



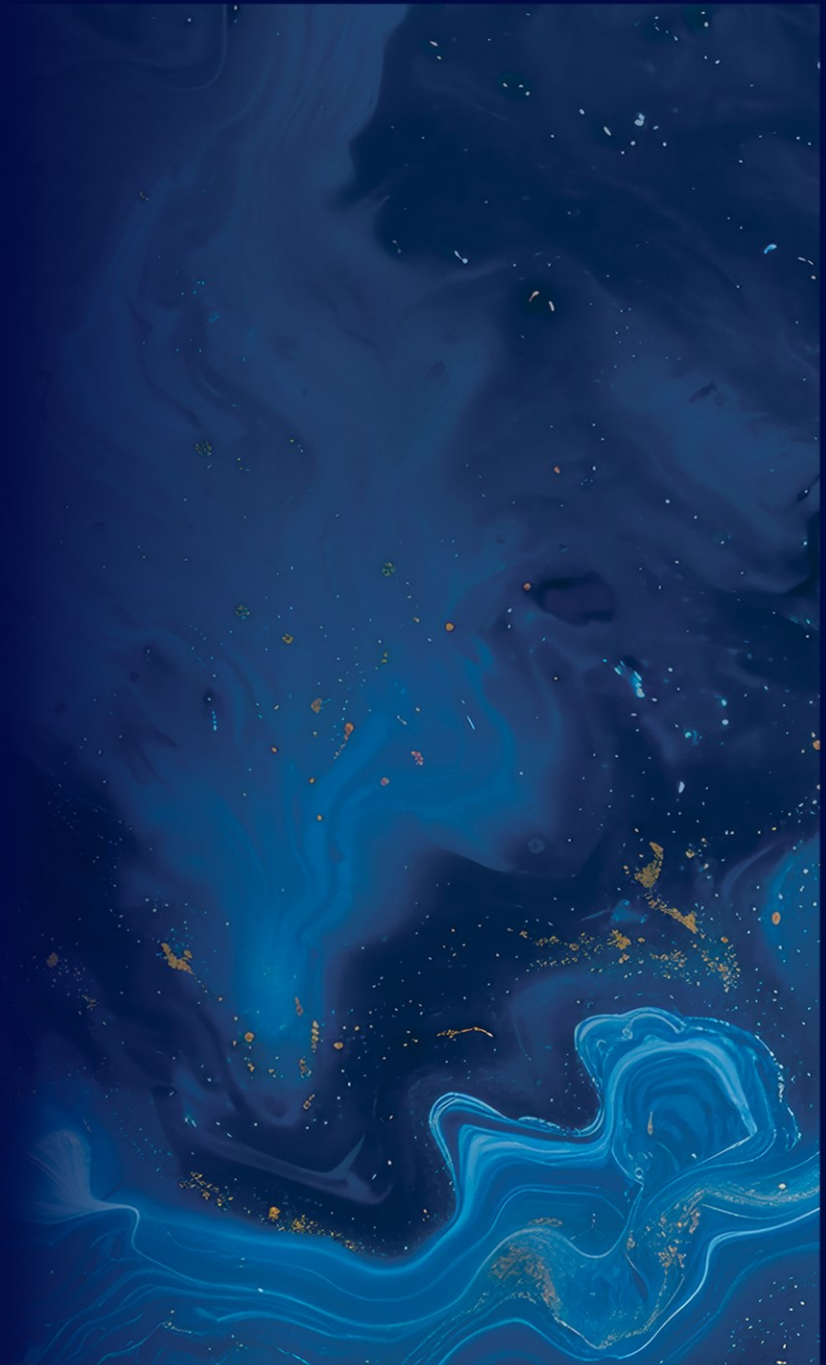
Investor Event

Structural trends driving our next phase of growth

Bill Winters

Group Chief Executive

19 May 2026



What you will hear today



Our 'super-connector' combination of network and products is hard to replicate, and valued by clients



Our strategy is aligned with long-term structural growth drivers



We have clear and measurable plans to boost productivity



We will deliver exceptional growth and sustainably higher returns, with clear milestones to 2028 and beyond

Disciplined Execution

Durable Returns

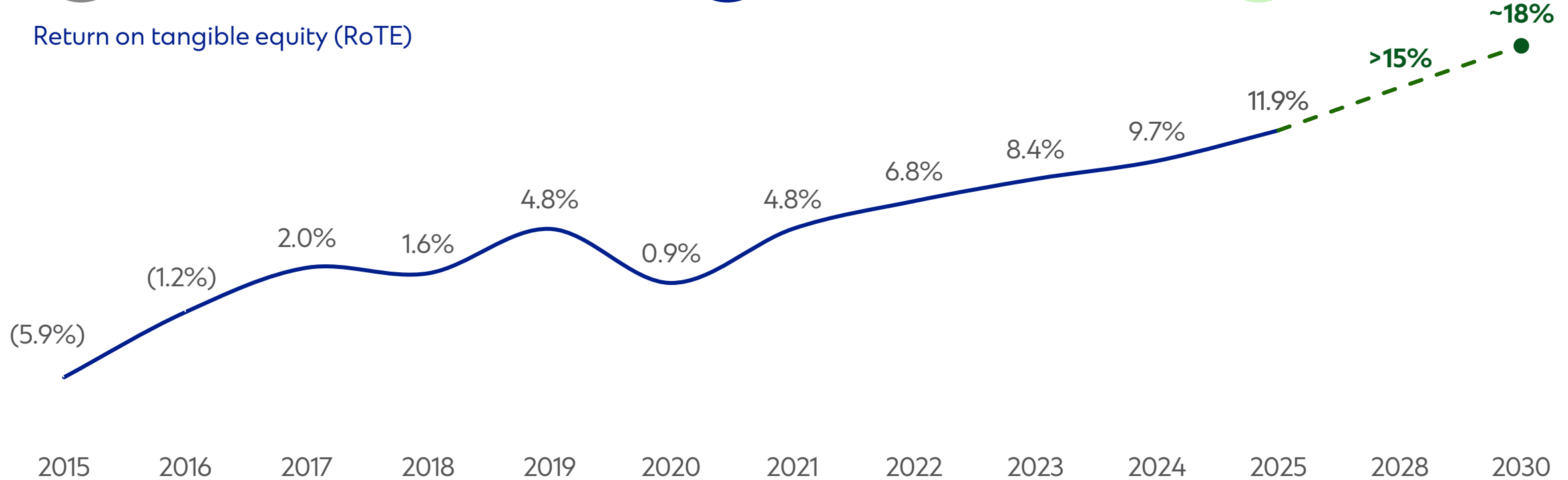
Compounding Growth



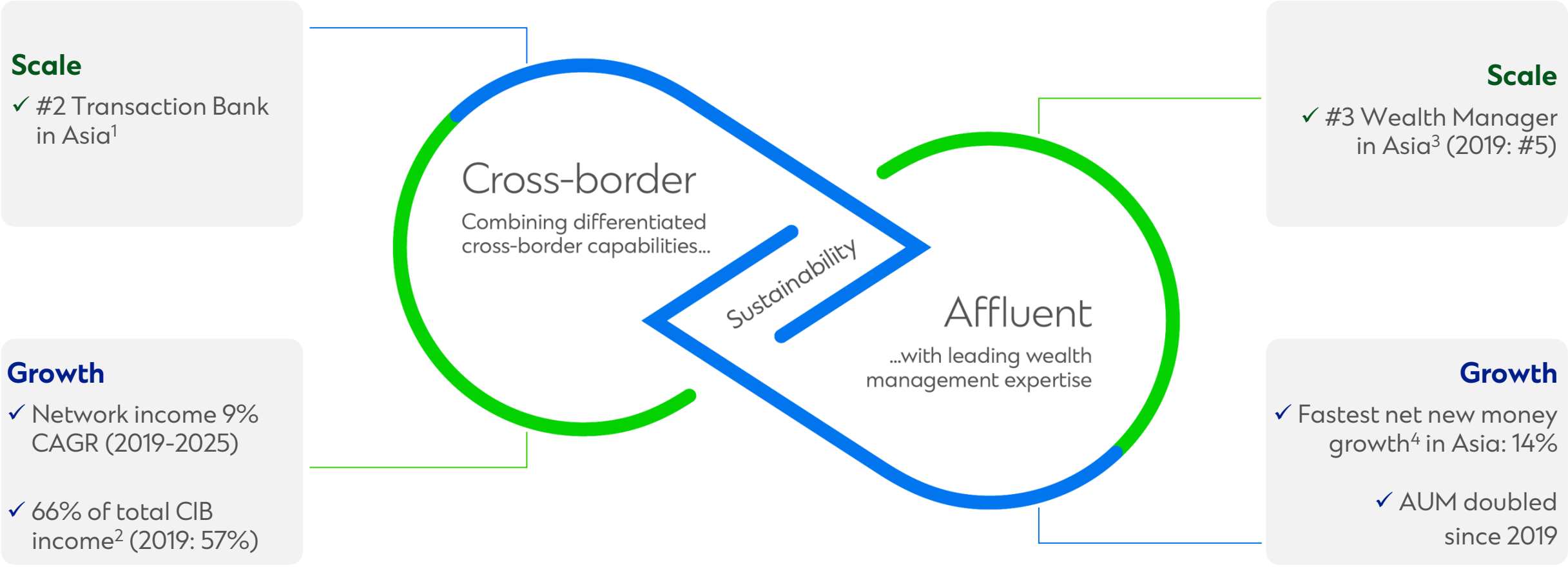
We are primed for the next phase of growth



Return on tangible equity (RoTE)



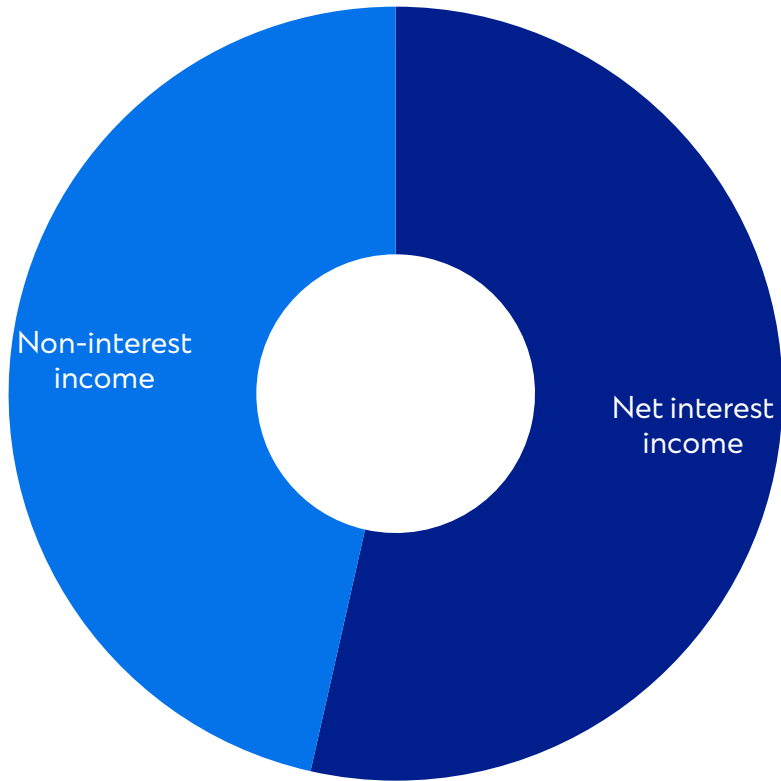
We offer a distinctive, growth-oriented client proposition



