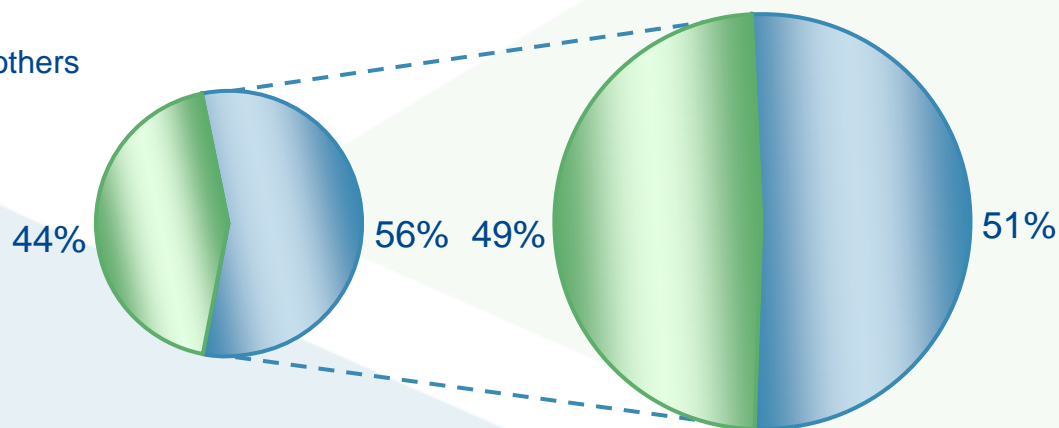


**Pan bank
rewards engine**

Gained significant momentum and balanced growth in H1 2009

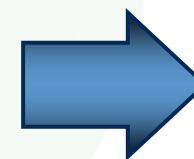
CASA

TDs & others



H1 08

H1 09

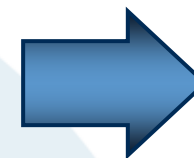
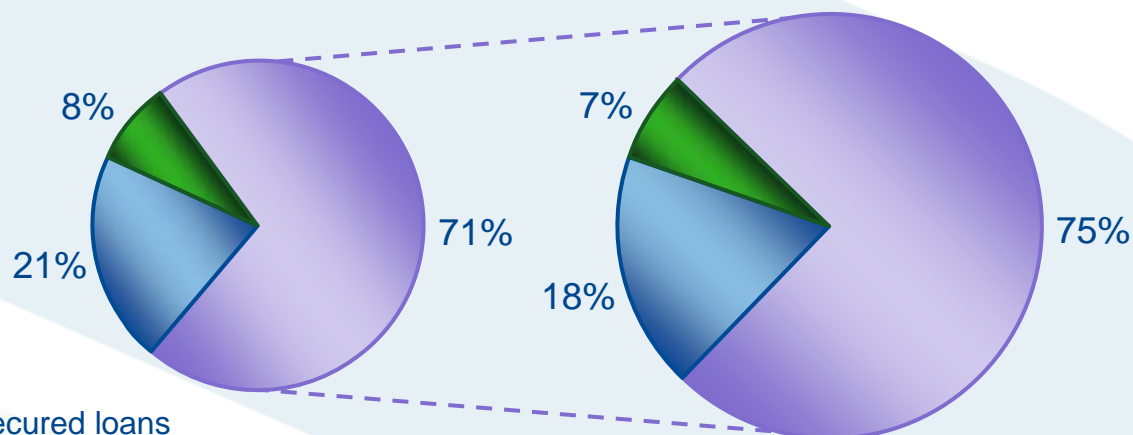


