



Seizing the China opportunity

Greater China & North Asia investor day

Important Notice

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Benjamin Hung

Regional CEO, Greater China & North Asia

Agenda

1:00pm	Introduction
1:05pm	Region overview and key trends
1:30pm	China macro: transitioning towards a more balanced economy
1:45pm	Initial Q&A
2:00 – 4:30pm	Split into 4 groups to each cover 4 topics (30min + 10min break per topic) <ul style="list-style-type: none">• China: reforming at pace, creating new opportunities• Hong Kong: the super-connector for the region• Corporate & Institutional Banking: network linkages, RMB internationalisation and Belt & Road• Retail Banking: GCNA transformation and capturing mainland wealth
4:30 – 5:00pm	Closing remarks and wrap-up Q&A

What you will hear today

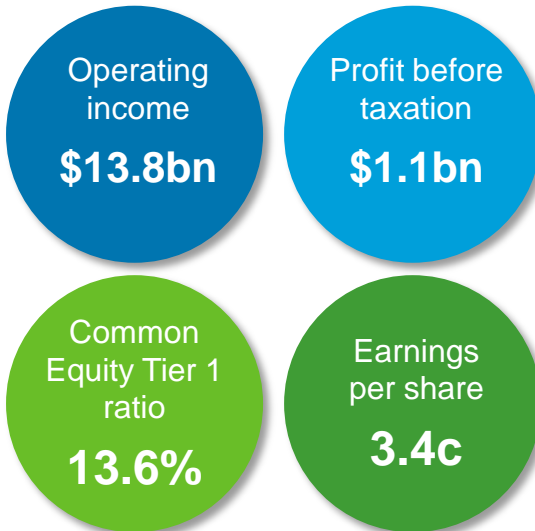
- GCNA is core to the Group - strong domestic and network value generator
- Region is highly interconnected, with China at the core
- Positive progress on strategic priorities, strengthening franchise further
- China's opening brings new opportunities, notwithstanding challenges
- We are investing in our competitive strengths to capture opportunities

Standard Chartered overview

Over 150 years in some of the world's most dynamic markets

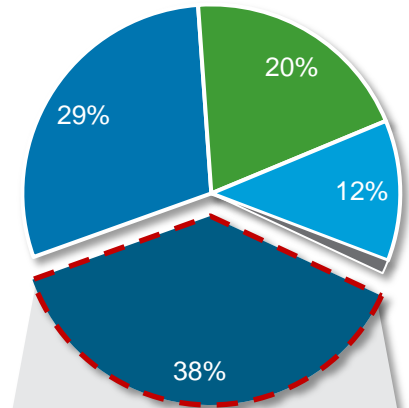


2016 performance highlights

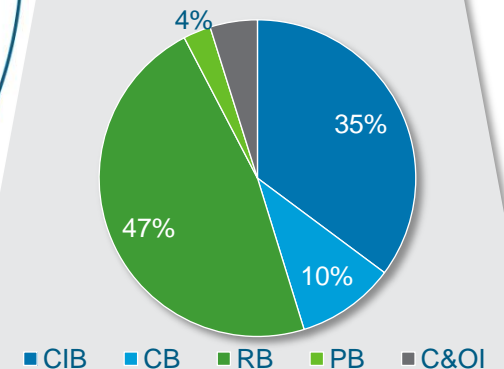


Group income by region

■ GCNA ■ ASA ■ AME ■ EA ■ C&OI



GCNA income by segment



GCNA consists of five sizeable markets with varying degrees of maturity

GCNA snapshot by market (2016)



Hong Kong



China



Taiwan



Korea



Japan

GCNA

Group

Income (\$m)	3,138	696	407	881	68	5,190	13,808
Profit before tax (\$m)	1,111	108	69	35	17	1,340	1,093
No. of employees	~6,000	~5,000	~3,200	~4,700	~150	~19,000	~86,000
No. of outlets	77	101	74	254	1	~500	~1,100
Position as foreign bank	Top 3	Top 3	Top 3	Top 3	N/A	-	-
Size of foreign banks' total assets in market ¹	>90%	< 2%	~12%	~11%	N/A	-	-

Highly interconnected region with China at the core

GCNA region highlights



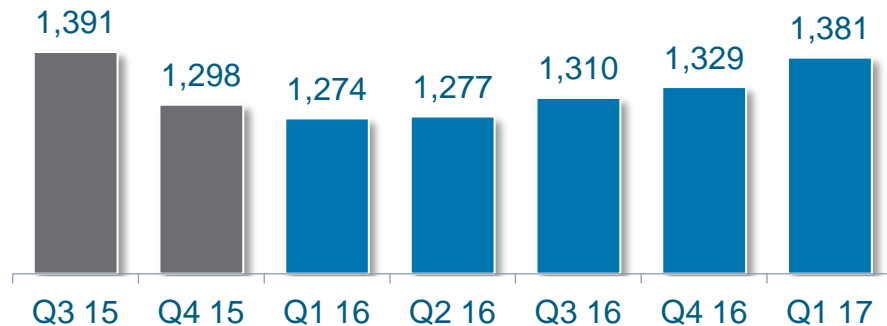
Key trading partners (by rank)



Positive progress on strategic priorities in the region

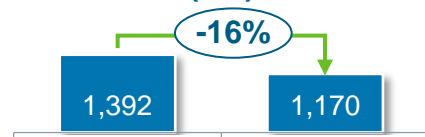
Stabilised income momentum...

Income (\$m)

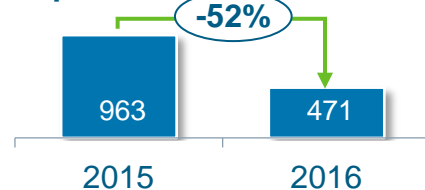


... and improved quality and mix of portfolio

Gross NPL (\$m)



Impairment



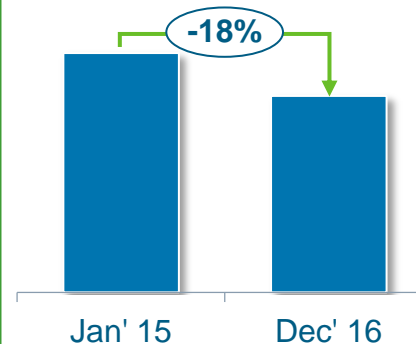
De-emphasised businesses

- Lower end commodities
- RMB FX options
- Consumer finance
- MPF manufacturing
- Cash equities

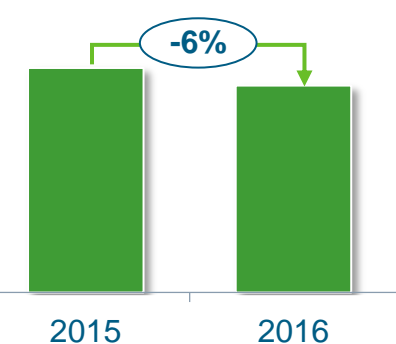
Income impact:
(~\$800m)

Secured foundations...

Headcount



Expenses



...to create capacity to invest in the franchise

Digital capabilities



Alliances / partnerships

- Asia Miles
- Disney
- Manulife
- Samsung
- Shinsegae / E-Mart

China's opening brings further significant opportunities

Five key trends around China's opening

2016 income: ~\$1bn

1 RMB internationalisation

- 6th most used currency globally
- SDR inclusion

2 China capital account opening and capital markets liberalisation

- 3rd largest bond market
- 2nd largest equity market
- Low foreign ownership

3 Offshore regional treasury centres

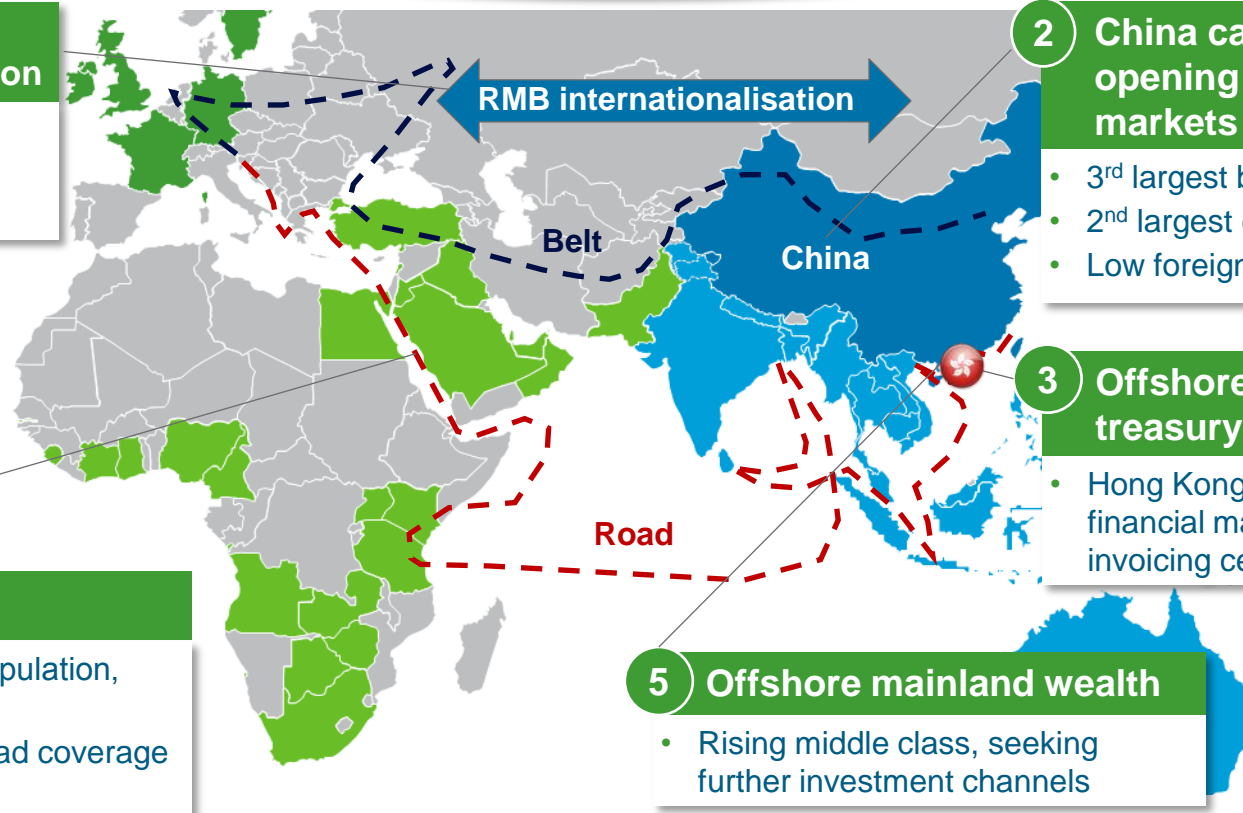
- Hong Kong as the fundraising, financial markets and trade invoicing centre

4 Belt & Road

- ~63% of World's population, ~30% of GDP
- Broadest Belt & Road coverage of any bank

5 Offshore mainland wealth

- Rising middle class, seeking further investment channels



— New Silk Road Economic Belt (Belt)
- - 21st Century Maritime Silk Road (Road)

GCNA
ASA

AME
EA

China's determination and pace of reform

	2009	Now
Onshore liberalisation <ul style="list-style-type: none"> • Loan interest rate • Deposit interest rate • Deposit protection insurance 	Policy driven Policy driven No protection	Liberalised Liberalised Deposit protection scheme in place
RMB internationalisation <ul style="list-style-type: none"> • Payment • Trade settlement • Offshore RMB clearing centres • Central banks reserve 	#35 ¹ ~1% 2 N/A	#6 ~20% 23 SDR inclusion
Capital account opening and onshore capital markets liberalisation <ul style="list-style-type: none"> • Debt • Equity • Funds 	N/A	CIBM, CNH and Panda Bond; Bond Connect ² SH- and SZ-HK Stock Connect QFII and QDII, Mutual Funds Recognition