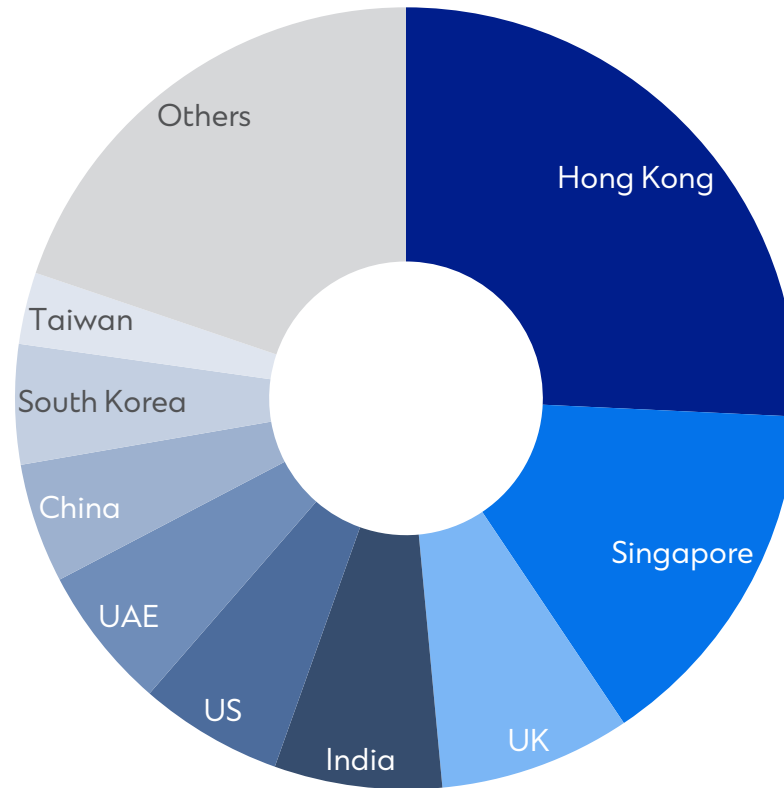
Our combination of product and network capabilities is unique

Our strategy is hard to replicate and converts cross-border complexity into client value and sustainably higher returns

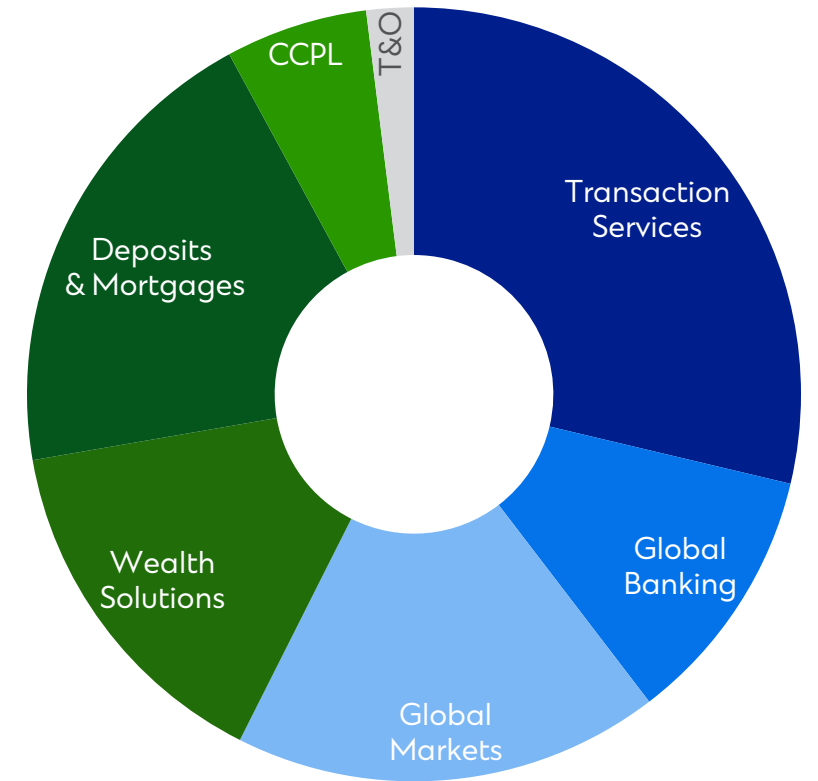
Income by type



Income by geography



Income by product



Note: Split based on FY'25, in accordance with the RNS titled "Re presentation of Financial Information" issued on 25 March 2026. T&O is Treasury & Other.

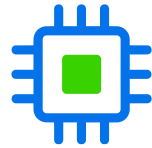
We are investing to capture the changing needs of our clients

Structural trends changing client needs play to our trusted competitive advantages, reinforcing the logic of our strategy



The emergence of a multi-polar and multi-aligned world

Non-replicable network across dynamic corridors



Digital transformation and evolving client expectations

Market-leading capabilities in digital finance



The changing role of banks in serving the real economy

Able to originate, structure and distribute scarce assets



Rising wealth participation reshaping capital markets

Deep local expertise with access to global markets



The transition economy and sustainable finance

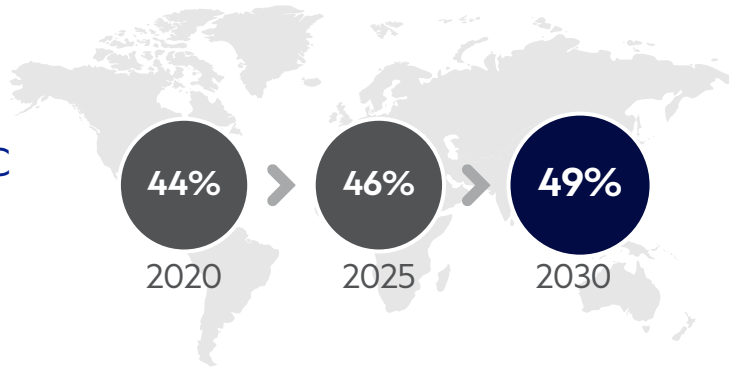
Local insight with cross-border structuring expertise

The emergence of a multi-polar and multi-aligned world

The trend ...

- Geopolitical alignment is less stable, increasing cross-border complexity
- Manufacturing/supply ecosystem shifts drive investment into our markets
- New opportunities but also complexity for clients operating internationally

Increasing APAC share of global GDP¹



Reconfiguration of trade flows²

2025 vs 2024

US-China	▼ 30%
US-ASEAN	▲ 22%
US-India	▲ 16%
China-ASEAN	▲ 8%
China-Africa	▲ 18%

... and our competitive advantages

- Decades of investment have built hard-to-replicate capabilities
- Local insight reduces friction and execution risk across dynamic borders
- Expertise across complex trade corridors, e.g. leading Renminbi franchise

54 global locations, connected with deep cross-border capabilities

#2 Transaction Bank in Asia³

#2 Global Documentary Trade³

#1 Syndicated loans arranger in our footprint markets⁴

#1 RMB bank in 20 markets⁵

#1 Foreign bank trading China Gov't bonds by volume⁶

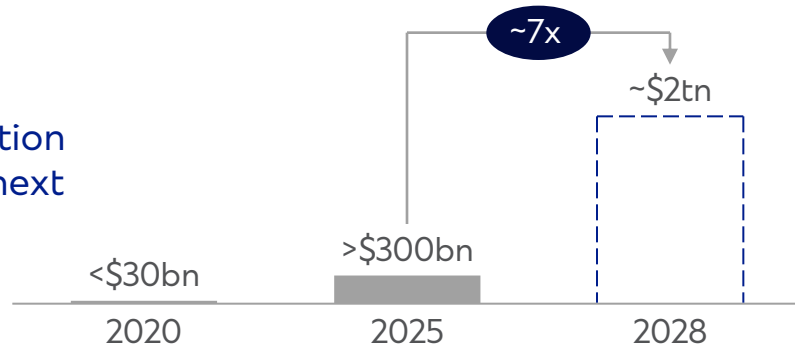
4 International wealth hubs⁷

Digital transformation and evolving client expectations

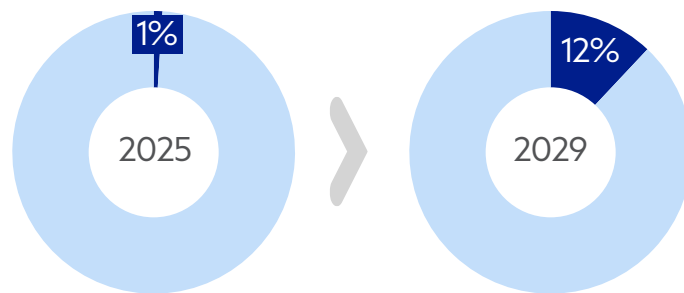
The trend ...