CASA growth of 34%*

Secured loans

Partially secured

Unsecured loans



Mortgage growth of 13%*

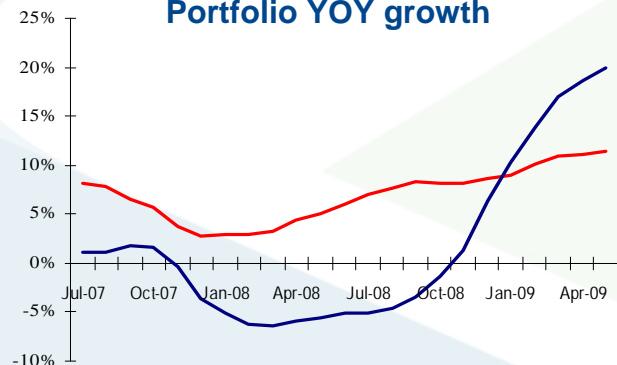
Source: SCB internal database

* H109 vs H108 growth indexed to H108 at constant FX

Leading to market share gains across our balance sheet

Mortgages growth

Portfolio YOY growth

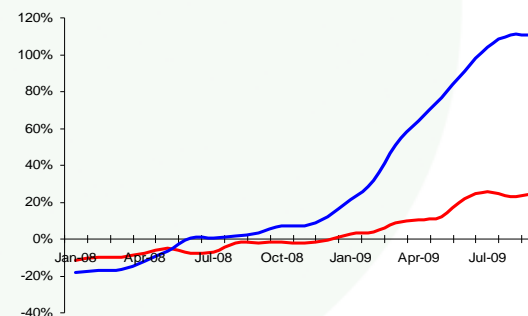


Market share

Portfolio
: 9.5%

Retail deposits Growth

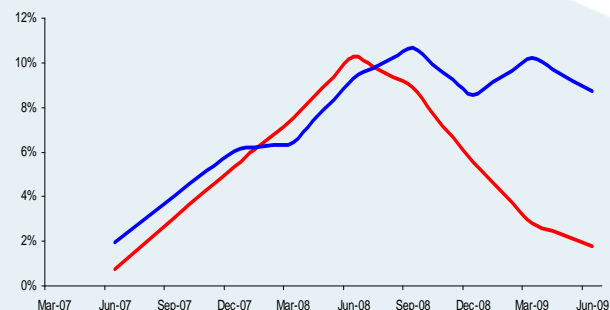