Near-term risks exist but long term opportunities compelling

Uncertainties and headwinds

Slowing GDP growth

Capital outflows and devaluation

Over leveraged banking system

Asset prices

Geopolitical

Opportunities

More sustained, higher quality GDP

Opening up of China

Intra-regional trade and investment

Financial deepening

Digitisation

Secured foundations, building momentum in GCNA

Strategic priorities

- 1 Capture opportunities from China's opening
- 2 Strengthen market position in HK
- 3 Deliver network advantages (inbound and outbound)
- 4 Improve Retail Banking performance in Korea and China
- 5 Drive cost efficiency; invest in digital capabilities and alliances
- 6 Continue to deliver conduct, financial crime and talent agendas

GCNA performance \$m	2016	% of Group	Q1 17 momentum ¹ (Better / Worse)
Income	5,190	38%	↑ Q1 17: \$1,381m
Expenses	(3,546)	36%	↑
Impairment	(471)	17%	↑
Underlying profit before tax	1,340	>100%	↑ Q1 17: >\$500m
Customer loans (\$bn)	111	43%	↑
Customer deposits (\$bn)	170	45%	↑
RWA (\$bn)	77	28%	↑



China macro

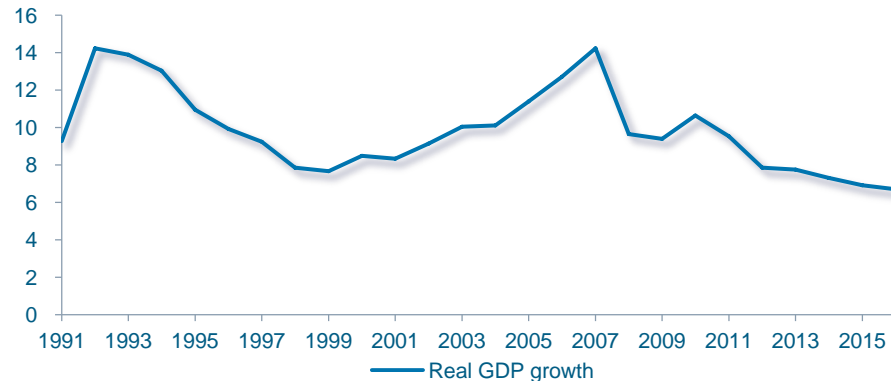
Transitioning towards a more balanced economy

Shuang Ding
Head, Greater China Economic Research

Despite slowdown, China contributed 1/3 of global growth

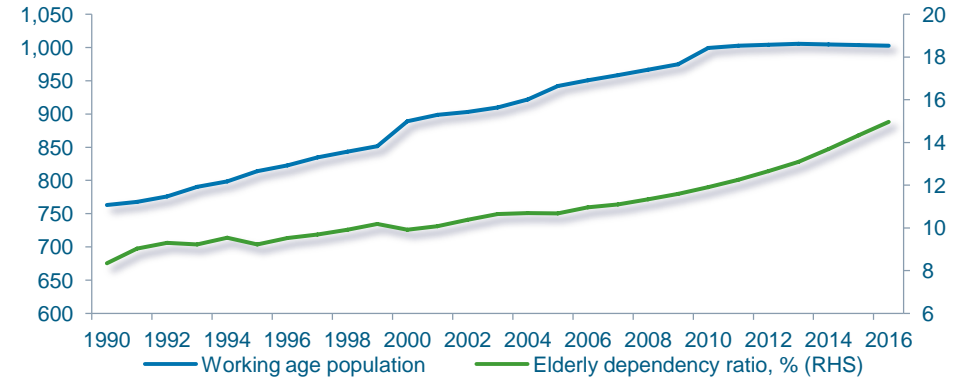
Growth slowed since Global Financial Crisis

% YoY



Working age population peaked, dependency rising

Person in millions (LHS); % (RHS)



China contributed 1/3 of global growth in 2016

Contributions to global growth, ppt



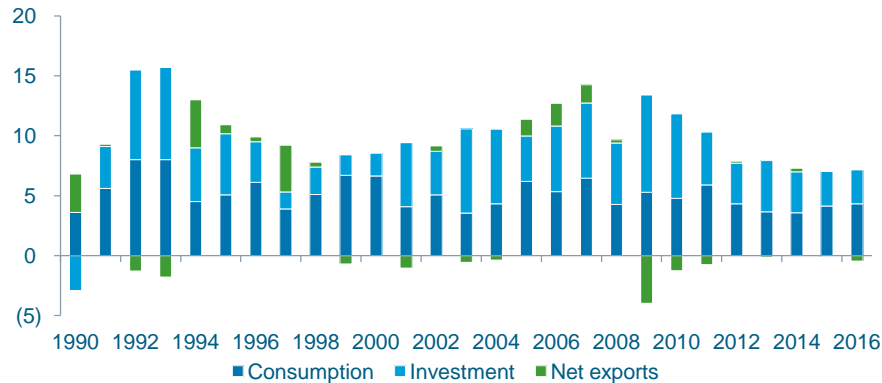
Government targeting growth of around 6.5% to 2020

	2016	2017F	2018F	2019F	2020F
GDP growth, %	6.7	6.6	6.5	6.4	6.3
CPI, %	2.0	2.1	3.0	2.8	2.5
US\$-CNY (year end)	6.95	6.99	7.10	7.00	6.95
Current account / GDP (%)	1.8	2.0	2.2	1.9	1.6
Fiscal balance, % of GDP	-3.8	-4.2	-4.0	-4.0	-4.0

Economy is less dependent on exports and investment

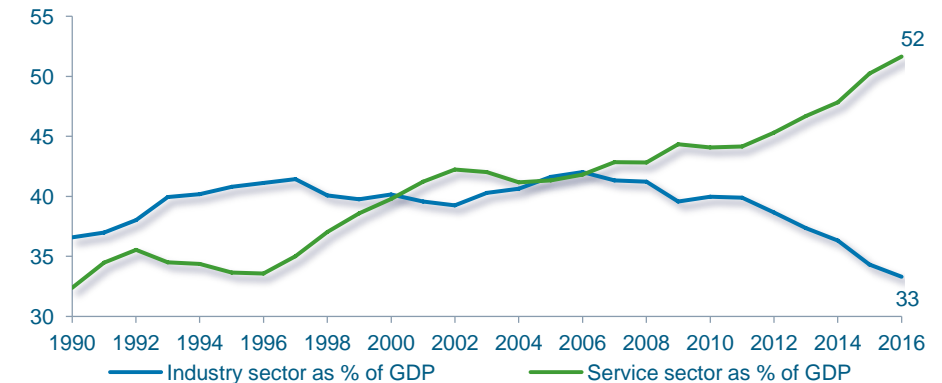
Consumption now biggest GDP contributor

Contribution, ppt



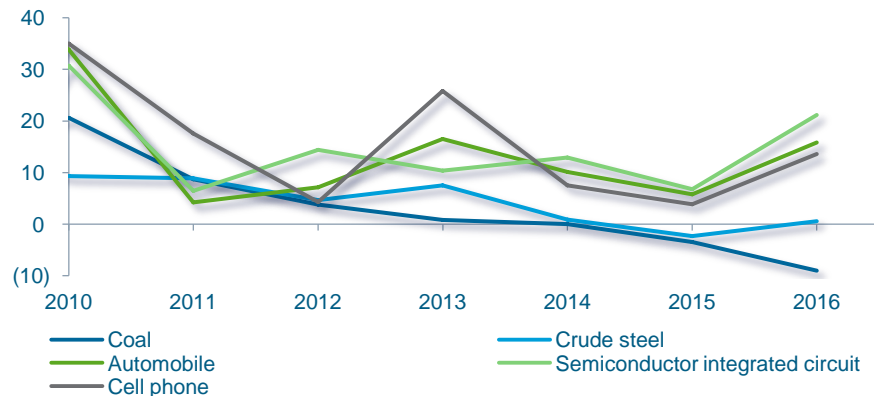
Service sector accounts for over half of the economy

%



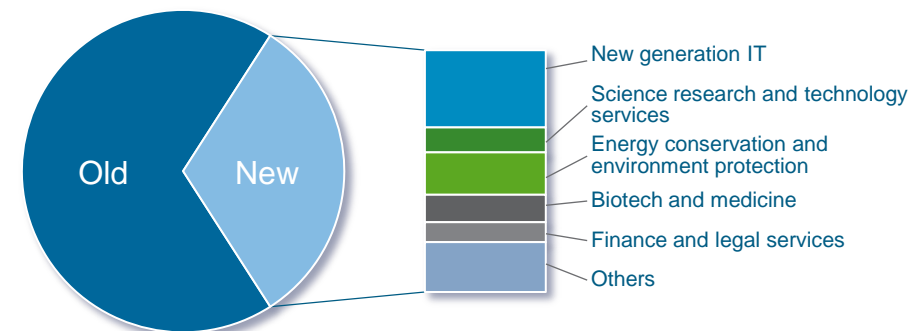
Old economy vs new economy

Industrial production, % YoY



New economy accounts for 1/3 of total input

%

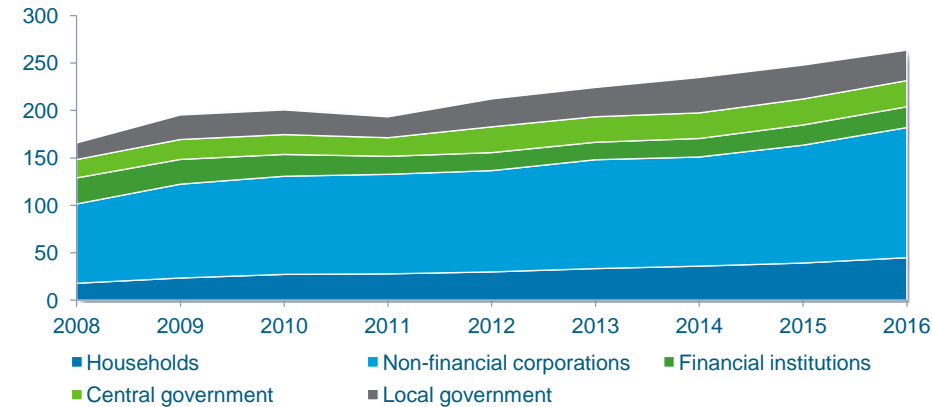


Others: Culture, sports and entertainment, new energy, advanced equipment manufacturing, new energy vehicles, new materials