- Money is becoming digital, programmable and seamlessly connected
- Digital-first models are resetting client expectations
- Innovation is changing delivery methods, not the need for trusted banks

Stablecoin circulation to grow 7x in the next 3 years¹



Agentic commerce will account for a growing proportion of e-commerce²



... and our competitive advantages

- Acknowledged leader in digital assets (DA), with comprehensive capabilities
- Institutional-grade solutions: trading, custody, payments and lending
- Leading digital banks in Hong Kong and Singapore

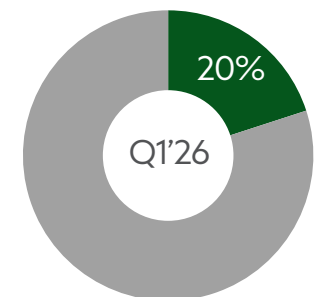
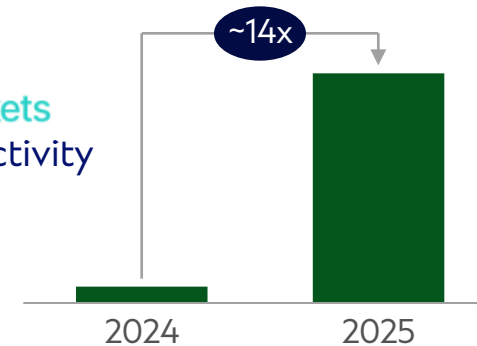
Early-mover among G-SIBs in DA capabilities, including:

- 1st G-SIB to launch DA spot trading and custody (including BTC, ETH)
- License to issue HKD stablecoin (issuing on public blockchain)
- Cross-border payments via central bank platforms (e-CNY, mBridge)

Stablecoin transaction volumes

Share of USDC mint

 Zodia Markets
stablecoin activity



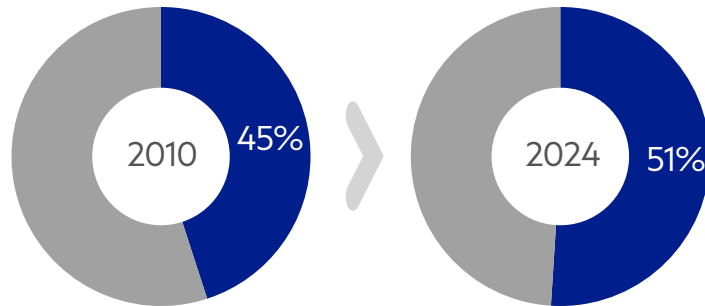
The changing role of banks in serving the real economy



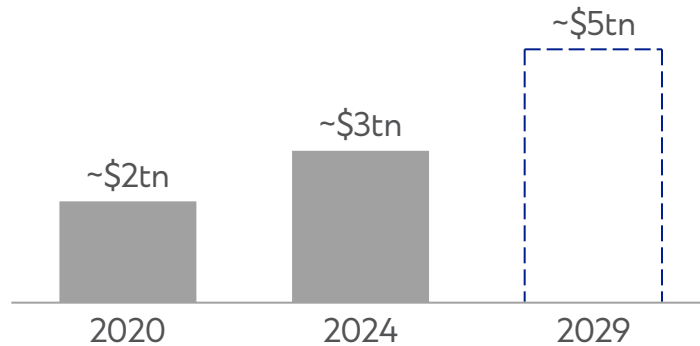
The trend ...

- Banks shifting from balance-sheet accumulation to distribution
- Capital rules have made some activities more capital-intensive
- Non-banks play a growing role in credit, pricing and liquidity

Increasing NBFI share of global financial assets¹



Private credit continues to grow²



... and our competitive advantages

- Ability to originate assets in markets others cannot easily access
- Ability to structure and distribute risk at scale
- Corporate / institutional / wealth platform links borrowers to investors

Top 3

Asia-Pacific ex-Japan
EM FICC³

Bridging access to
Emerging Markets

#1

Syndicated Loans
arranger in our
footprint⁴

Rising wealth participation is reshaping capital markets

The trend ...

- Wealth in Asia is growing rapidly, and clients are diversifying cross-border
- Capital markets participation growing in our footprint with policy support
- Technology is broadening market participation for the young

Globally

>\$80tn

inter-generational wealth transfer by 2048¹

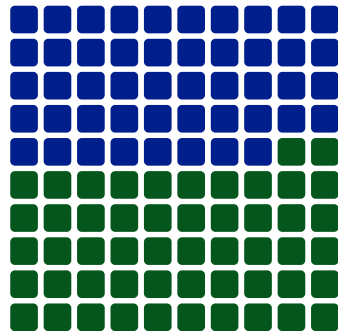
Government pension funds

+9%

assets under management growth²

APAC will account for almost half of all new HNWI's created between 2025 and 2028³

~48%
Asia



~52%
Rest of World

... and our competitive advantages

- Fully scaled and differentiated affluent franchise across growth markets
- Deep local expertise combined with access to global capital markets
- Open architecture and technology offering best-of-breed wealth products

Global Chinese
(example of advantaged growth engine)

2.2%

in 2023



2.6%

in 2025

SC estimated market share of Global Chinese AUM⁴

Market leader in bringing hard-to-access, exclusive products to our clients

\$2.5bn VCC AUM⁵

(Launched in June 2024)

Across 7 products, 8 markets from SC Funds VCC (Variable Capital Company)

The transition economy and sustainable finance

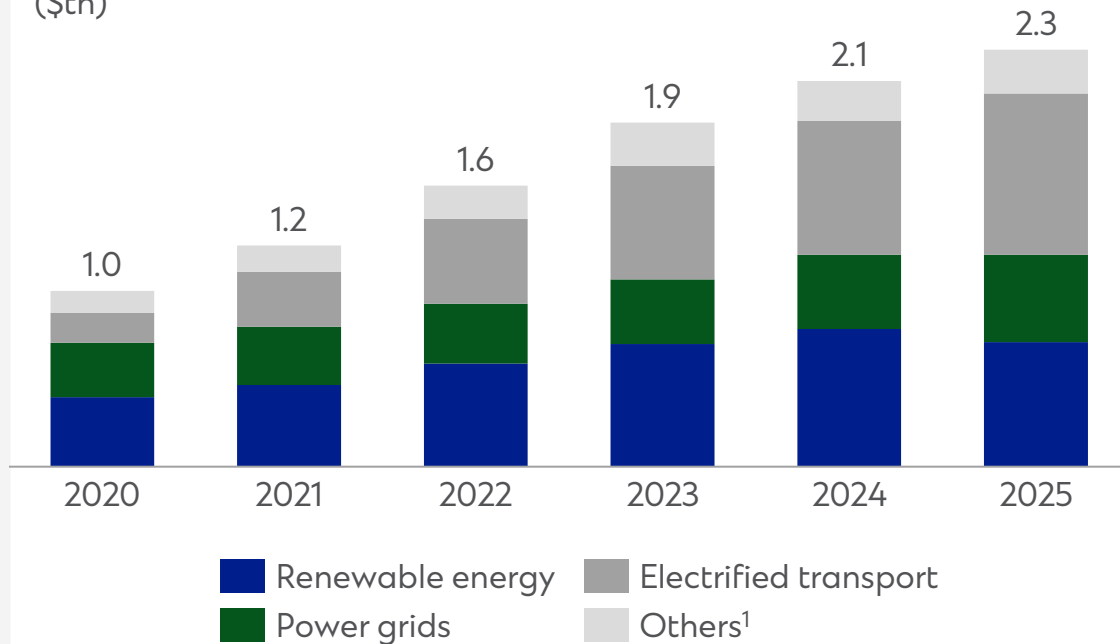


The trend ...

- The shift to a lower-carbon economy is reshaping capital allocation
- Emerging markets driving growth in population, energy and infrastructure
- Shifting from “green only” to credible, affordable transition pathways

Energy transition investments reached an all-time high in 2025

(\$tn)

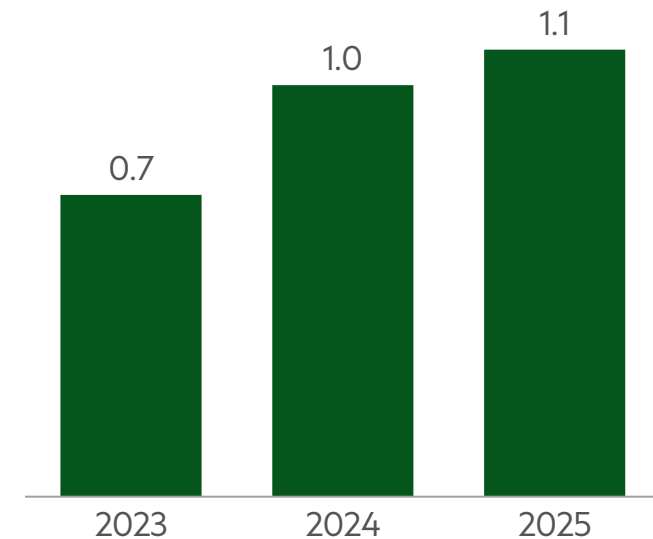


... and our competitive advantages

- Leading sustainable finance franchise across our footprint
- Local insight with cross-border connectivity and structuring expertise
- Presence where the transition is most complex and capital-constrained

Achieved \$1bn Sustainable Finance income target

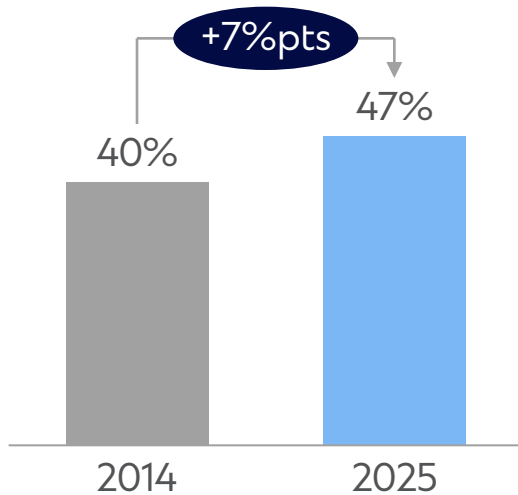
Sustainable Finance income (\$bn)



Deliberate choices have structurally improved our business mix...

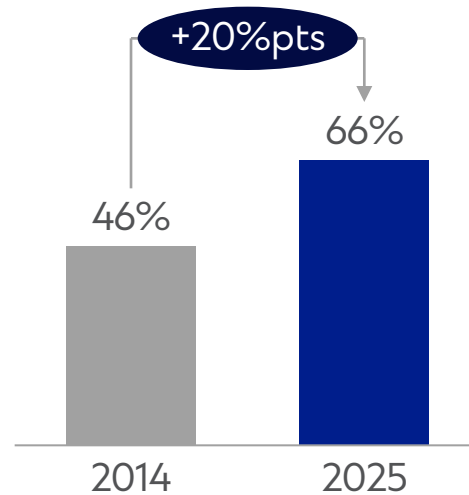
Business model shifts improve the quality and resilience of our income growth ambitions for 2028 and beyond

Non-interest income % of Group



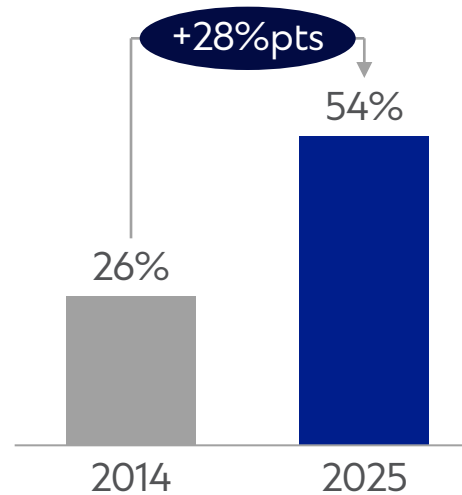
We are targeting >50% of Group income to be non-interest income in 2028, improving quality and resilience

Network income % of CIB



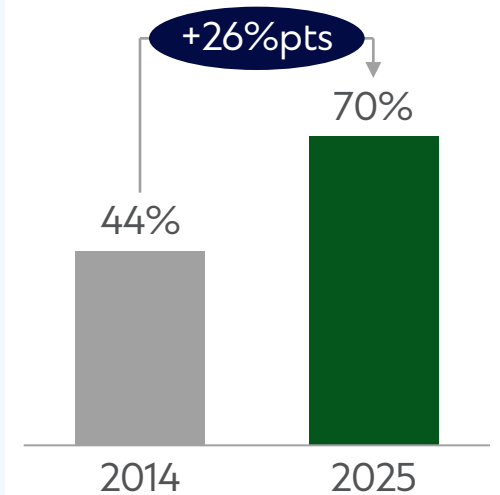
Our Network is differentiated and diversified, creating competitive advantages hard to replicate