Portfolio YOY growth



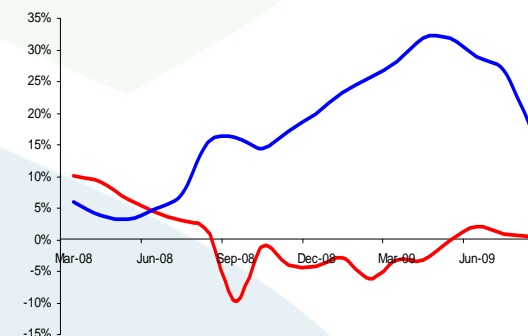
Market share

Portfolio
: 8.9%

Hong Kong

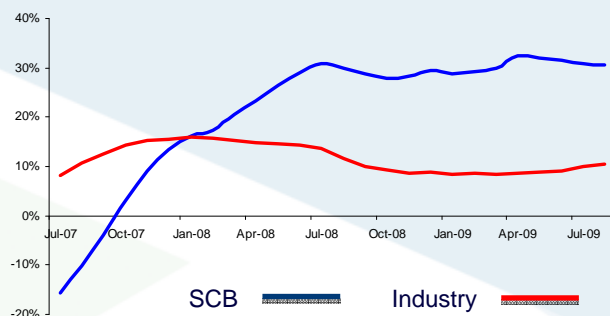


Portfolio
: 14%

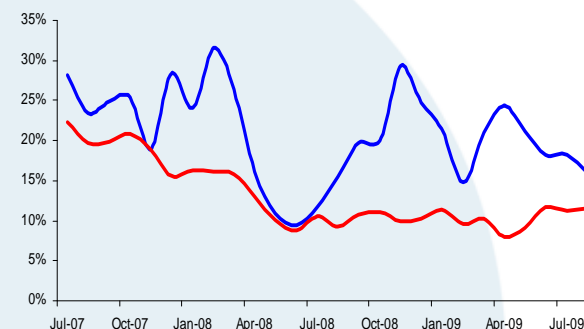


Portfolio
: 10.6%

Singapore



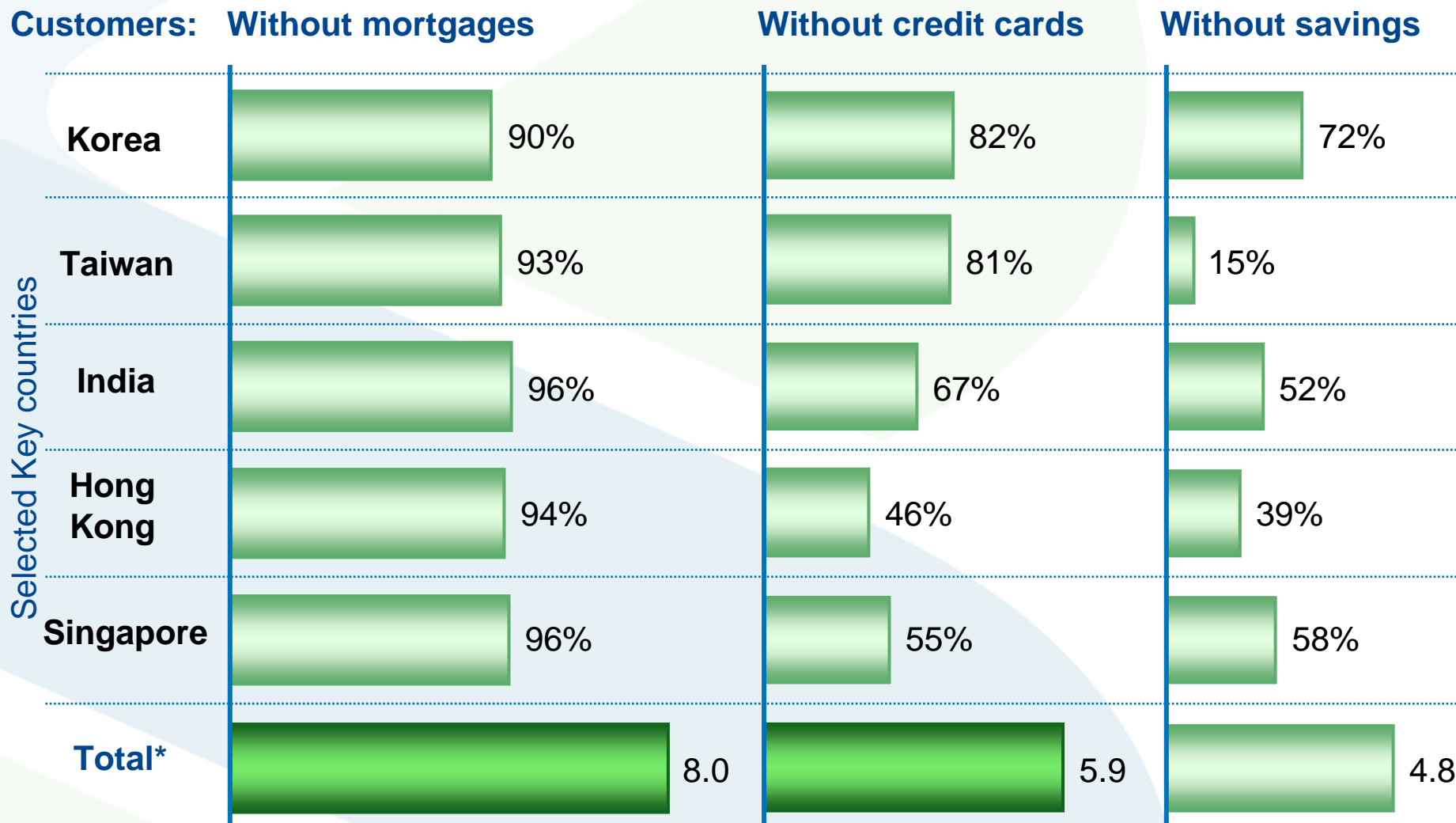
Portfolio
: 11.4%



Portfolio
: 8.1%

Source: Industry figures from BOK, HKMA & MAS. SCB internal database: SCB YOY growth for deposits includes SME CASA while market share is for retail CASA only.