Risks: worry about the right things

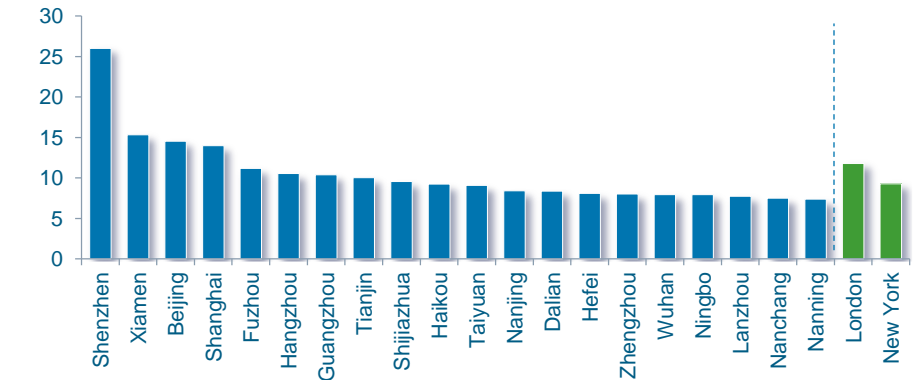
Corporate leverage

Debt / GDP ratio, %



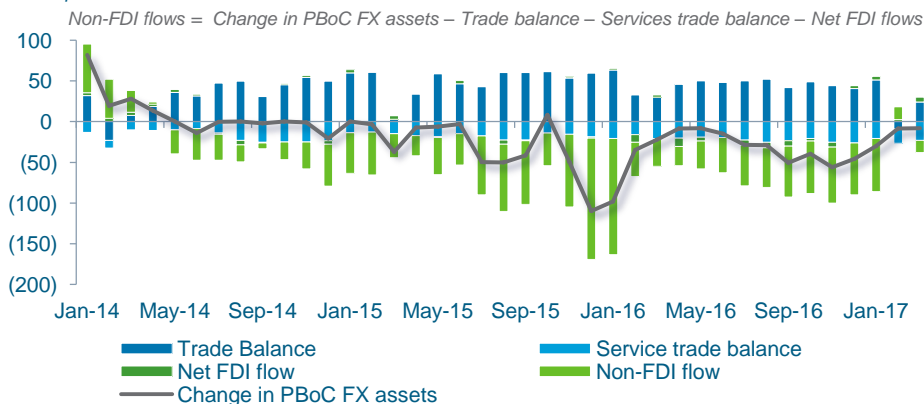
Home prices to annual income

Ratio



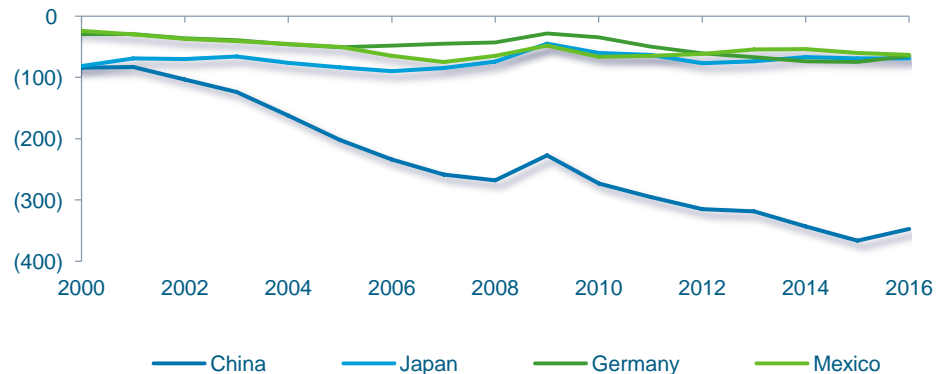
Capital outflows

US\$ bn



Possible trade friction with US

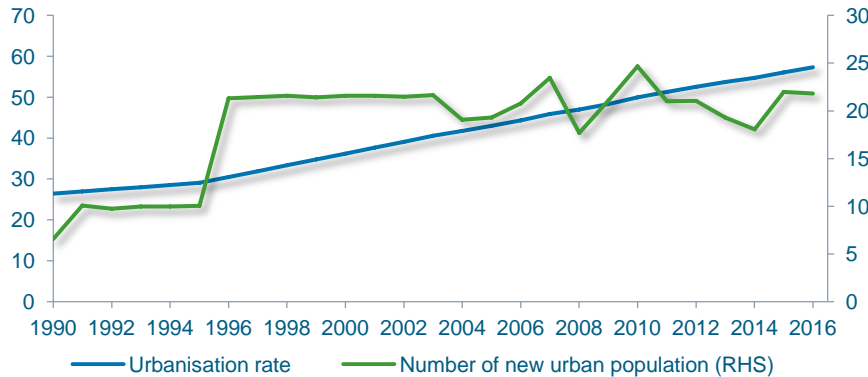
US trade balance, US\$ bn



Opportunities: too big to ignore

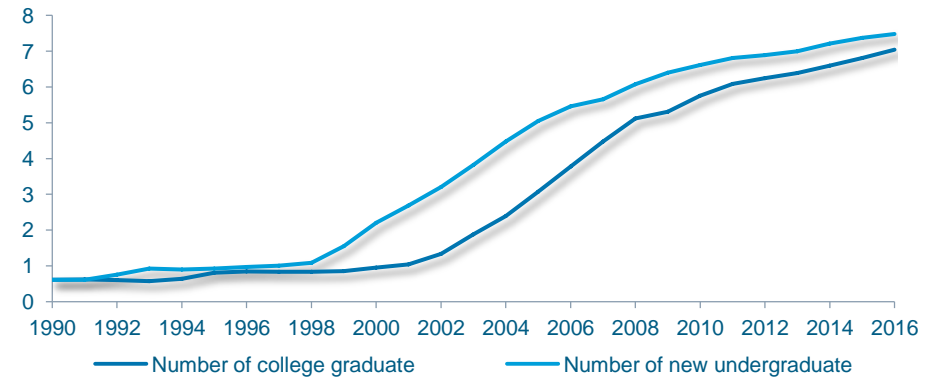
Urbanisation ratio continues to rise

% (LHS); person in millions (RHS)



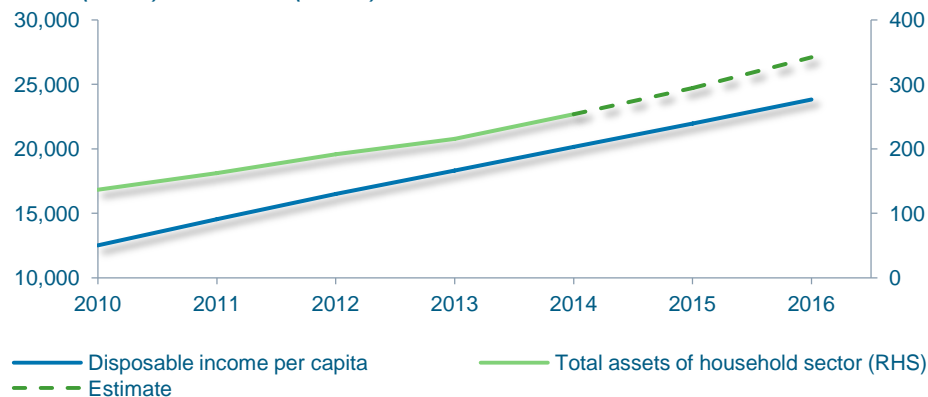
Demographic dividend: from quantity to quality

Person in millions



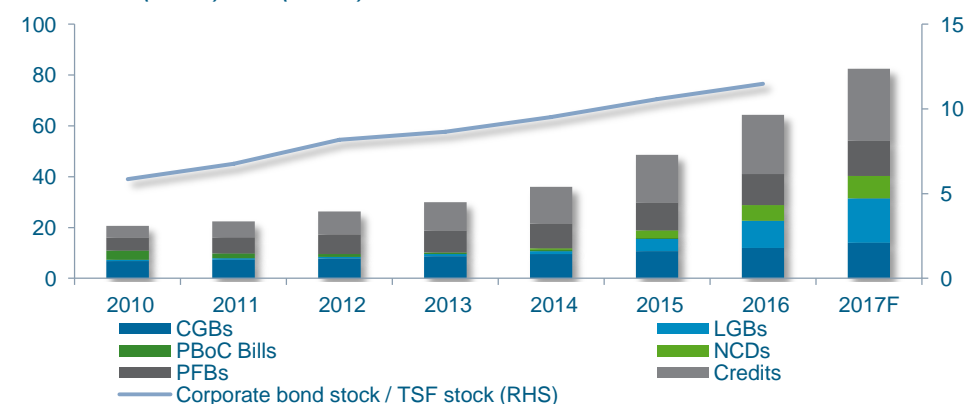
Rapid increase in disposable income and wealth

CNY (LHS); CNY tn (RHS)



Capital market expansion: less reliance on loans

CNY tn (LHS); % (RHS)



Transitioning towards a more balanced economy

- Despite slowdown, China contributed one-third of global growth in 2016
- Expect government's annual GDP growth target of ~6.5% to be maintained for the next few years
- Rebalancing towards a consumption- and service-based economy
- While overcapacity exists in some industries, China also lacks capacity in key areas
- Transition likely to be bumpy - adjustments accompanied by opportunities and risks
- Implementation of gradualist reform likely to improve following the 19th Party Congress later this year



China

Reforming at pace, creating new opportunities

Jerry Zhang
CEO, China

Top three foreign bank, 159 years of unbroken history

Growing relevance to China's strategic reform plans

Onshore performance only part of total picture

Secured foundations, vigilant to the challenges

Exciting market with growing addressable opportunities for leading foreign banks

Well placed to capture opportunities

101
outlets
across 29
cities



Our footprint distinguishes us as a top three foreign bank

Branch network highly relevant to the franchise...

One of largest foreign bank networks in China

Presence in all Free Trade Zones
(11 provinces / cities)

Present since **1858**; locally incorporated in 2007

Demonstrates commitment and leading position
as a foreign bank in the China market

101
outlets

29
cities

>100
licenses

~5,000
staff

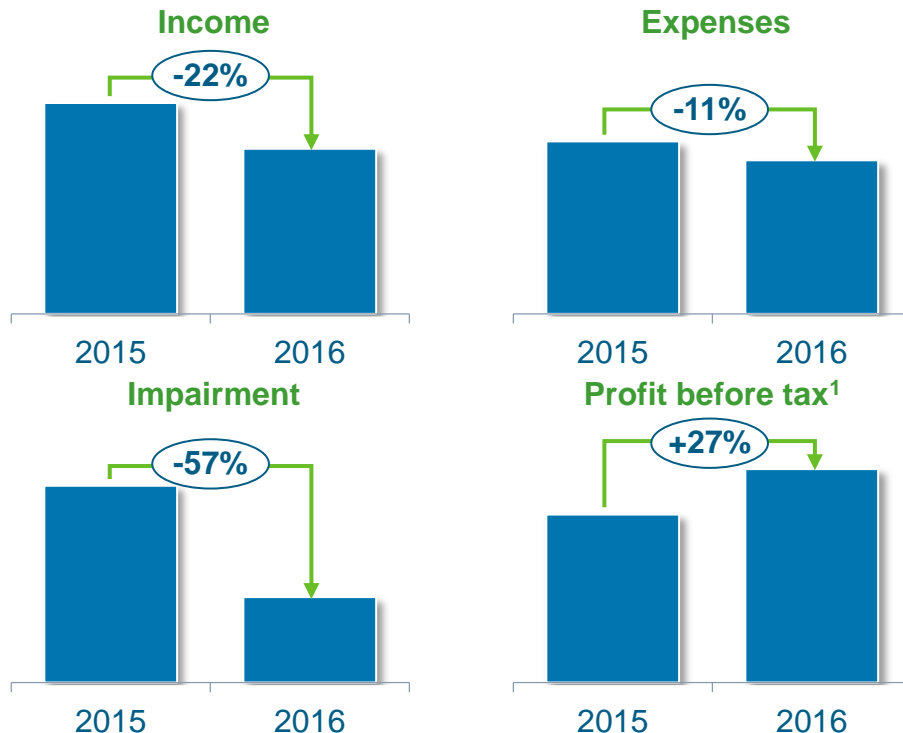
...supporting a comprehensive set of capital markets licenses

	Standard Chartered	Bank A	Bank B	Bank C	Bank D
Bond underwriting – CGB primary dealership	Green				
Overseas direct access to CFETS	Green	Gray	Gray		
Interbank bond market maker	Green		Gray		
SHIBOR Panel Member		Gray			
Gold import license	Green	Gray			
Bond underwriting - corporate	Green	Gray			
PBOC OMO	Green	Gray	Gray		
Bond settlement agent	Green	Gray	Gray	Gray	
Bond underwriting - FI	Green	Gray	Gray	Gray	Gray
CIPS - direct participant	Green	Gray	Gray	Gray	Gray
Interbank CD issuance	Green	Gray	Gray	Gray	Gray