Financial Institutions % of CIB



Our FI business is fast-growing, improving flow income and reinforcing our network value

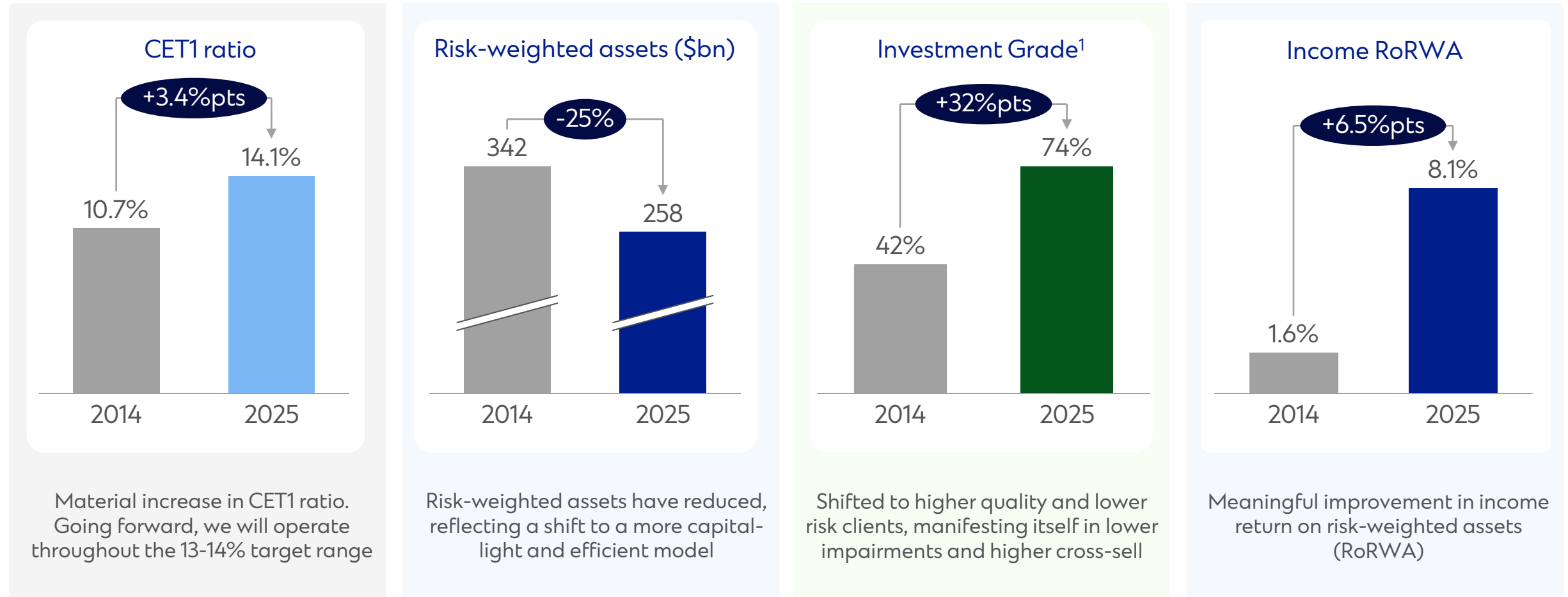
Affluent income % of WRB¹



Our pivot to Affluent drives deeper relationships, durable fee income and higher quality growth

...and we have improved resilience through risk and capital discipline

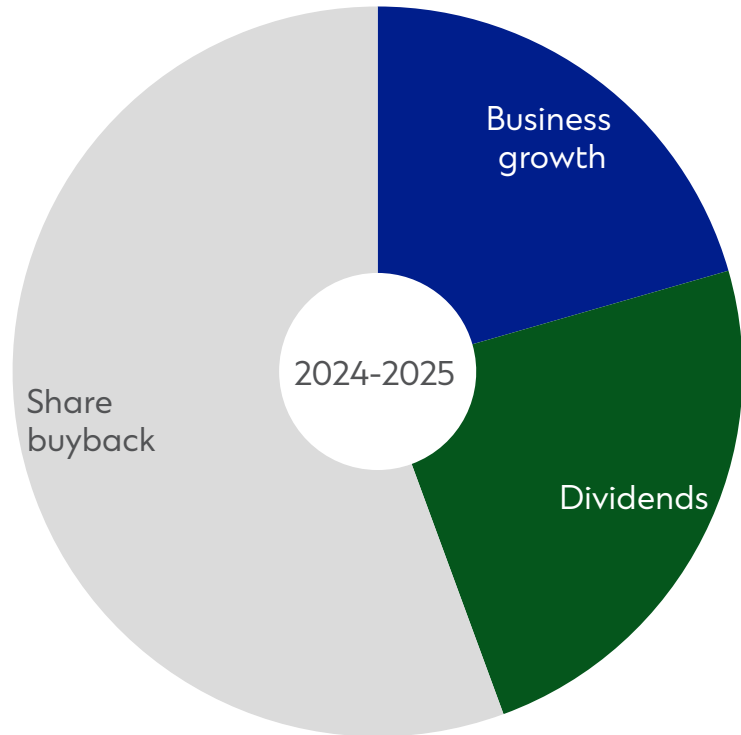
We are more capital-light, lower risk, with stronger balance sheet fundamentals



1. As a percentage of Corporate exposures

Our uses of capital will be balanced between growth and returns

Recent capital allocation



Disciplined Execution

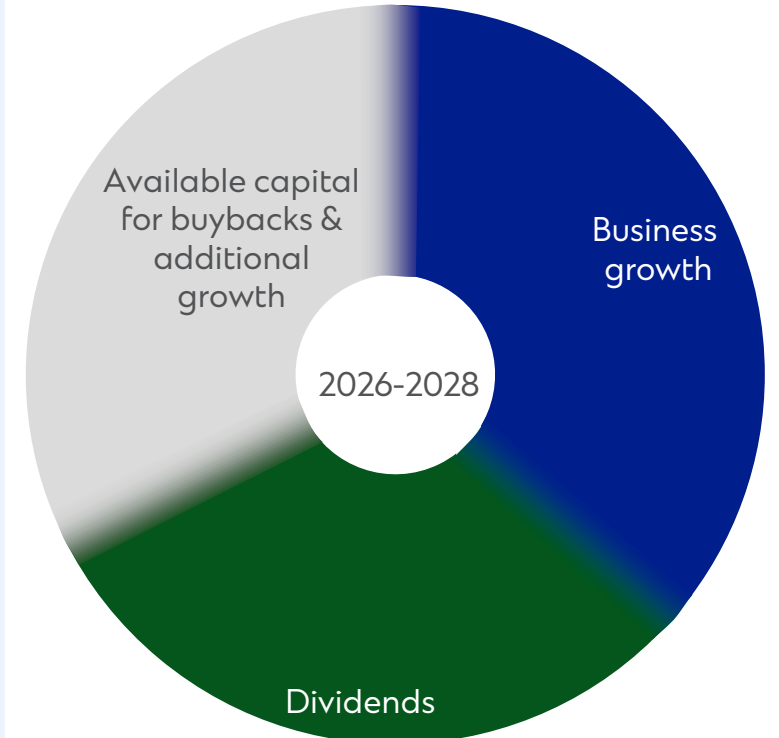


Durable Returns



Compounding Growth

Target capital allocation

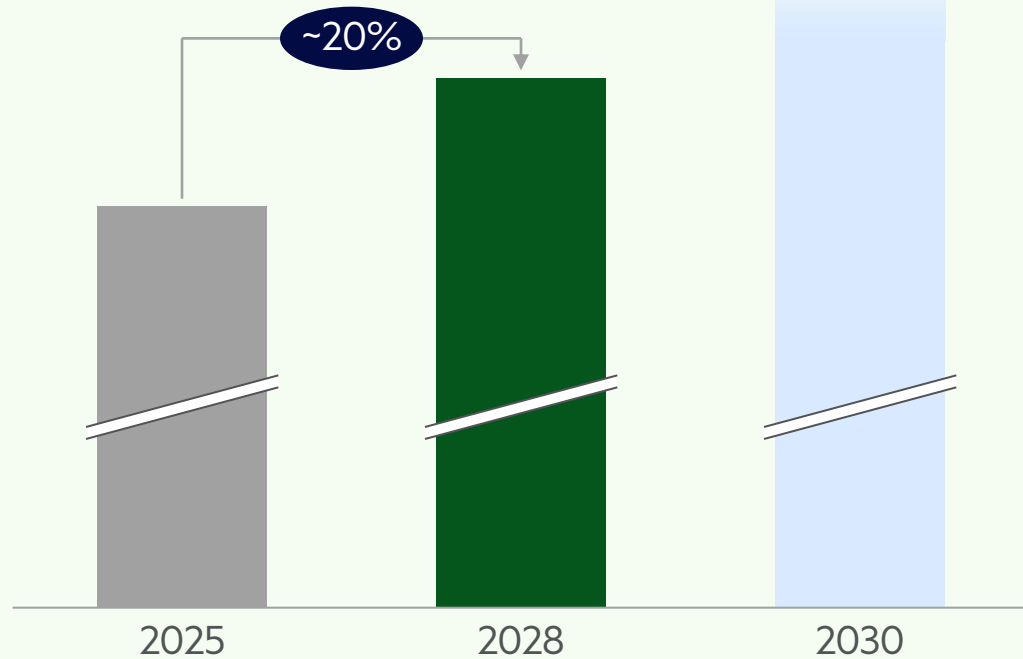


Continuous improvement drives productivity

Building an agile operating model that drives significant productivity benefits: Simple, Connected and Fast