Huge opportunity in existing customer base



* Total # of active customers for key 11 countries (in millions)

Source: SCB internal database, total number of customers across 11 key countries. Percentages shown are in comparison with total number of active customers in country.

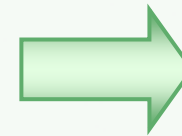
Customer centric propositions to maximise this opportunity

Customer needs solutions

Solutions for customer needs / lifestage



Home Sweet Home

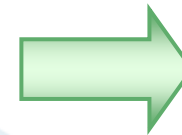


Bundled products

- Mortgage
- Insurance
- CASA



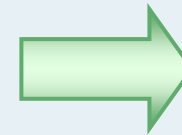
DoDream bundle



- CASA
- Debit card
- Credit card

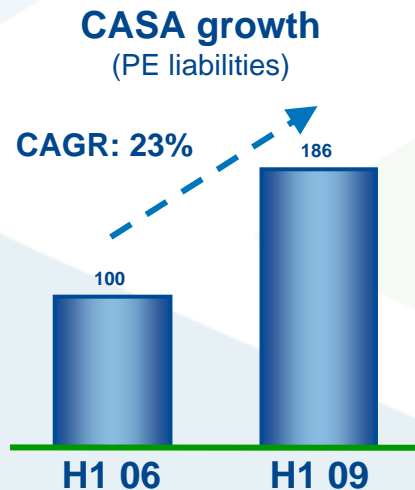


Employee Banking



- CASA
- Credit card
- Personal loan
- Mortgage
- Insurance

Market leading capabilities that will support our customer segments: Deposits

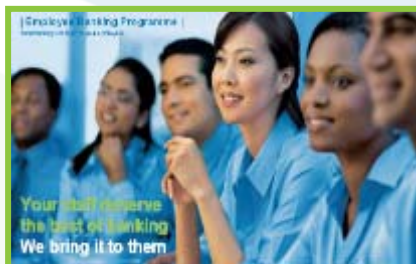


- Build transactional convenience

- Acquire main bank relationships



- Continue to leverage on innovative savings products to build balances



Market leading capabilities that will support our customer segments: Lending



- Mortgage focus on Low Risk, High Value segments

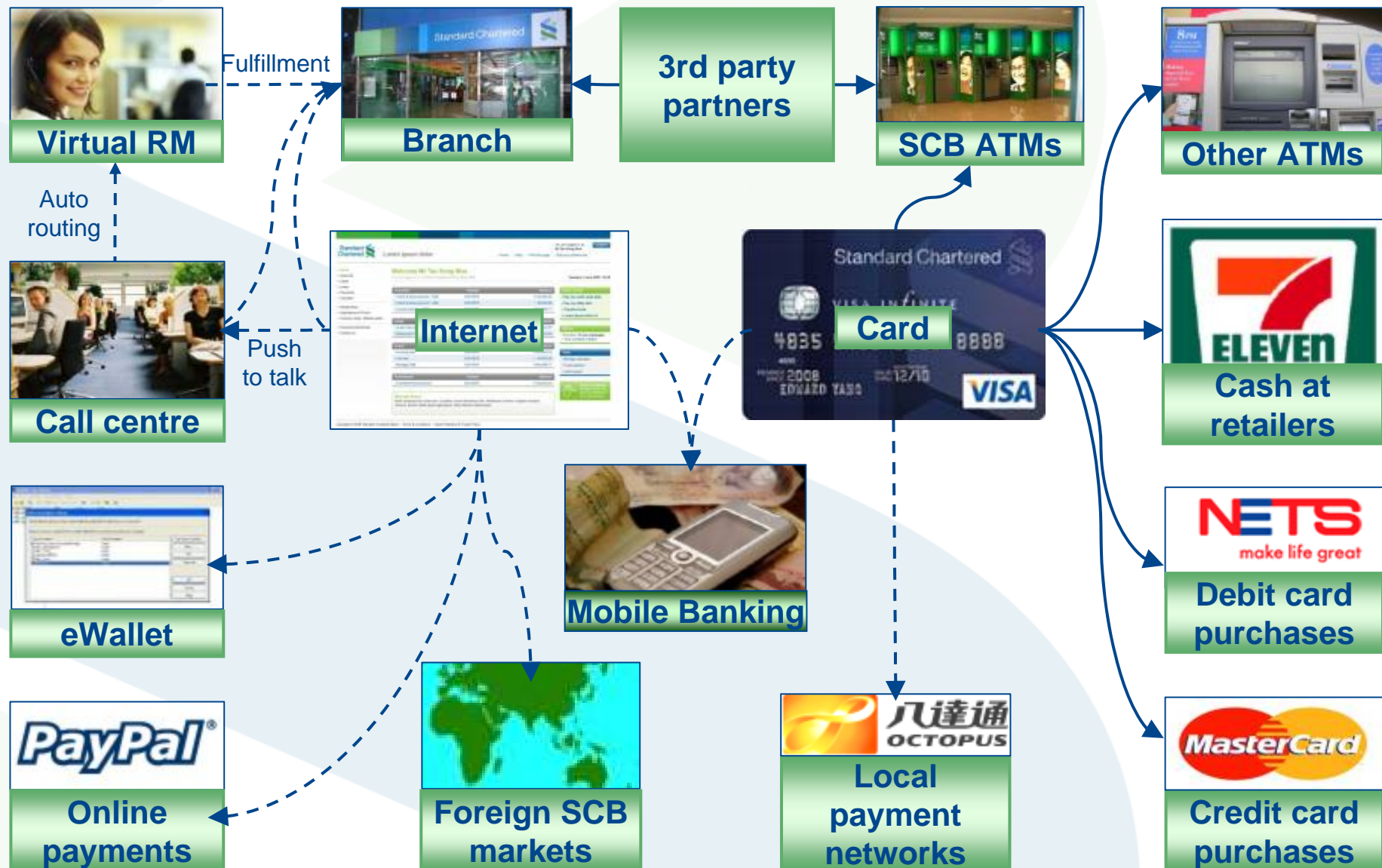


- Repositioning Cards



- Market leading Pan-Bank rewards

The card is at the centre of the banking relationship



Pan-bank rewards for customer centric offer



You want more rewards

We give you points for your cards, property loans, savings and investments too

PRIORITY Banking

Standard Chartered

We've made rewarding you a priority.