China onshore financial results only part of total picture

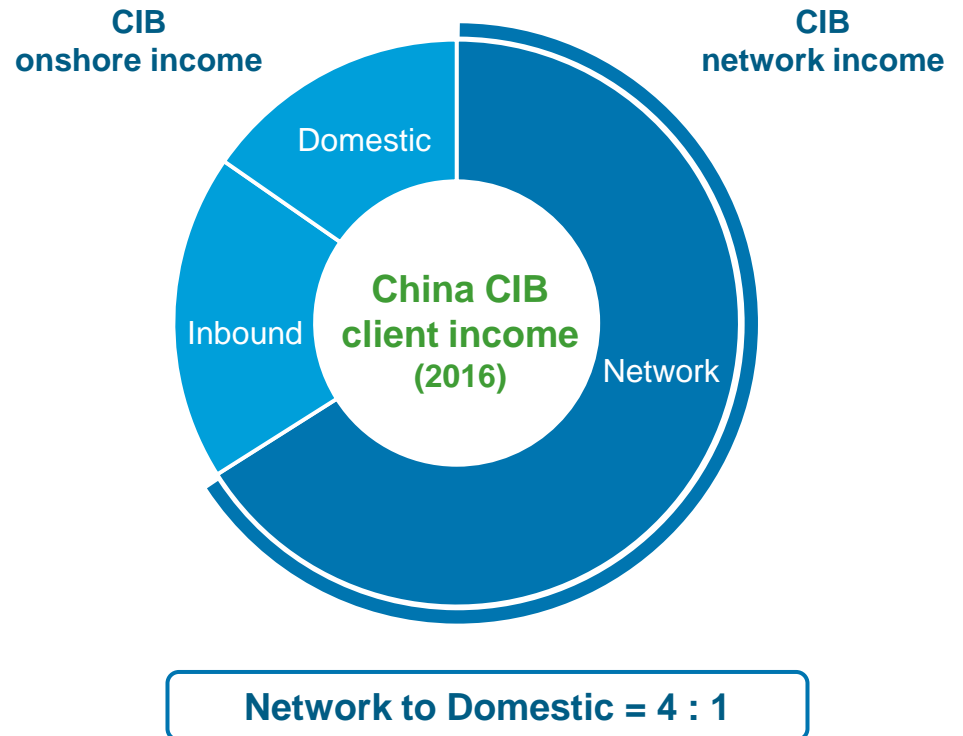
China onshore financial performance

- Impacted by economic slowdown, de-risking actions
- Delivered cost efficiencies to invest for growth
- Improved risk profile



Also a significant (top two) network contributor

- Servicing Chinese corporates “going out” and...
- ...Multinational corporates “going in” to China

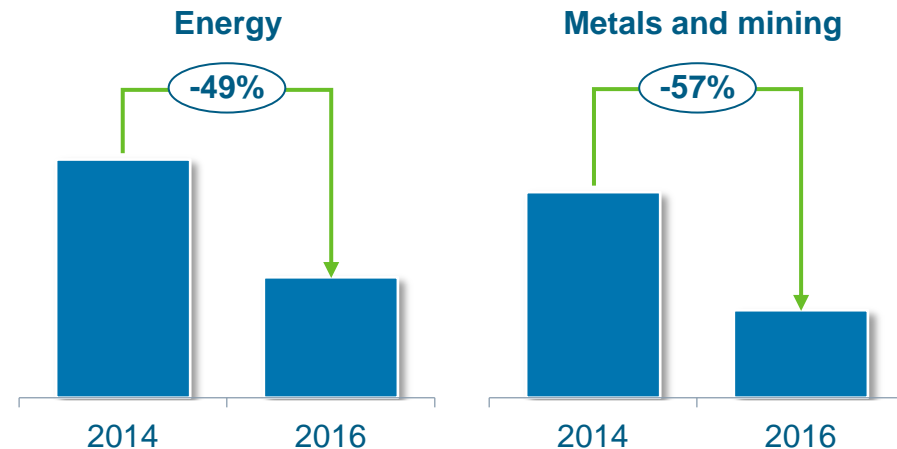


Secured foundations: significant actions on risk and cost

De-risking largely complete, remain vigilant Pivoting to “New China” industries

- Materially de-risked portfolio over past 2 years
- Focused portfolio reviews and stress testing
- Vigilant of industry de-leveraging risk
- Pivoting from ‘old’ to ‘new’ economies

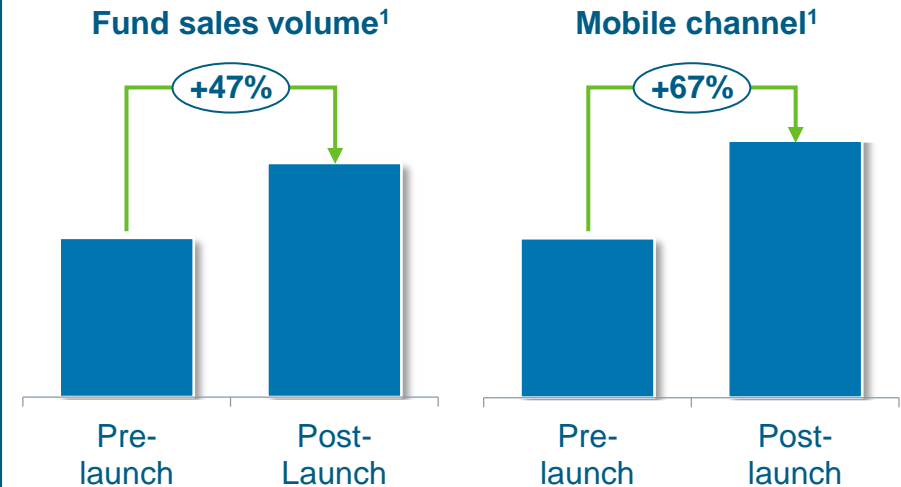
Corporate exposure



Delivered cost efficiencies to invest for growth

- Optimising branch network, focusing on core cities
- Investing in new products and digital capabilities
- Building leadership in RMB internationalisation

Case in point: China mobile mutual funds



China's opening presents growing income opportunities

1. Banking the new economy

- Pivoting to “New China” industries
- Targeting “internationally oriented” Chinese clients

2. Capital Markets and CIBM

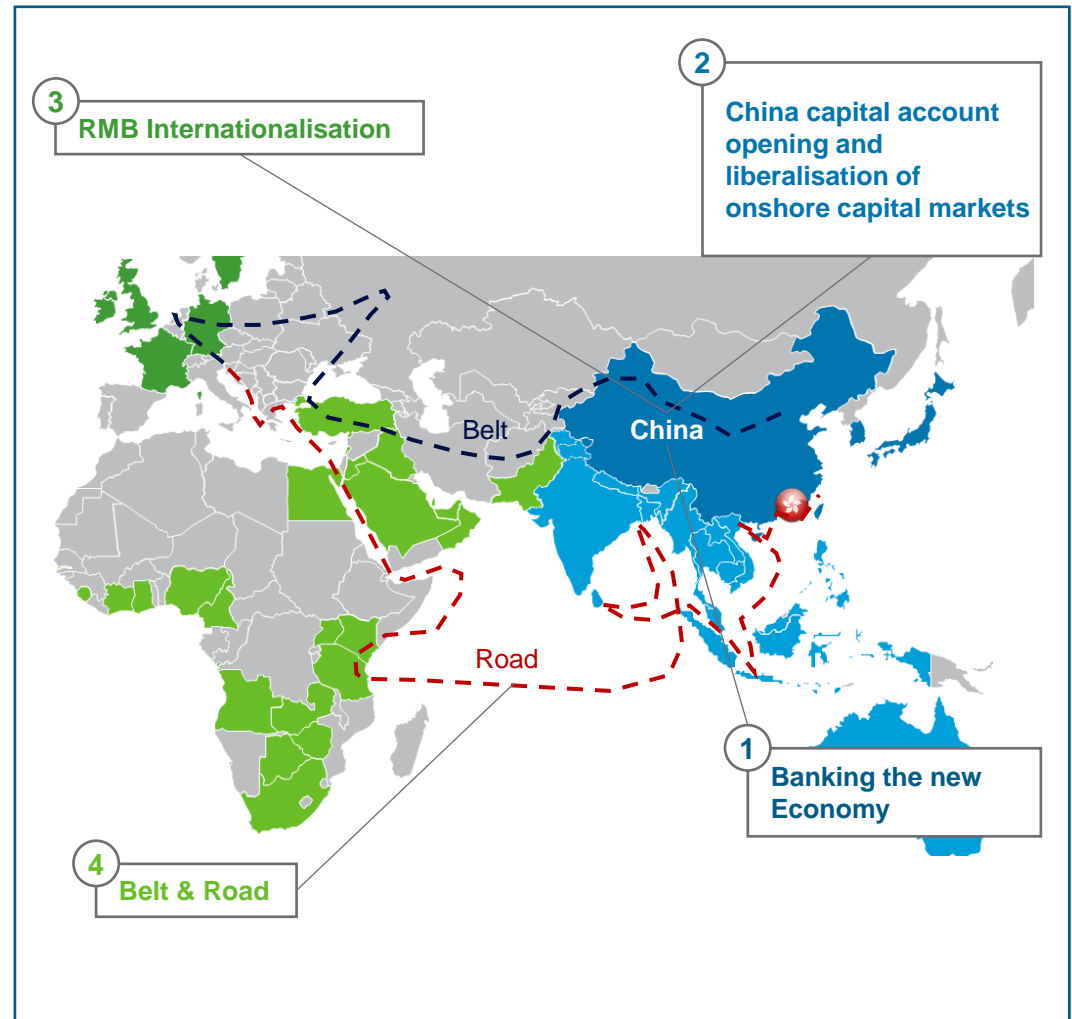
- Leader in Panda bond / SDR
- No.1 foreign bank in CIBM settlement amount
- Underwriting of the first LGB issuance in Shanghai FTZ
- 1st commercial issuer of SDR bonds in China

3. RMB internationalisation

- Settlement agent for onshore China bonds
- Leading bank in cross-border RMB settlement
- Market-maker for 11 currency pairs
- Leader in cross-border cash pooling solutions

4. Belt & Road

- 100+ client engagements across Asia, Africa and the Middle East
- Leveraging strong network and value proposition



Well placed to capture opportunities

Core advantages

- 1 History, presence and brand
- 2 Global and regional network (particularly along Belt & Road)
- 3 Comprehensive product suite
- 4 Market leading position in targeted segments
- 5 Relationship with local government and regulators
- 6 People – local talent and management

Strategic priorities

CIB and Commercial Banking

- ✓ Connect China to **network** with enhanced capabilities
- ✓ Grow portfolio through **city and industry focus**
- ✓ Seize opportunities from **China's opening**
- ✓ Focus on **strategic participation** in growth sectors
- ✓ Remain **vigilant** of industry deleveraging risk

Retail Banking

- ✓ Leverage **alliance** strategy
- ✓ Grow **high value segment**
- ✓ Sharpen focus on building **core city** scale
- ✓ Become **digital** main bank
- ✓ Invest in **core product capabilities**



Hong Kong

The super-connector for the region

Mary Huen
CEO, Hong Kong

Largest market for the Group with attractive returns

Deep-rooted franchise in an attractive market

Hong Kong: vibrant market with a large banking and financial sector

Oldest bank operating in Hong Kong - since 1859

One of three (and first) note-issuing banks

77
outlets

~6k
staff

1.6m
Retail
clients

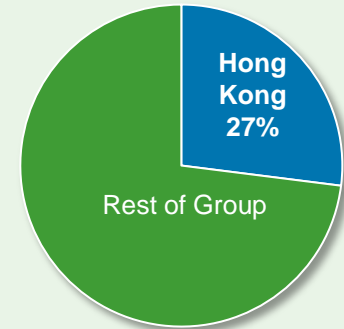
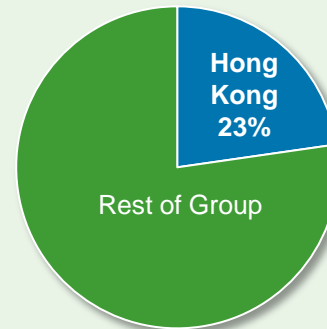
~13k
Commercial,
Corporate &
Institutional
clients