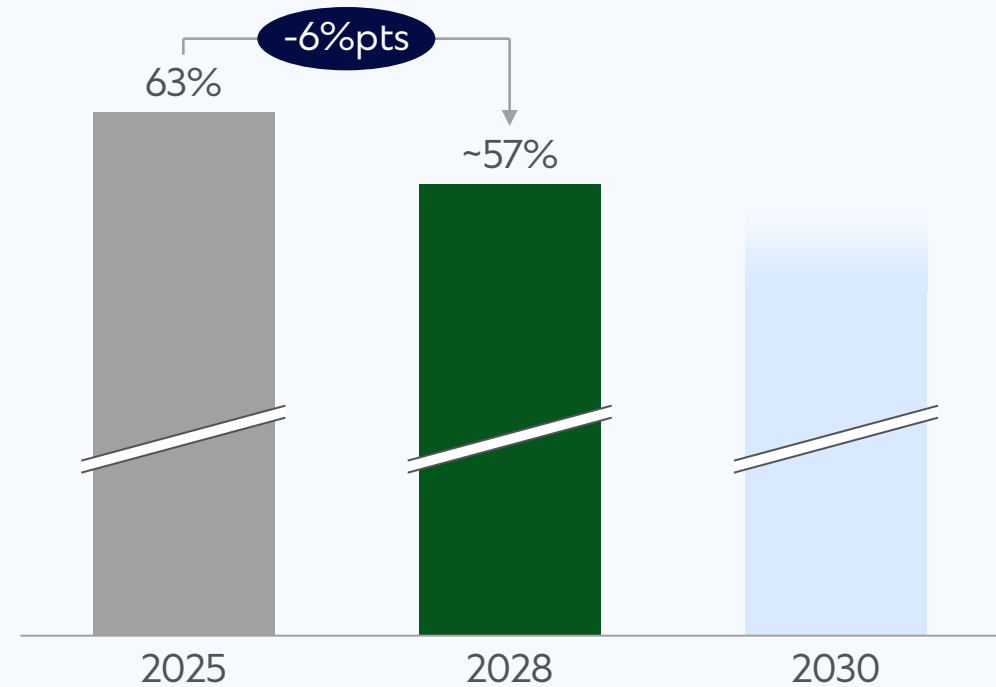
Income per employee¹

Increased productivity



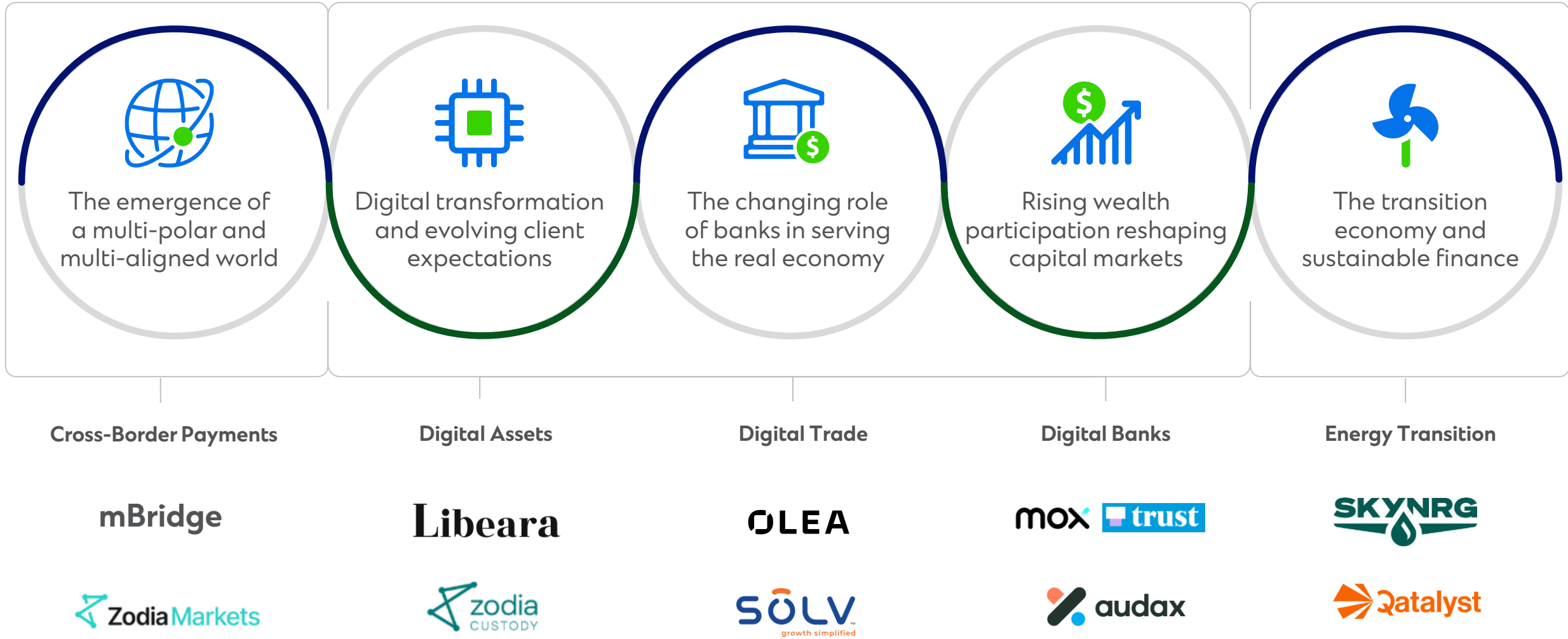
Cost-to-income ratio²

Deliver step-change



Our transformation is powered by agility and innovation

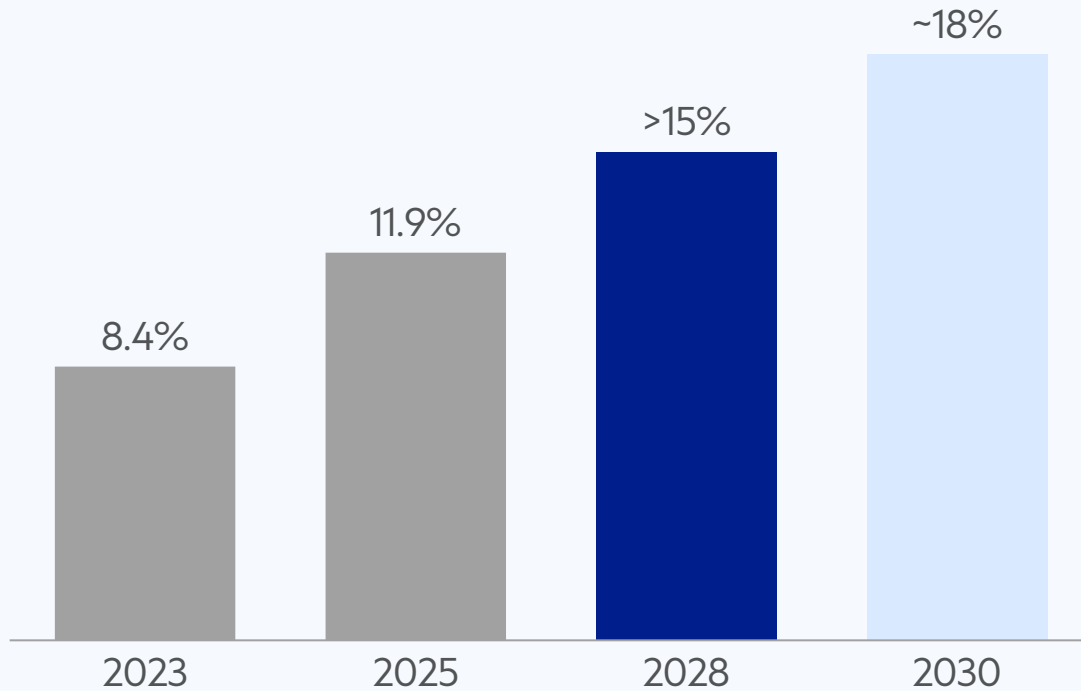
We innovate ahead of structural trends where our franchise has an advantage



We are confident, ambitious and committed

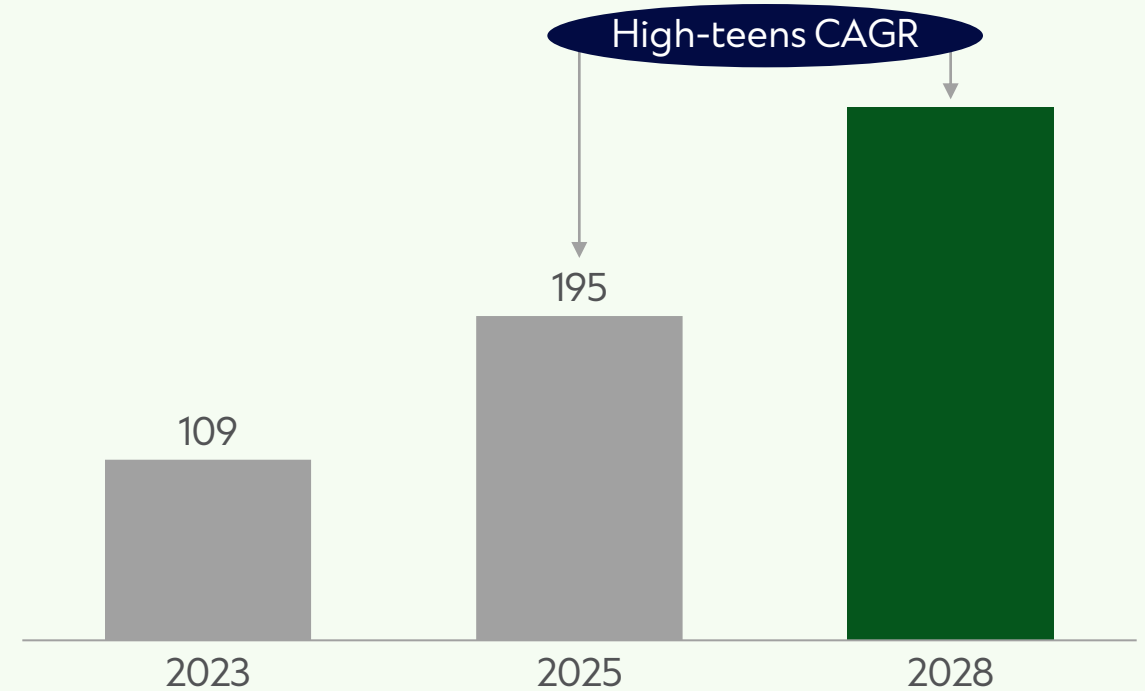
Our strategy leverages structural growth drivers to compound competitive advantages over time

>15% RoTE in 2028 and ~18% from 2030



High-teens EPS growth

EPS (cents)



Appendices



We operate in the world's most dynamic markets

Present in **54** markets; using the power of our network to maximise opportunities for people and businesses who trade, operate, or invest across our markets. Our diverse experience, capabilities and culture set us apart



Our locations

Europe and America

Our Americas franchise is focused on CIB business, and our London headquarters also services our Private Bank clients; our EU hub is located in Frankfurt

- Belgium
- Falkland Islands
- France
- Germany
- Jersey
- Luxembourg
- Poland
- Sweden
- Türkiye
- United Kingdom
- Argentina
- Brazil
- Colombia
- United States

Africa and the Middle East

We have a deeply-rooted presence in Africa's most dynamic and emerging markets, and our history in the Middle East dates back to 1920