We all have different priorities. If getting the best deal is your priority, we'll reward you not only when you spend on your credit card but also for your property loan balances, deposits and investments with us. So you'll enjoy more perks, vouchers and other rewards in the shortest possible time.

Earn Reward Points On Your Total Banking Relationship
CREDIT CARD + PROPERTY LOAN BALANCE + DEPOSITS + INVESTMENTS

Access Rewards With The Priority Banking VISA Infinite Card
A world of privileges. Access to them, exclusively for Priority Banking Customers.

Your total banking relationship will also be managed by a dedicated Relationship Manager who will take a comprehensive approach to understand all your financial requirements. No matter what your priorities, our exceptional service, unique benefits and expert solutions are tailored to help you achieve them all. Speak to your Relationship Manager today or call 12345678 for more details. Alternatively, visit priority.standardchartered.com. What's Your Priority?

Existing Portfolio of Accounts	Monthly Spend or Monthly Average Balance (R)	\$US earned* (monthly)	\$US earned in 1 Year (12 months)
Visa Infinite Card Spending	1,500	750	9,000
Mortgage Loan	400,000	200	2,400
Investments	250,000	125	1,500
Fixed Deposits	250,000	125	1,500
Current and Savings Accounts	250,000	100	1,200
Total rewards accumulated in 1 year			15,600

Credit, debit card

Mortgage

Deposits - CASA & FD

Investments

Relationship account opening

- Single account opening, "instantaneous" offers

Cards as window to benefits

- Aligned with segment proposition & usage

Pan bank rewards engine

- Linked to all products - Easy "Earn" and "Burn"

In summary

- Gaining market share
- Huge opportunity exists
- Investing in market leading capabilities
- Enhancing “Main Bank” relationships

Q & A