Key contributor to the Group

Financial performance

Income: \$3.1bn

Customer deposits: \$102bn



Attractive returns

- Profit before tax: \$1.1bn
- Double digit RoE

Strategic relevance

- Centre of product capabilities and talent
- Strong liquidity generator

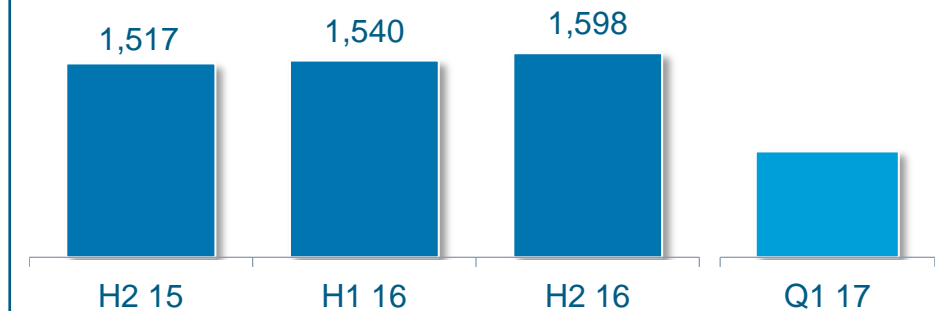
Encouraging progress in transformation

Fit-for-growth with foundations secured

- **Reshaped** core and **de-emphasised** non-core businesses
- **Attacked cost** base and **invested** in strengths
- Tightened **risk discipline**

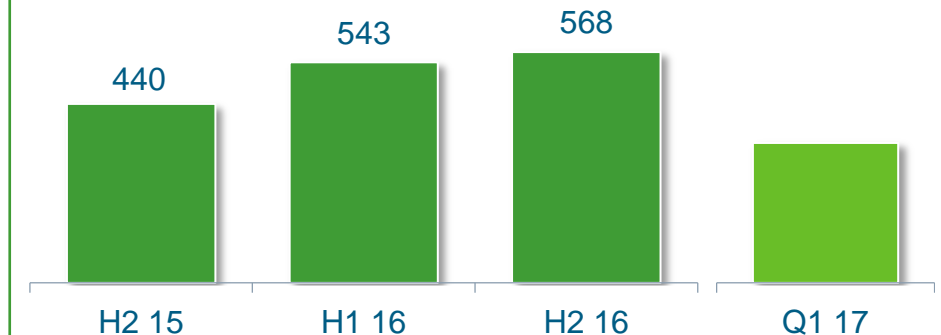
Stabilised income momentum, quality improving

Income, \$m



Delivering improved profitability

Profit before tax, \$m



Headroom for sustainable growth

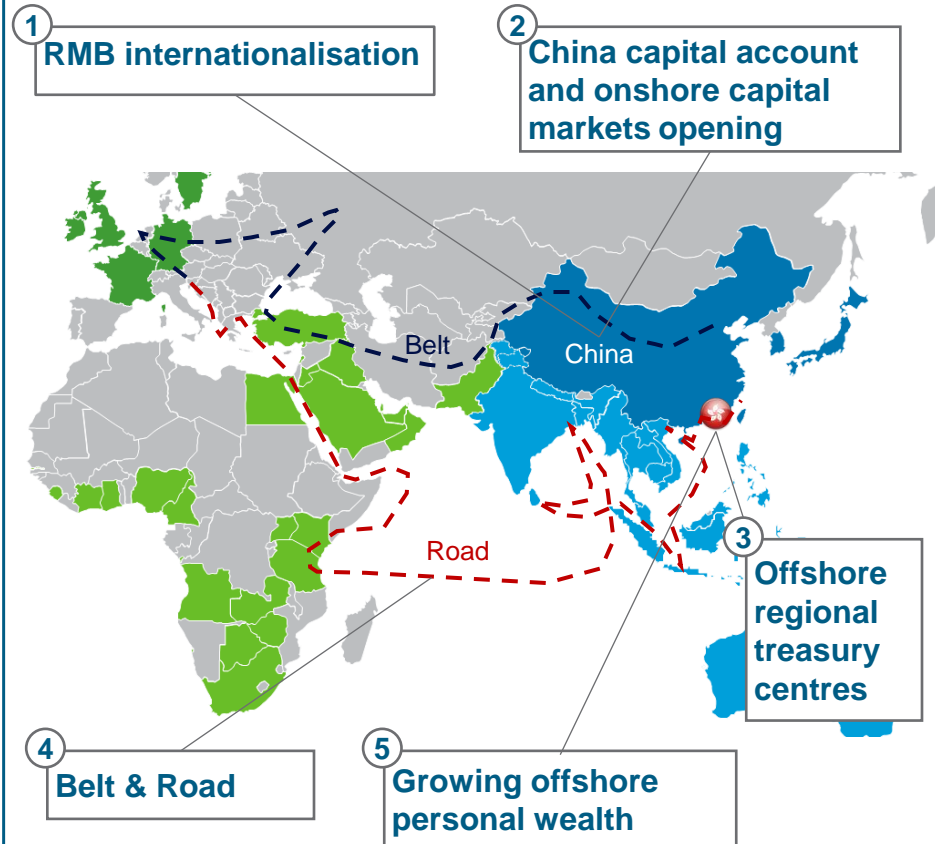
1 Grow main bank and market share

Strong market position

- 1.6 million Retail clients:
 - ~25% of Hong Kong's bankable population
 - ~30% share of Priority clients
- Leader in debt capital markets:
 - No. 2 in Asia ex-Japan G3 bond issuance
- Leader in RMB business

At scale, with ability to disrupt

2 Super-connector for China's opening



1 Grow main bank and market share

	Segment profile	Strategic priorities
Retail Banking	<ul style="list-style-type: none">• Largest income and profits generator• Priority Banking main income driver• >60% income from Wealth and Deposits	<ul style="list-style-type: none">• Acquire 'right' target clients through alliances and Employee Banking• Deepen relationships and stickiness• Invest in Wealth and digital
Corporate & Institutional Banking	<ul style="list-style-type: none">• Core bank to Global Fortune 500 corporates and financial institutions• Diversified product mix• ~1/3 of income from Chinese clients	<ul style="list-style-type: none">• Deepen relationships with large HK corporates and financial institutions – enhance capabilities, leverage network• Capture opportunities from China's opening
Commercial Banking and Private Banking	<ul style="list-style-type: none">• Commercial Banking is a core franchise with long history and deep client relationships• Strong synergies between segments• Private Bank for entrepreneurs	<ul style="list-style-type: none">• Grow 'right' target clients – bank the ecosystem, seize referral opportunities• Strengthen coverage model and productivity of relationship managers

2 Super-connector for China's opening

Gateway into and out of China – last stop in, first stop out



Standard Chartered uniquely positioned

Entrenched history	RMB capabilities	Collaboration well established	Differentiated network
<ul style="list-style-type: none">• First mover in industry - pioneer in thought leadership	<ul style="list-style-type: none">• Market leading products and capabilities	<ul style="list-style-type: none">• Close collaboration between Hong Kong and China	<ul style="list-style-type: none">• Broadest Belt & Road coverage of any bank

Key messages

Key local player with scale

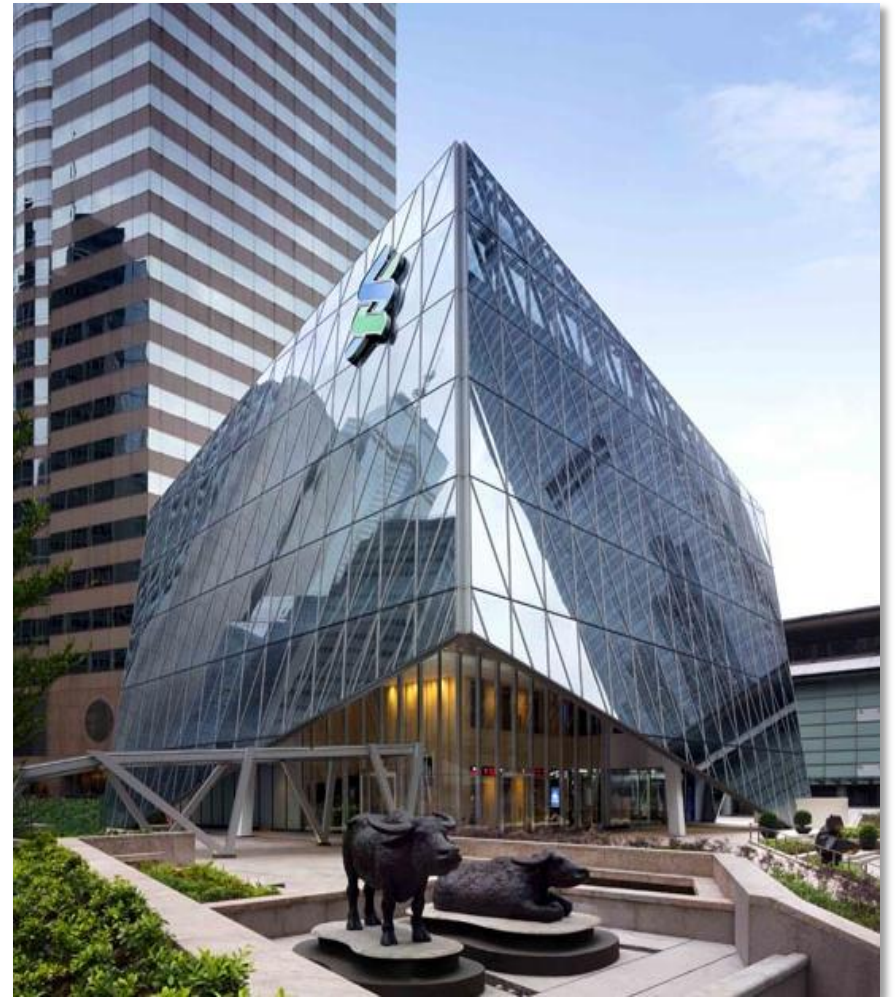
Encouraging progress in transformation

Headroom to grow

- Capture main bank and market share
- Be the super-connector for China's opening

Investing to further strengthen our market position

Competitively advantaged to capture opportunities





Corporate & Institutional Banking

Network linkages, RMB internationalisation and Belt & Road

Darcy Lai
Regional Head of Global Banking
Corporate & Institutional Banking, GCNA

Carmen Ling
Head of Global RMB
Corporate & Institutional Banking

Strong franchise - key origination and destination region

Valuable franchise with strong client relationships

Network a true differentiator

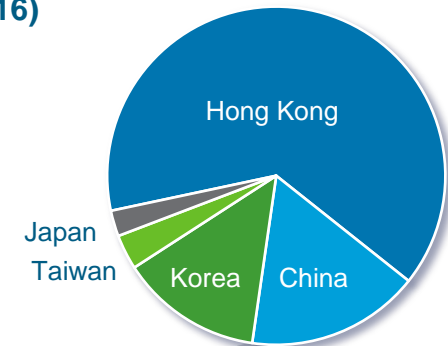
Well positioned to capture opportunities from China's opening

Global leader in RMB

First mover in Belt & Road

China and Korea as major origination centres Hong Kong as capability anchor for region

GCNA CIB income (2016)
Onshore income



GCNA inbound from network

% split¹



GCNA outbound to network

% split¹

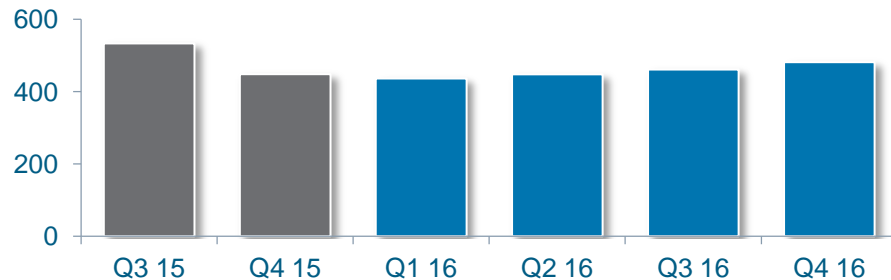


A balanced portfolio positioned for growth

1

Stabilised income momentum...