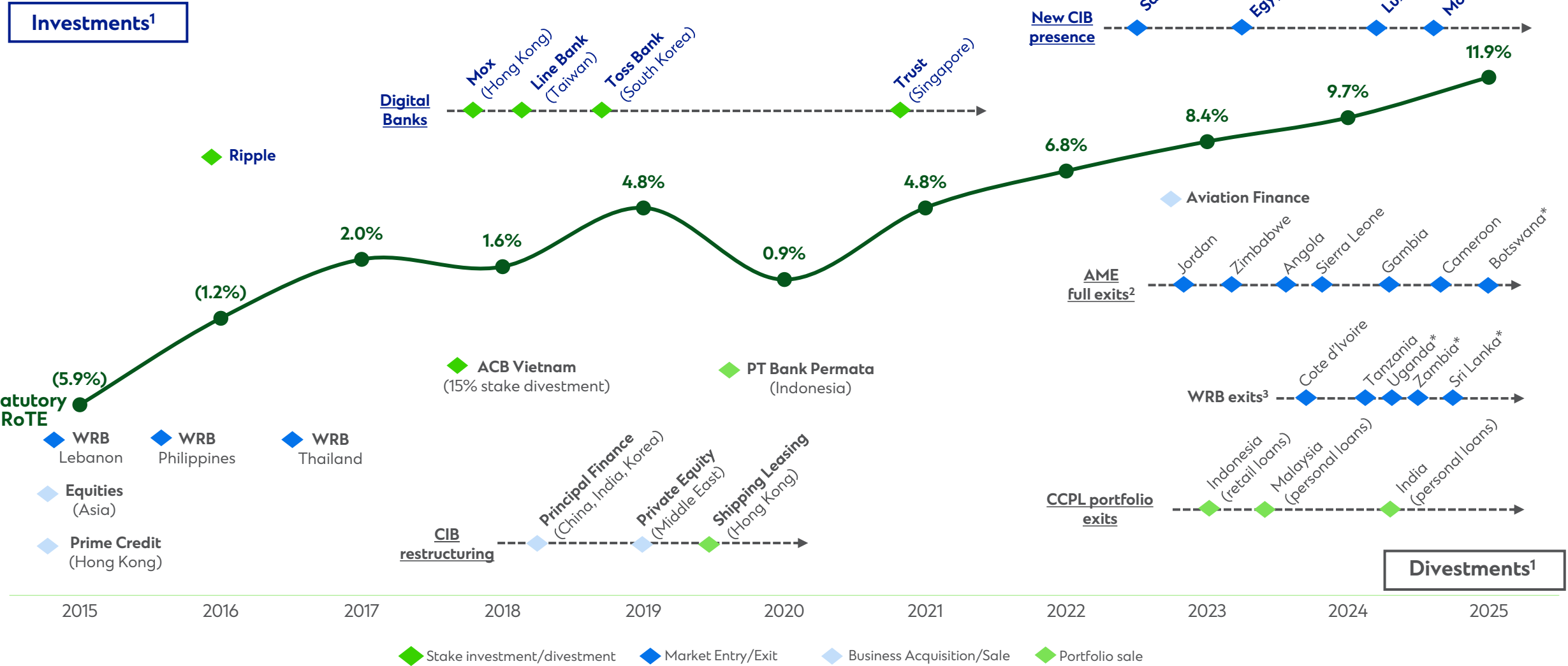
- Botswana
- Côte d'Ivoire
- Egypt
- Ghana
- Kenya
- Mauritius
- Morocco
- Nigeria
- South Africa
- Tanzania
- Uganda
- Zambia
- Bahrain
- Iraq
- Oman
- Pakistan
- Qatar
- Saudi Arabia
- UAE

Asia

Present in more ASEAN markets than any other international bank, our strong regional presence and continued investment helps us drive connection and support our clients to capitalise on new opportunities

- Australia
- Bangladesh
- Brunei
- Cambodia
- Hong Kong
- India
- Indonesia
- Japan
- Laos
- Macau
- Mainland China
- Malaysia
- Myanmar
- Nepal
- Philippines
- Singapore
- South Korea
- Sri Lanka
- Taiwan
- Thailand
- Vietnam

Active management of markets and capabilities



1. Select investments/divestments; timing indicative | 2. Announced 7 markets with full exit of operations: Angola, Cameroon, Gambia, Jordan, Lebanon, Sierra Leone and Zimbabwe. Botswana announced 13 Jan 2026 but not yet signed | 3. This includes announcements made at 3Q'24 results, and in Nov'24 Standard Chartered explores the sale of a small number of businesses to boost investment in its affluent franchise
 * Signed but not yet completed



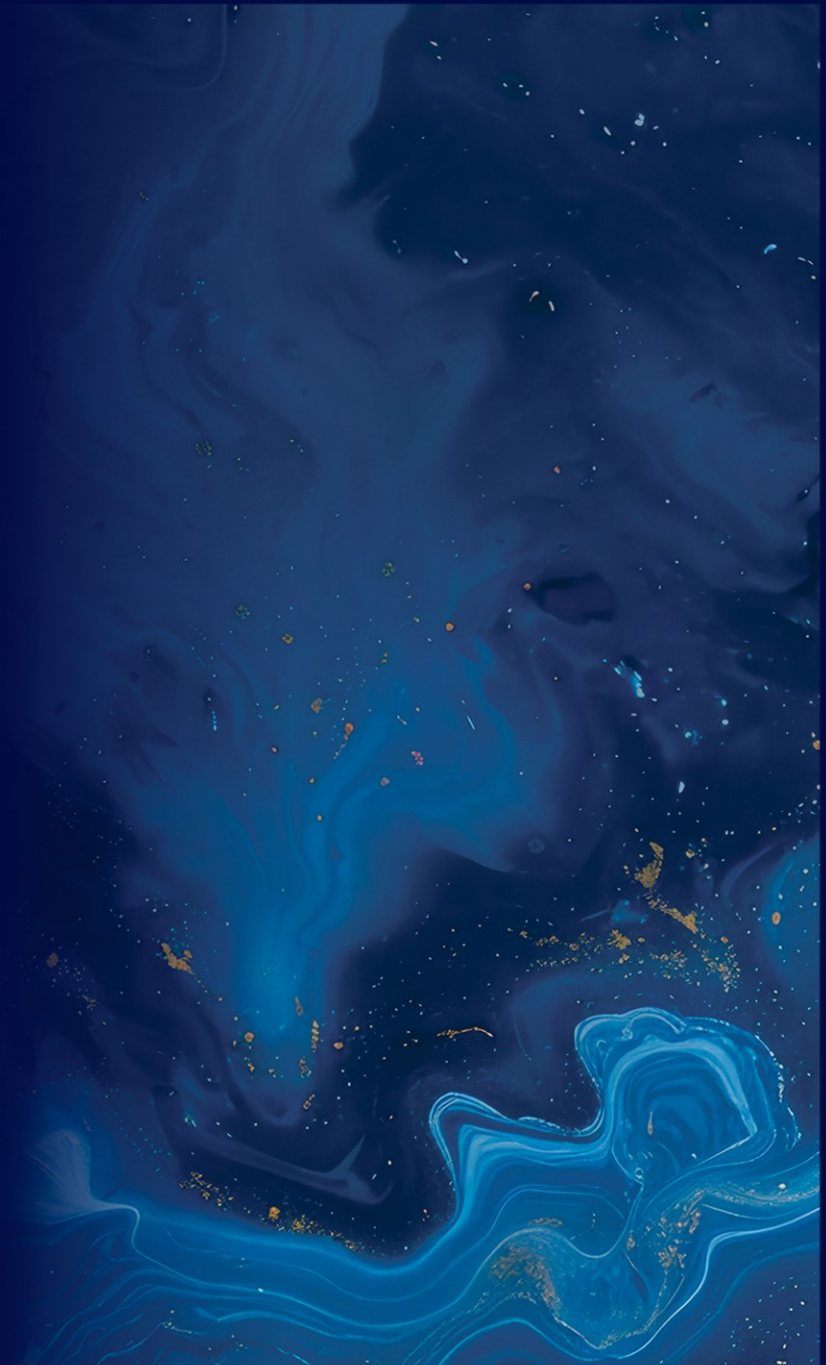
Investor Event

Financial roadmap to 2028 and beyond

Manus Costello

Interim Group Chief Financial Officer

19 May 2026



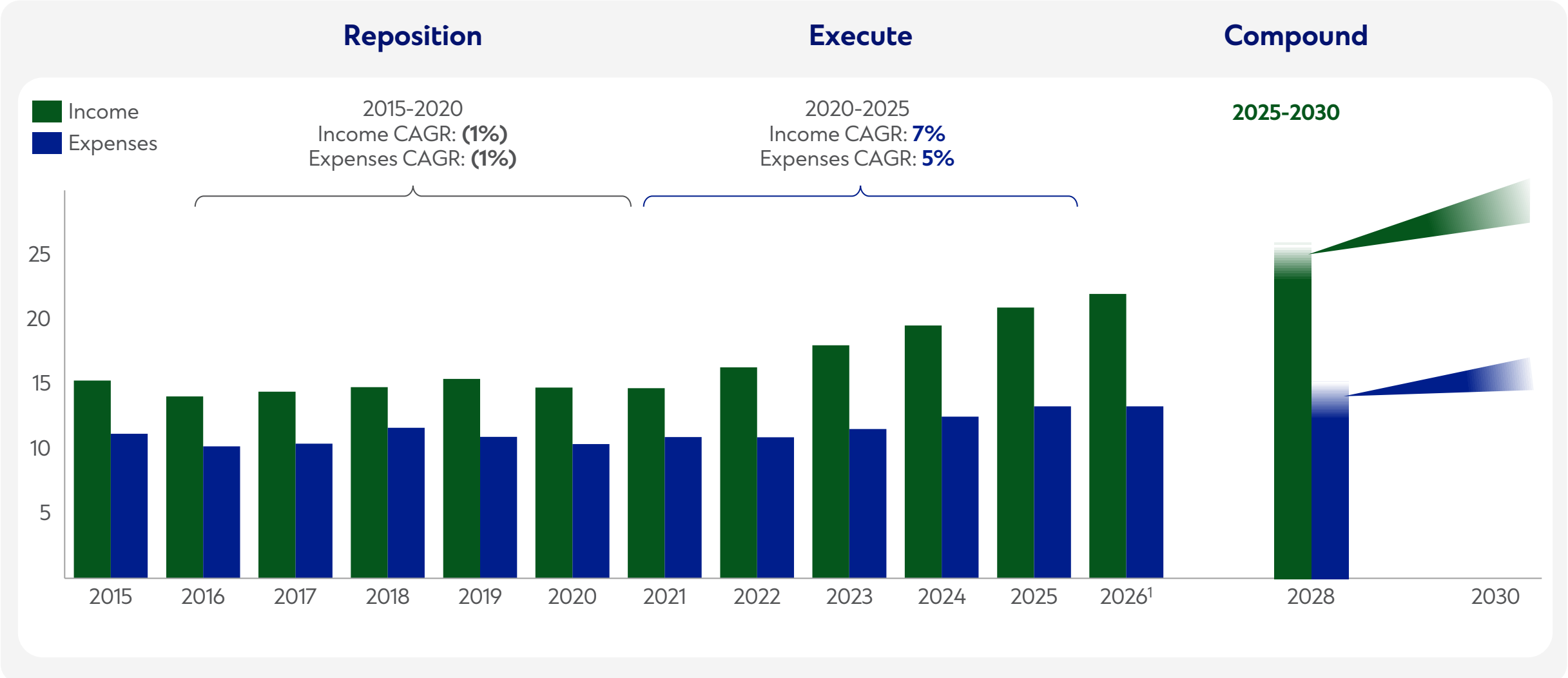
From structural trends to financial framework



Improving profitability, enhancing mix, growing sustainably



Primed for a new phase of growth

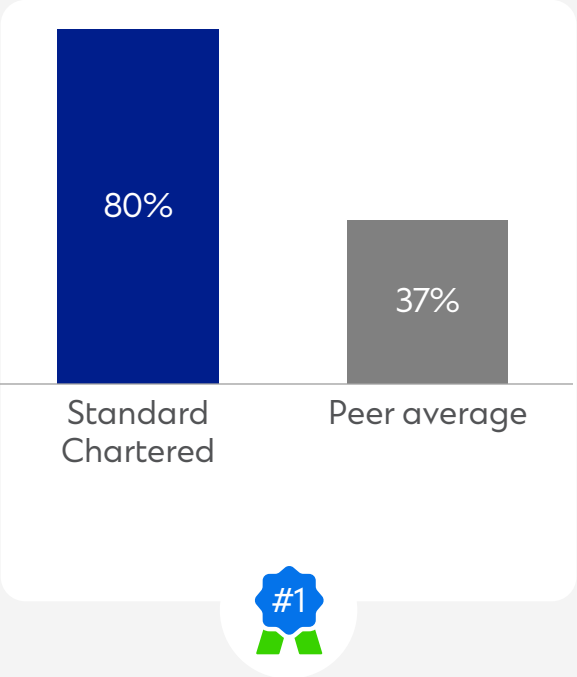


1. 2026 guidance unchanged, see appendices for details. Not to scale

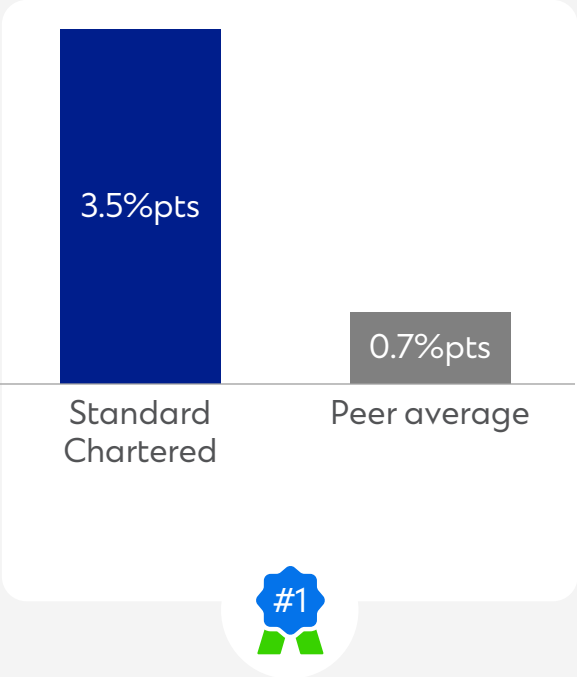
We delivered our 2026 plan a year early

2023-2025

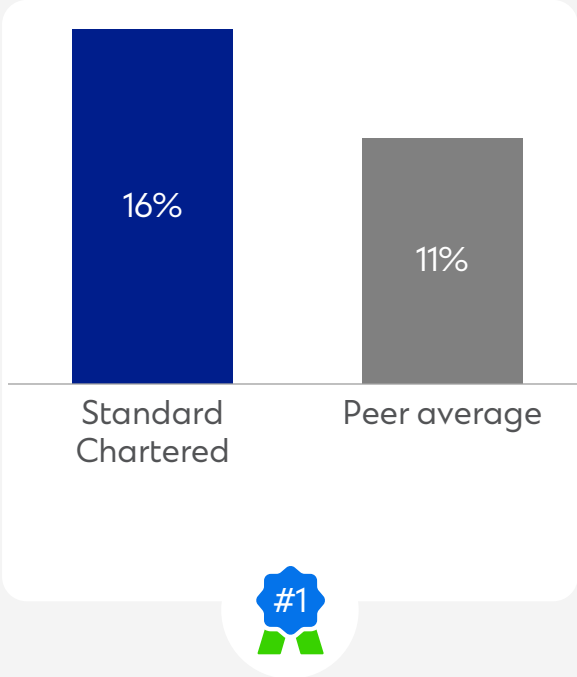
EPS growth



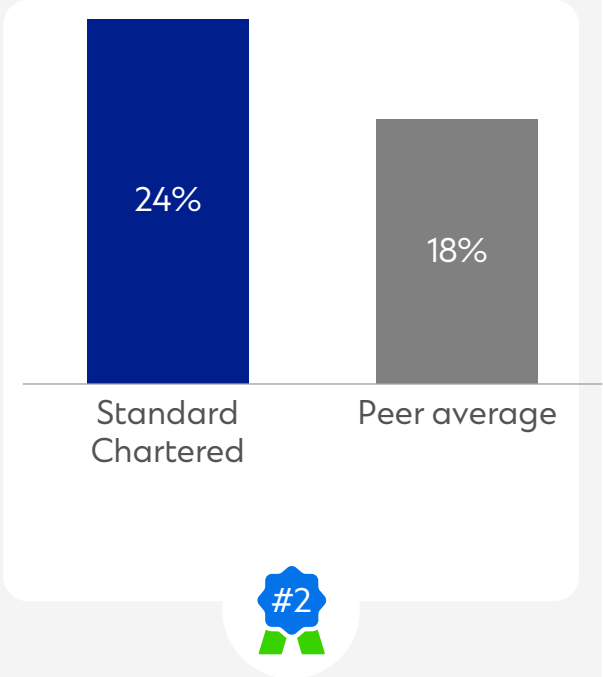
RoTE improvement



Income growth



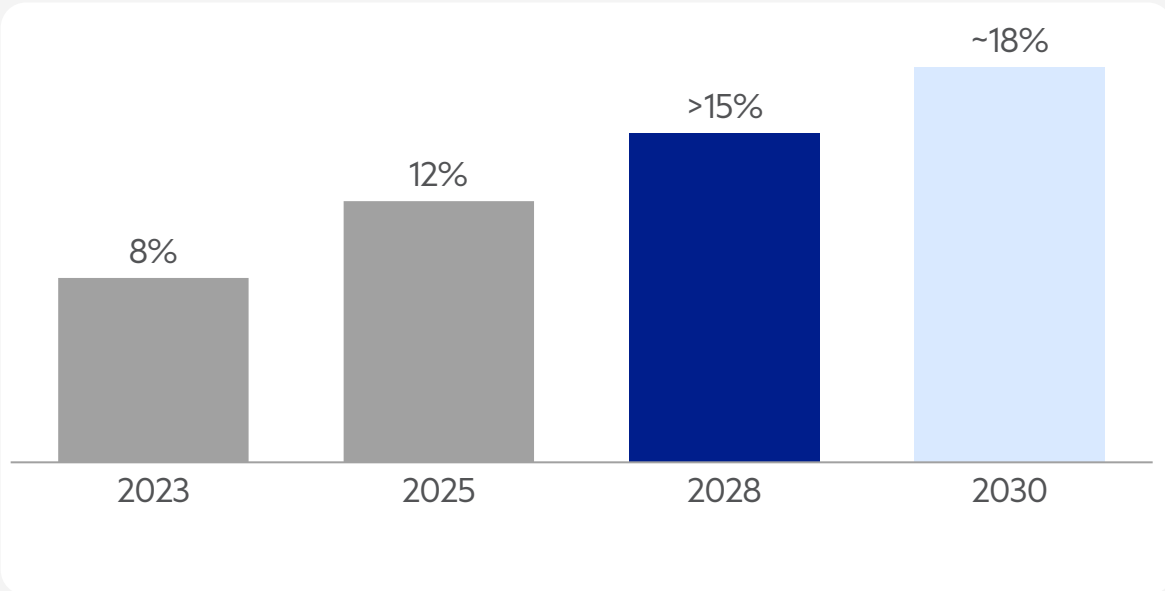
TNAV per share growth



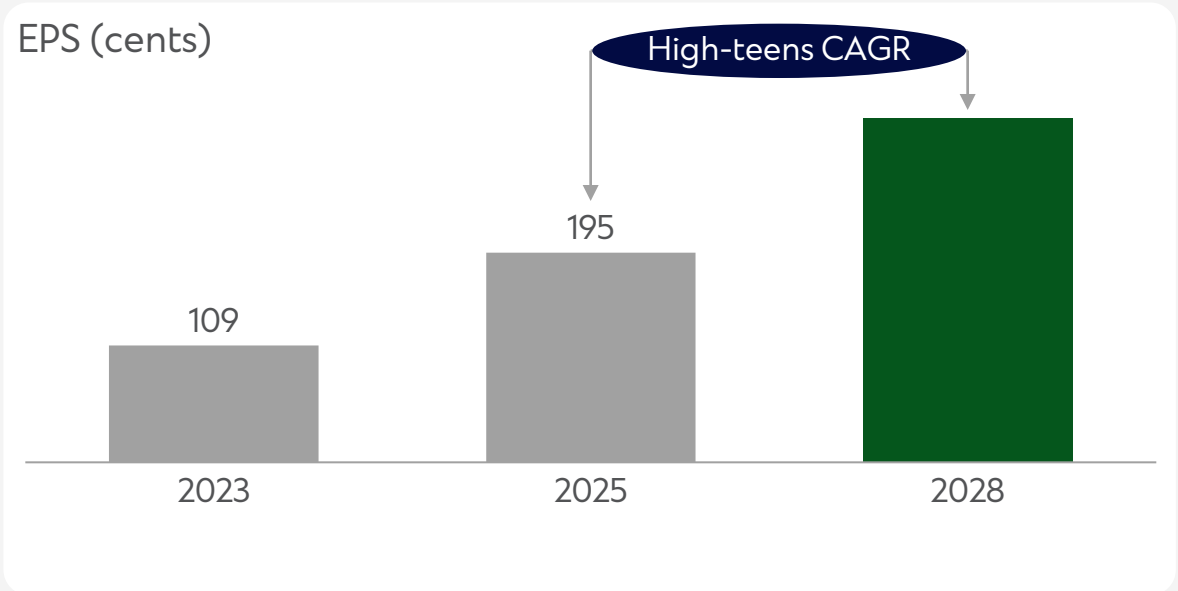
Announced \$9.1bn capital distributions to shareholders since Feb'24

2028 financial targets

>15% RoTE in 2028 and ~18% in 2030...