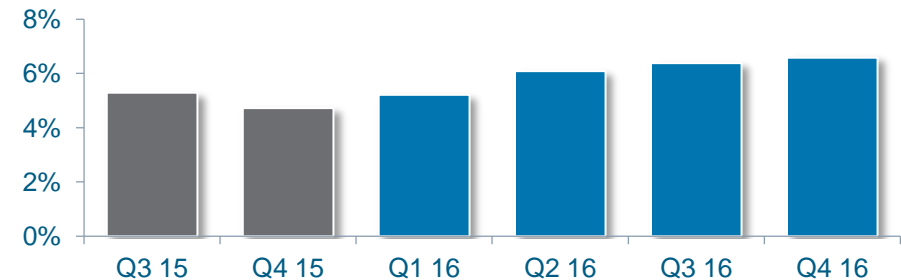
Income, \$m



2

...with a focus on returns

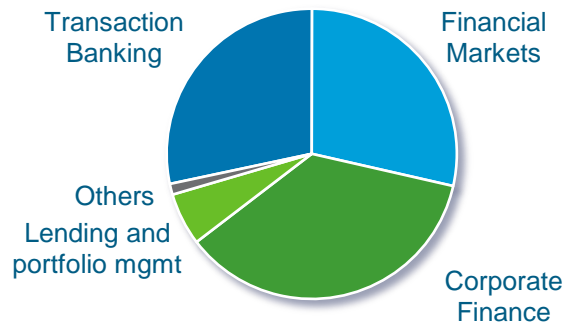
Income RoRWA, %



3

Balanced product mix...

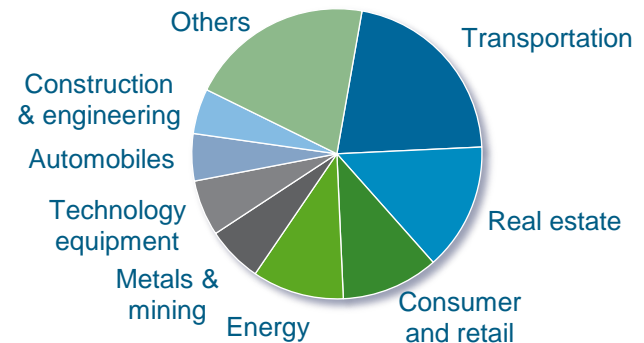
Income by product (2016)






4

...driven by a more diversified portfolio

Net corporate exposure by industry (2016)



Strategic priorities to further strengthen our franchise

 <p>Leverage Hong Kong as a capability anchor</p>	 <p>Top Chinese conglomerate</p> <p>Transaction: Regional treasury centre (RTC) set-up in HK</p> <p>Our role: Cash management bank for a RTC set up by the company's offshore arm</p>	 <p>International investment management company</p> <p>Our role: Appointed as bond settlement agent to support the client's direct access into China's interbank bond market.</p> <p>First trade completed in April 2017</p>
 <p>Capture China capital markets opening</p>		
 <p>Bank new engines of China economy</p>	 <p>Tencent</p> <p>Transaction: 5-year US\$ 4.65bn clubbed term loan and revolving credit facility</p> <p>Our role: Mandated lead arranger and original lender</p>	 <p>Alipay</p> <p>Transaction: Online banking as top-up channel for mobile wallet</p> <p>Our role: First bank to provide such top-up channel for mobile wallet users in HK</p>
 <p>Support China, Korea and Japan corporates going global</p>		
 <p>Enhance inbound business, particularly OECD clients</p>	 <p>Shandong Yuhuang Chemical (Petrochemical company)</p> <p>Transaction: Debut US\$ 300m senior unsecured notes issuance</p> <p>Our role: Joint global coordinator, joint bookrunner, joint lead manager, joint rating advisor</p>	 <p>SAIC GMAC</p> <p>Transaction: RMB 4bn auto-loan asset-backed securitisation</p> <p>Our role: Joint lead underwriter and financial advisor</p>
 <p>Be the partner of choice for Belt & Road</p>		

Unique footprint with broadest coverage along Belt & Road

Strong network and value proposition

- Robust presence with over 150 years history in Africa, ASEAN, South Asia
- Expertise in project finance, M&A, leveraged finance, capital markets
- Thought leadership to promote RMB adoption in Belt & Road projects
- Relationship with Silk Road Fund, AIIB, NDB and Chinese policy banks
- Dedicated industry specialists in relevant sectors

Energy Transmission Network

Country: Pakistan

Our Role: Lender of two Export Credit Agency-backed facilities

Power Plant

Country: Oman

Our Role: Issuer of a back-to-back standby letter of credit / performance bond for a Chinese power company

Telecommunication

Country: Cameroon

Our Role: Escrow agent and account bank for a 20-year loan facility extended for a telecom client

Infrastructure

Country: Hong Kong

Our Role: Cash management bank for a regional treasury centre of a Chinese construction and engineering company



Standard Chartered

**One Belt,
One Road,
One Bank** is ready to turn
150 years of local knowledge into global
opportunities for your business.

Since 1858, Standard Chartered has been the **only** international bank with a rich heritage in Asia, Africa and the Middle East. This experience positions us at the forefront to help you benefit from the "One Belt, One Road" initiative.

We are One Belt, One Road ready. Are you?

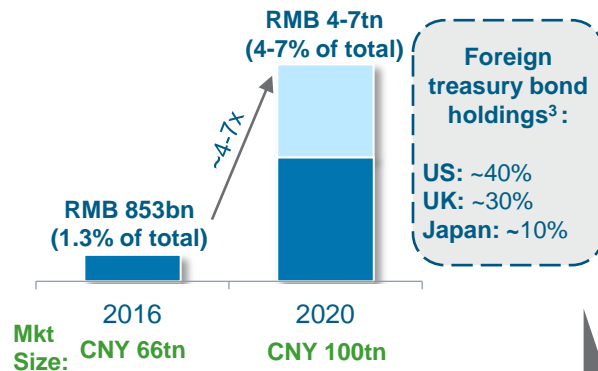
sc.com/beyondborders

Here for good

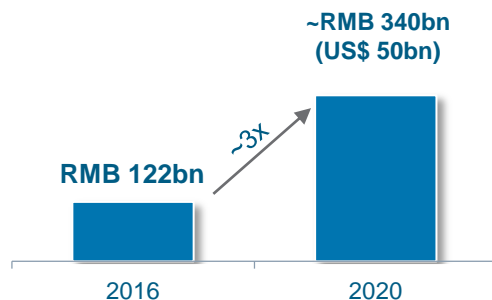
RMB internationalisation: significant potential

China capital markets opening

Foreign holdings of onshore bonds¹



Growing Panda bonds issuance²



FX and Risk management

FX still in its infancy stages

Average daily transaction volume, Apr 2016⁵

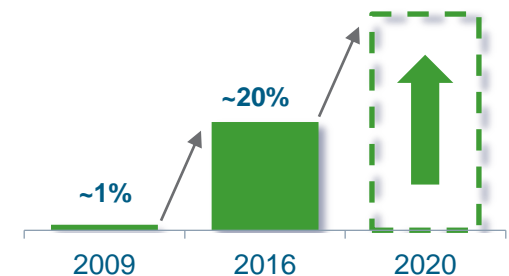
(US\$ bn)	CNY	GBP	JPY	EUR	US\$
Spot	68	211	395	519	1,385
Forward	28	92	151	178	600
Swaps	89	315	476	829	2,234
Options	18	30	74	64	218
TOTAL	202	649	1,096	1,591	4,438
% of GDP⁶	1.8%	24.5%	23.2%	14.8%	23.9%

Onshore financial instruments not yet open to foreign entities

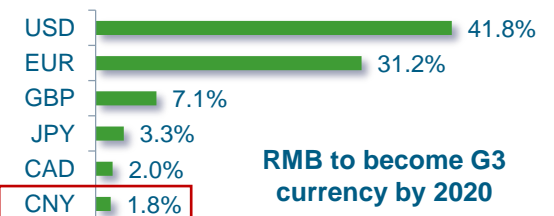
- Repo
- Bond futures
- Credit default swaps
- Asset backed securities
- RMB interest rate options

Rising global RMB usage

% of China's cross-border goods trade denominated in RMB³



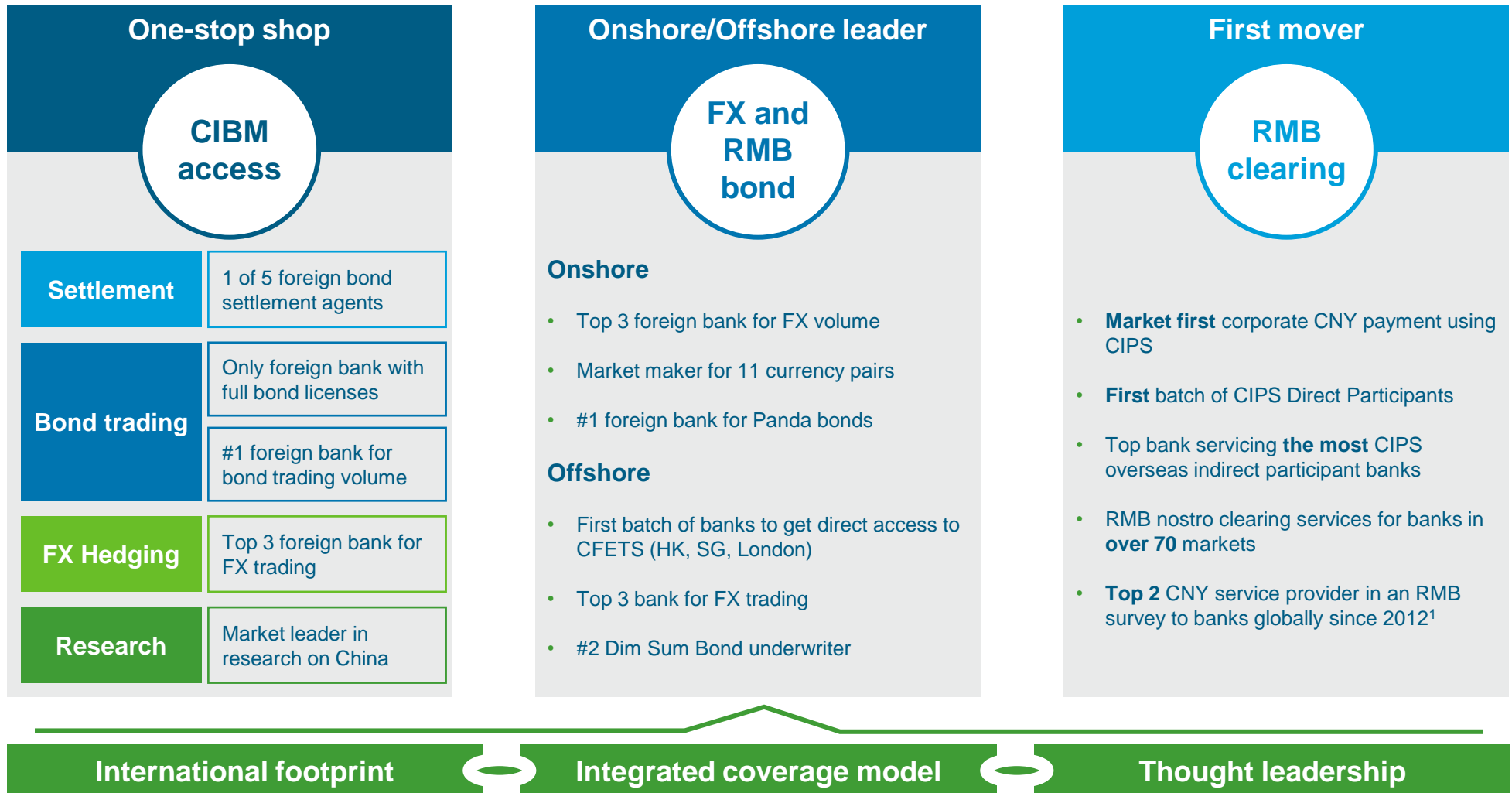
6th most used currency globally⁴



RMB to become G3 currency by 2020

- RMB Trade Finance
- Cross-border liquidity management
- RMB clearing

Realising the potential with our leading RMB capabilities





Retail Banking GCNA transformation, capturing mainland wealth

Samir Subberwal
Regional Head of Retail Banking, GCNA

Key messages

Vision

- Vision: Become best bank for affluent, emerging affluent and business clients
- Full relationship approach, digital end-to-end, focus on core cities

Progress

- 2 years into transformation with encouraging progress
- Improved share of income from Priority clients to 46% (2014: 37%)
- Significant investment in digital to improve client experience
- Commenced multi-year Wealth Management capability build
- Launched focused campaigns with alliance partners showing early success

Priorities

- Drive return on investments through both income and cost lines
- Improve quality of income – targeted client and product mix, and risk profile
- Further strengthen brand, simplify our product and service offering

GCNA Retail Banking is a core contributor to the Group, consisting of four sizeable markets

\$m	FY16	% of Group Retail Banking
Operating income	2,445	52%
Profit before tax	551	72%
Customer loans (\$bn)	62	66%
Customer deposits (\$bn)	80	68%

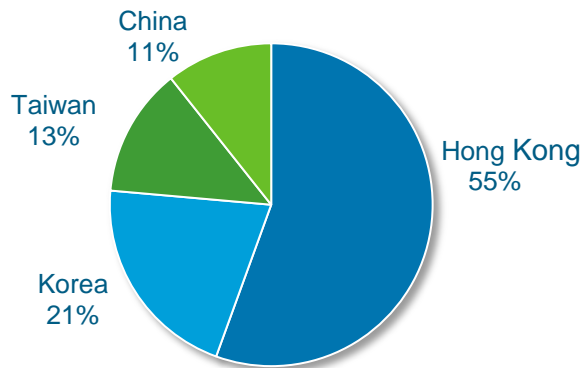
Attractive returns – double digit RoE in 2016

Strong position in Hong Kong

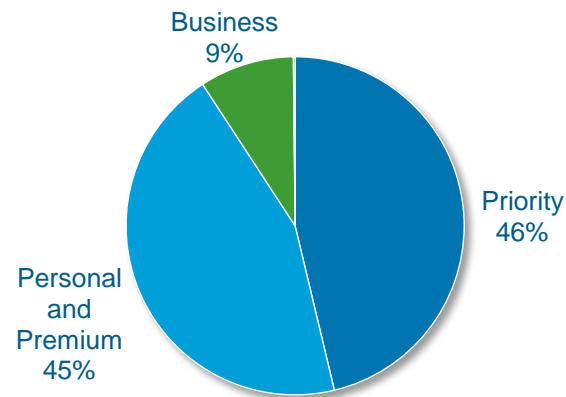
Well positioned to capture mainland wealth flows

Improving performance in Korea and China

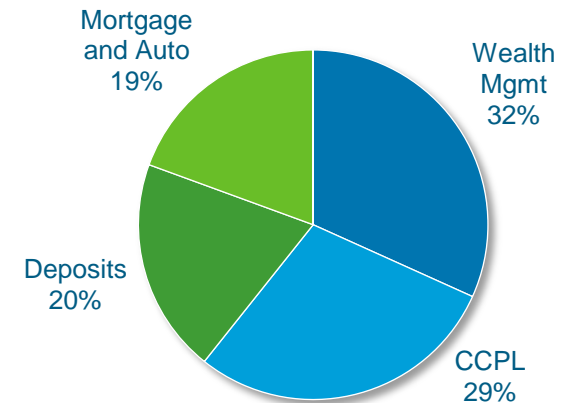
Income by country



Income by segment



Income by product



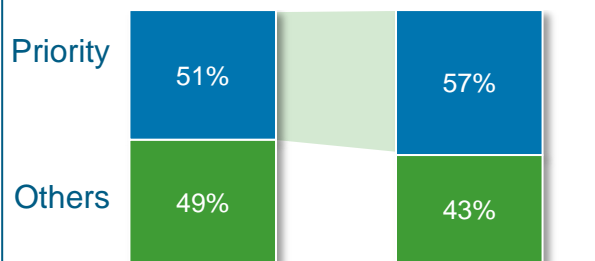


Hong Kong – strong business with room to grow

Focus on affluent and emerging affluent

Priority driven business

Income mix

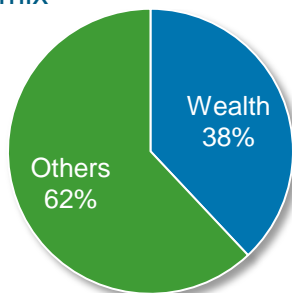


2015

2016

... that is Wealth Management led

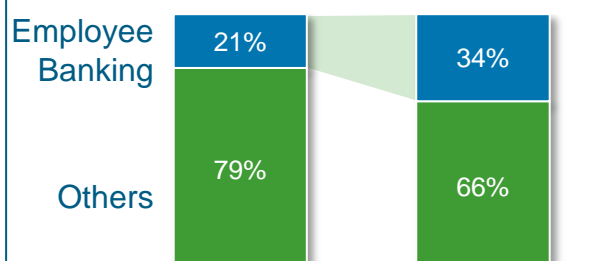
Income mix



Leverage alliances and Employee Banking

Leverage Employee Banking channel

Priority Banking new-to-bank clients

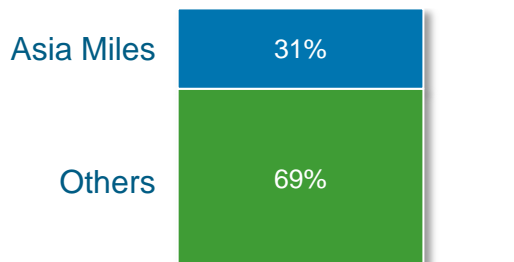


2015

2016

Monetise existing alliances

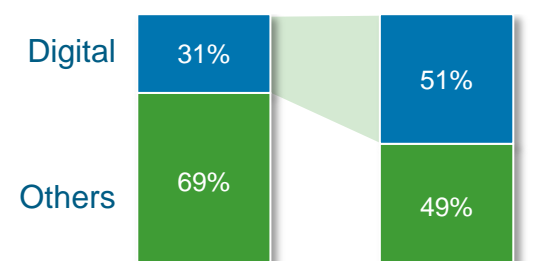
Priority Banking new-to-bank clients



Build digital capabilities

Increase sales via digital channels

Channel mix



2015

2016

Drive convenience and efficiency

% of digitally active clients



2015

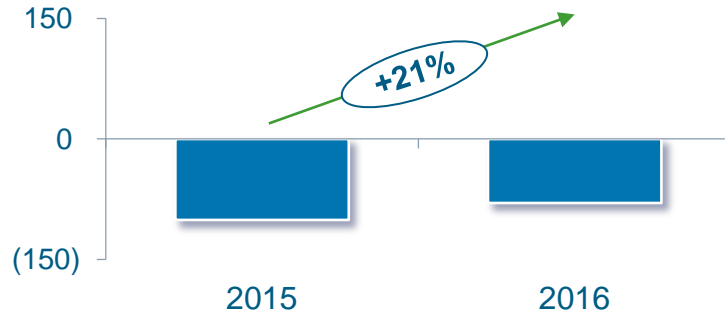
2016

Addressing retail performance in Korea and China



Drive productivity, focus on affluent

Profit / (loss) before tax (\$m)



Challenges

- Underpenetrated client base
- Predominantly in Personal
- Reliant on lending
- High cost to income ratio
- CCPL portfolio impairment

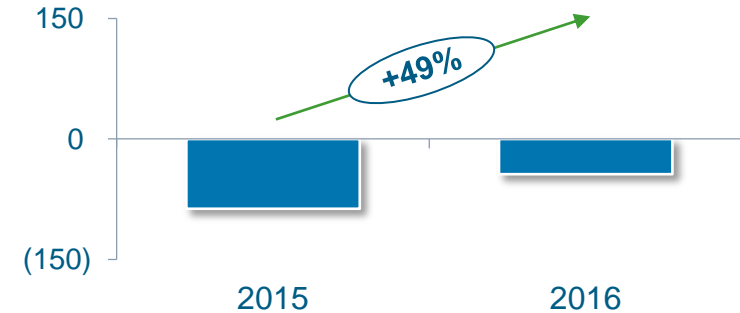
Strategic priorities

- Scale up Employee Banking
- Monetise existing alliances
- Acquire clients through digital sales
- Build and monetise wealth capabilities



Focus on target segments in core cities

Profit / (loss) before tax (\$m)



Challenges

- Unfocused client base
- Reliant on lending
- Wide spread network
- High cost to income ratio

Strategic priorities

- Focus on core growth cities
- Leverage Employee Banking and alliances
- Improve branch productivity
- Build wealth capabilities and capacities

Well positioned to capture mainland wealth flows



Opportunity

- ✓ Rising middle class seeking further investment channels
- ✓ Increasingly international by nature
- ✓ Over 3.6m millionaires¹ in our core cities in China

Strategic enablers

- ✓ Targeted proposition for “international” Chinese clients
- ✓ Leverage cross-border network (especially Hong Kong)
- ✓ Aligning branch formats to serve target clients
- ✓ Invest in digital and Wealth Management capabilities

Digital transformation

On-boarding

- Retail Workbench for fully digital on-boarding experience
- Self-Bank in Korea



Activation

- First to launch Touch Login in key markets



Alliances

- First banking partner for Alipay and O!ePay in Hong Kong
- First batch of banks for Apple Pay, Android Pay, Samsung Pay



Transactions

- First digital teller in Hong Kong
- Video banking via online / mobile
- Mobile mutual funds in China
- FX trading platform in Korea



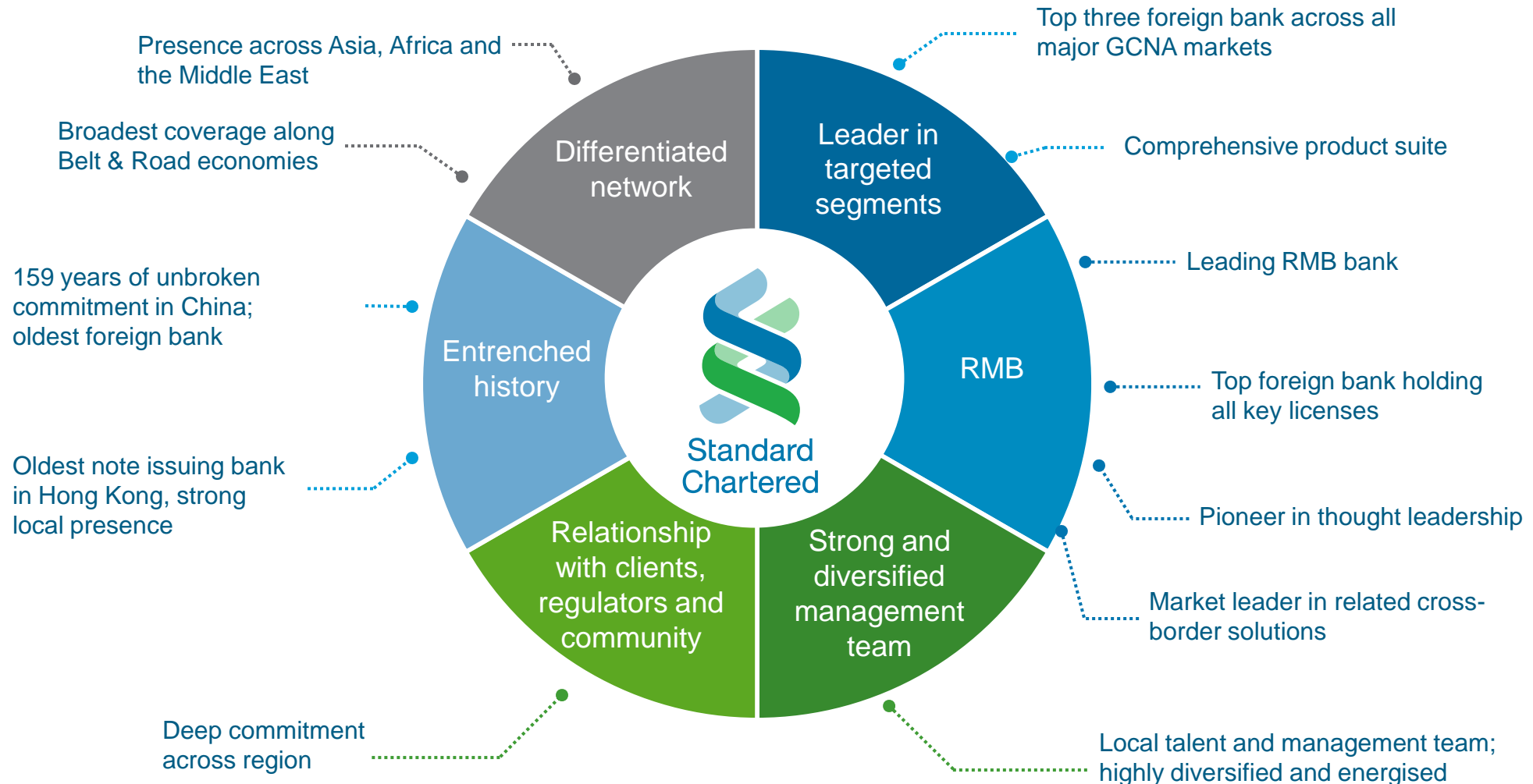


Benjamin Hung

Regional CEO, Greater China & North Asia

Uniquely positioned for China's opening

Our differentiators in GCNA



Q&A

Speaker biographies



Benjamin Hung Pi Cheng BBS JP

Regional Chief Executive Officer
Greater China & North Asia
Standard Chartered Bank

Ben is the Regional CEO for Greater China & North Asia for Standard Chartered Bank and sits on the Group's Management Team.

He is the chairman of SCB (Hong Kong) Ltd, SCB (China) Ltd and SCB (Taiwan) Ltd. Ben joined Standard Chartered in 1992 and has held a number of senior management positions spanning corporate, commercial and retail banking. Outside of Hong Kong, Ben has international banking experience in the United Kingdom and in Canada.

Ben is a member of the Financial Services Development Council. He sits on the Exchange Fund Advisory Committee and is a member of the General Committee of the Hong Kong General Chamber of Commerce. He is also a member of the Board of Directors of the Community Chest. He was previously the chairman of the Hong Kong Association of Banks, and a board member of the Hong Kong Airport Authority, the Hong Kong Hospital Authority and a Council Member of the Hong Kong University.

Ben holds a Masters degree in Business Administration and is married with two children.



Gregg Powell

Regional Chief Financial Officer
Greater China & North Asia
Standard Chartered Bank

Gregg is the Regional CFO for Greater China & North Asia, including Hong Kong, China, Taiwan, Korea and Japan. Gregg's most recent prior positions include the Regional CFO for Europe & Americas, based in New York and Regional CFO for North East Asia & Korea.

Gregg joined Standard Chartered in 1996 and has held a number of senior management roles in Finance. These roles include CFO for Americas, based in New York and Miami, CFO for Singapore & South East Asia, CFO for Taiwan, CFO for Korea and Group Head of Business Performance Management.

Gregg holds a Bachelor's degree with First Class Honours in Biology from the University of Sussex and is a Member of the Institute of Chartered Accountants in England and Wales.

Speaker biographies



Mary Huen

Chief Executive Officer
Standard Chartered Bank (Hong Kong) Limited

Mary is the CEO of Standard Chartered Bank (Hong Kong) Limited (“SCBHK”).

Prior to her current role, Mary was the Regional Head of Retail Banking for Greater China & North Asia, responsible for setting the region’s strategic agenda and supporting the countries in the execution of their strategies. Prior to that, she was Head of Retail Banking, Hong Kong. She led the Retail Banking business in Hong Kong to be one of the most successful business segments in the Group, delivering strong income growth and generating remarkable profit contribution.

Mary has over 25 years of experience in business management and banking services. Since joining in 1991, she has held various key positions across the management of balance sheet products, Wealth Management and distribution.

Mary has been on the board of SCBHK since 2016. She is a board member of the Hong Kong Interbank Clearing Limited, Vice Chairman of the Hong Kong Association of Banks and Vice President of the council of the Hong Kong Institute of Bankers. She is also a member of the Banking Advisory Committee of the Hong Kong Monetary Authority and a council member of the Treasury Markets Association.

Mary received a Bachelor of Arts degree from the University of Hong Kong.



Jerry Zhang

Executive Vice Chairman
Chief Executive Officer
Standard Chartered Bank (China) Limited

Jerry is the Executive Vice Chairman and Chief Executive Officer (“CEO”) of Standard Chartered Bank (China) Limited (“Standard Chartered China”).

Prior to this role, Jerry has held a variety of senior roles at Standard Chartered China. She was the Bank’s Deputy CEO for China, CEO for North China and General Manager for the Beijing Branch. Her key focuses were strategic planning, business development and corporate governance, and she was also responsible for the overall management of the Beijing Branch.

Jerry enjoys a strong track record in building good client relationships and creating value for both the Bank and its clients. In her position as Head of Financial Institutions (“FI”), Jerry has significantly elevated the Bank’s FI business to become the biggest FI business amongst foreign banks in China in almost all aspects.

Jerry joined Standard Chartered in 1994 and has accumulated rich execution and management experiences in the wholesale banking business. She has successfully established the non-banking financial institutions business in China for the Bank. In 2009, she left the Bank for a short period, taking the role of Chief Representative of Fidelity International Asset Management Co. Beijing Representative Office.

Jerry received her MBA from Lancaster University in the UK. She is married with one son and one daughter.

Speaker biographies



Darcy Lai

Managing Director
Regional Head of Global Banking
Corporate & Institutional Banking
Greater China & North Asia

Darcy is the Regional Head of Global Banking, Corporate & Institutional Banking for Greater China & North Asia.

He oversees the development and implementation of strategic directions of the Corporate & Institutional Banking business in GCNA and is also responsible for the Global Banking franchise in the region.

He is a member of the Bank's Global Business Leadership Team, Corporate & Institutional Banking Management Team, as well as the GCNA Regional Management team. He joined Standard Chartered Bank in 2011.

Darcy has extensive experience in origination businesses in Asia Pacific, having spent more than 25 years covering various geographical markets in the region. Before joining the Bank, he was the Head of Investment Banking Division for Barclays Capital where he built and expanded the bank's investment banking and capital markets businesses in Asia Pacific for 8 years. Prior to Barclays, Darcy was the Managing Director and Head of Debt Capital Markets and Liability Risk Management for ASEAN and South Asia at Deutsche Bank for 5 years. He also held several key regional positions in origination and financial markets within Asia Pacific at Merrill Lynch, Bank of America and Citibank before joining Deutsche Bank.

Darcy holds bachelor degrees in Civil Engineering and Economics from the University of Western Ontario, Canada and a MBA in Finance and International Business from York University, Canada.



Carmen Ling

Managing Director
Head, Global RMB
Corporate & Institutional Banking

Carmen is the Head of Global RMB for Corporate & Institutional Banking of Standard Chartered Bank.

In this role, Carmen leads and executes the Bank's global RMB strategy by working closely with our bankers and product partners to deliver application-focused RMB solutions for our clients. She also oversees and leads RMB solutions teams in the Bank's network in building connectivity with our clients across global financial hubs.

Carmen has more than 20 years of banking experience, all with Citi prior to joining Standard Chartered in May 2013. She has extensive experience across client coverage, transaction banking, RMB and network strategy. She has held a variety of senior positions at Citi including Head, Global Transaction Services for Hong Kong, Corporate Client Coverage Head for Global Transaction Services and Real Estate Head for Citi Hong Kong. She was also a Senior Credit Officer at Citi.

Carmen holds a MBA degree in Finance from the University of Southern California and a Bachelor of Social Science degree from the University of Hong Kong.

Carmen was awarded "RMB Banker of the Year 2017" by the Asset.

Speaker biographies



Samir Subberwal

Managing Director
Regional Head of Retail Banking
Greater China & North Asia

Samir is the Regional Head of Retail Banking for Greater China & North Asia. He has been with the Bank for over 20 years and is currently responsible for delivering the strategy, financial performance, digital agenda and business efficiency for Retail Banking across the GCNA region.

Prior to his current role, Samir was the Head of Retail Banking in Hong Kong, and earlier the Head of Integrated Distribution in Hong Kong.

Samir joined the Group as an International Graduate and has held a variety of senior roles across five different geographies, including sales, business development, product management and Wealth Management

Samir was born in Mumbai, India and acquired his MBA in the U.S.A. He is married with two daughters.



Shuang Ding

Head, Greater China Economic Research

Shuang joined the Bank as Head of Greater China Economic Research in April 2015. He has more than 20 years of experience in both public and private sectors. Shuang was previously a Senior China Economist at Citigroup and had led the China Economic research team since early 2011. He worked at the IMF from 1997 to 2010, covering countries in Africa, the Middle East, Central Asia and Europe. Prior to the IMF, Shuang was an economist for the People's Bank of China from 1993 to 1997.

Shuang holds a Master's degree from the Graduate School of the People's Bank of China, an MBA from Johns Hopkins University, and a Bachelor's degree from Fudan University.

Glossary

Acronym / term	Explanation
ABS	Asset backed securities
AIIB	Asian Infrastructure Investment Bank
AME	Africa & Middle East
ASA	ASEAN & South Asia
AXJC	Asia excluding Japan and China
Bond Connect	China-Hong Kong bond connect
C&OI	Central and other items
CB	Commercial Banking
CBRC	China Banking Regulatory Commission
CCPL	Credit Cards and Personal Loans
CD	Certificate of deposit
CFETS	China Foreign Exchange Trade System
CGB	China government bonds
CIB	Corporate & Institutional Banking
CIBM	China interbank bond market
CIPS	Cross-border Interbank Payment System
CNH	Renminbi traded in offshore markets
CNY / RMB	Renminbi
DCM	Debt capital markets
Dim Sum Bond	RMB-denominated bond issued in offshore markets
EA	Europe & Americas
FAI	Fixed asset investment
FDI	Foreign direct investment
FM	Financial Markets
FSC	Financial Supervisory Commission
FSS	Financial Supervisory Service
FTZ	Free trade zone

Acronym / term	Explanation
GCNA	Greater China & North Asia
HK	Hong Kong
HKMA	Hong Kong Monetary Authority
LGB	Local government bonds
LHS	Left hand side
NAFMII	National Association of Financial Market Institutional Investors
NCD	Negotiable certificate of deposit
NDB	New Development Bank
NPL	Non-performing loans
ODI	Overseas direct investment
OMO	Open-market operations
Panda Bond	RMB-denominated bond issued in mainland China by a non-Chinese issuer
PB	Private Banking
PBoC	The People's Bank of China
PFB	Policy financial bonds
PPT	Percentage points
QDII	Qualified domestic institutional investor scheme
QFII	Qualified foreign institutional investor scheme
RB	Retail Banking
RHS	Right hand side
RoE	Return on equity
RoRWA	Return on risk-weighted assets
RWA	Risk-weighted assets
SDR	Special drawing rights
SH	Shanghai
SHIBOR	Shanghai Interbank Offered Rate
SZ	Shenzhen
TSF	Total social financing
YoY	Year-on-year