...leading to high-teens EPS growth



2028 RoTE target and EPS growth underpinned by:

Income CAGR
5-7% 2025-2028

Cost-to-income ratio
~57% in 2028

30-35bps loan-loss rate
through-the-cycle

13-14% CET1 ratio

Dividend payout ratio ≥30%
Progressive DPS



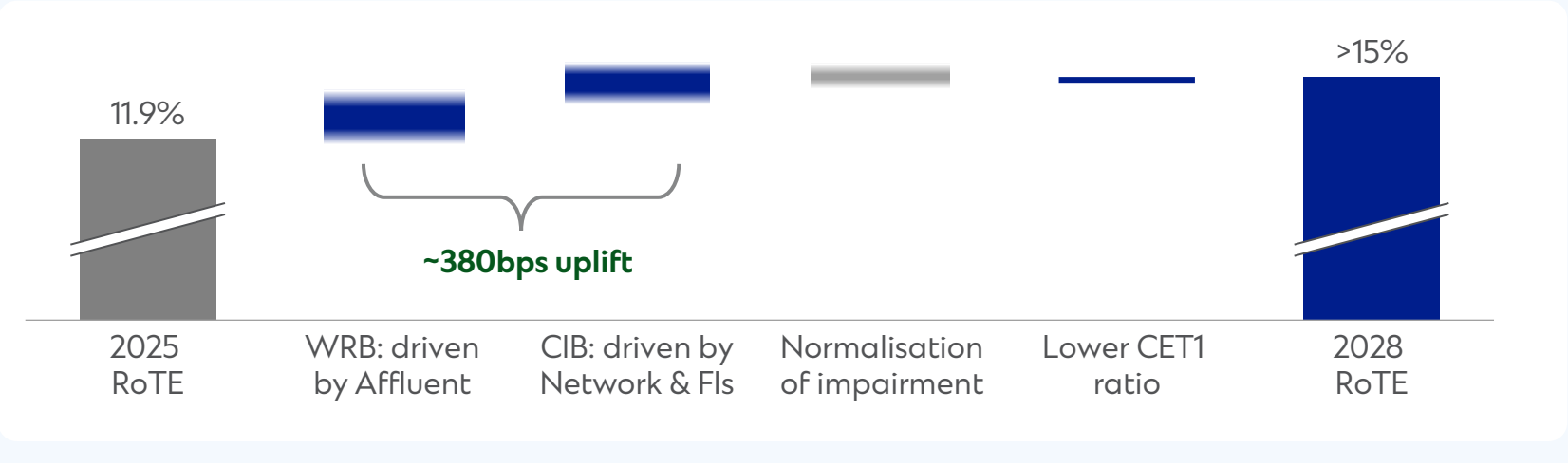
Note: income CAGR target is constant currency and ex-notables; cost-to-income ratio is ex-notables

On a path to >15% RoTE in 2028...

RoTE walk by P&L items



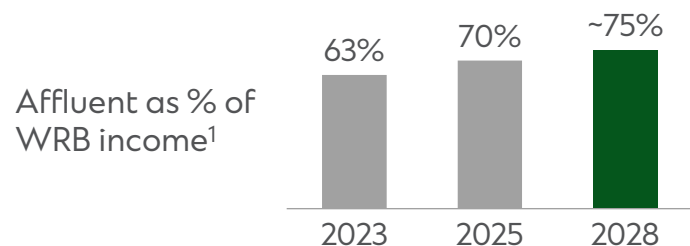
RoTE walk by business mix



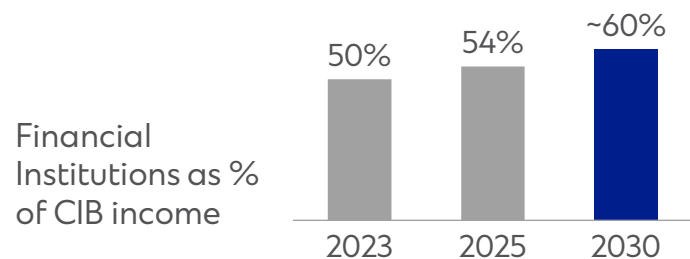
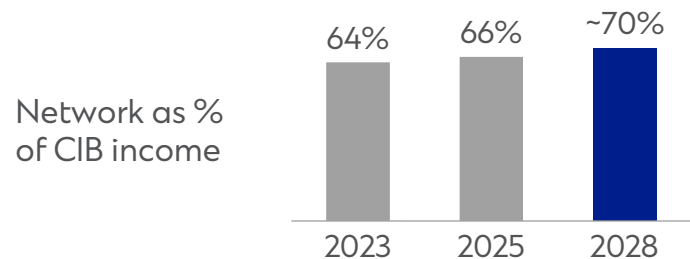
...and progressing to ~18% RoTE in 2030

Business mix change expected to drive ~380bps RoTE improvement...

Wealth & Retail Banking (WRB)





Corporate & Investment Banking (CIB)





 Driving **higher income return on RWA** for the Group

 Better **growth opportunities** underpinned by structural trends

 Our network enables more products in more markets and stickier relationships

 Strong **operating leverage**

 Improved **risk** profile

 **Greater connectivity** between Affluent clients and CIB



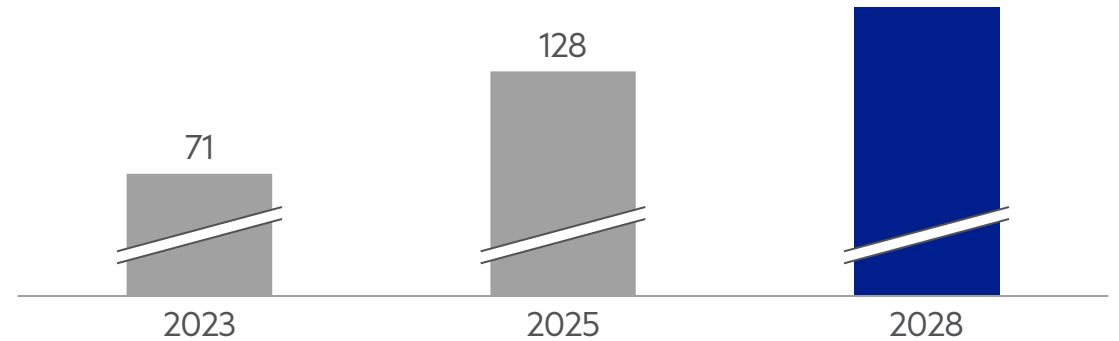
1. Excluding Digital Banks income

...including asset & liability mix benefits of ~50bps

Funding surplus

- WRB is our cheapest form of funding and is becoming a higher portion of the overall liability mix
- Growth in WRB funding is faster than WRB assets, leading to a surplus which is deployed to generate high marginal RoTE for the Group
- We also continue to grow CIB CASA, which is an important client product and source of funding diversification

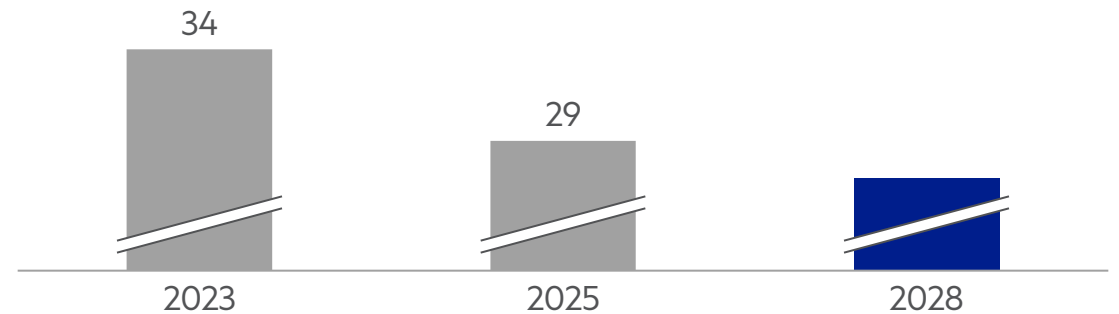
Funding surplus – WRB (\$bn)



Treasury assets

- WRB funding is very stable from a liquidity perspective
- As a result, the Group needs to hold less liquidity for a given amount of funding, reducing the size of Treasury assets as a portion of the Group
- This enables deployment of a larger portion of the balance sheet into commercial lending and trading book assets

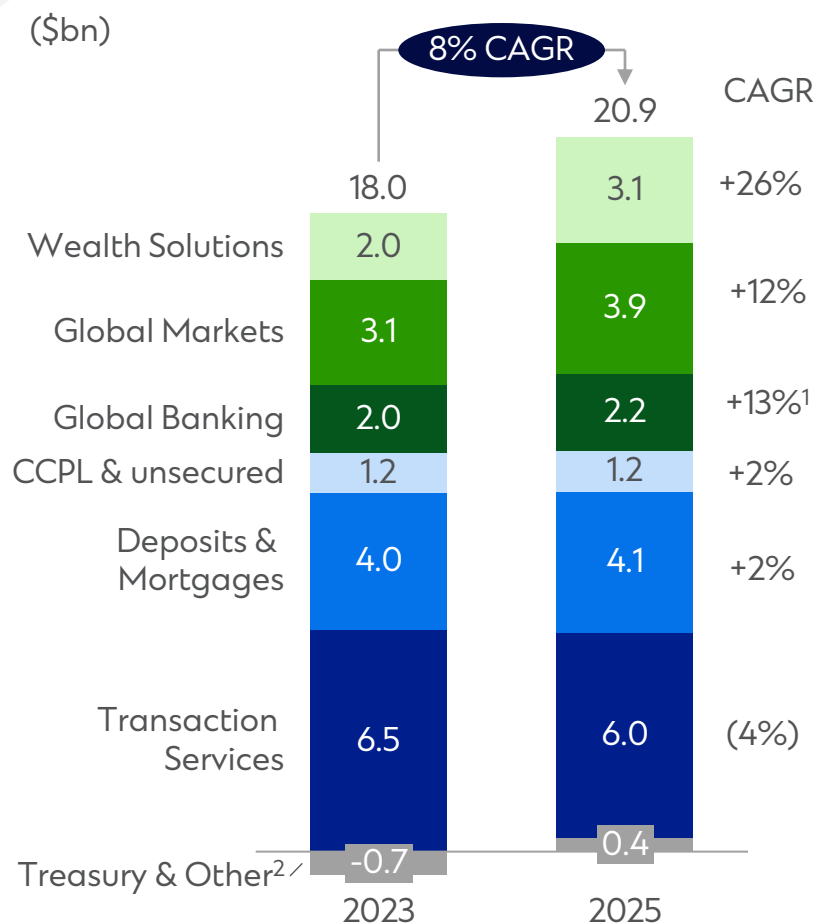
Treasury assets as % of funded assets



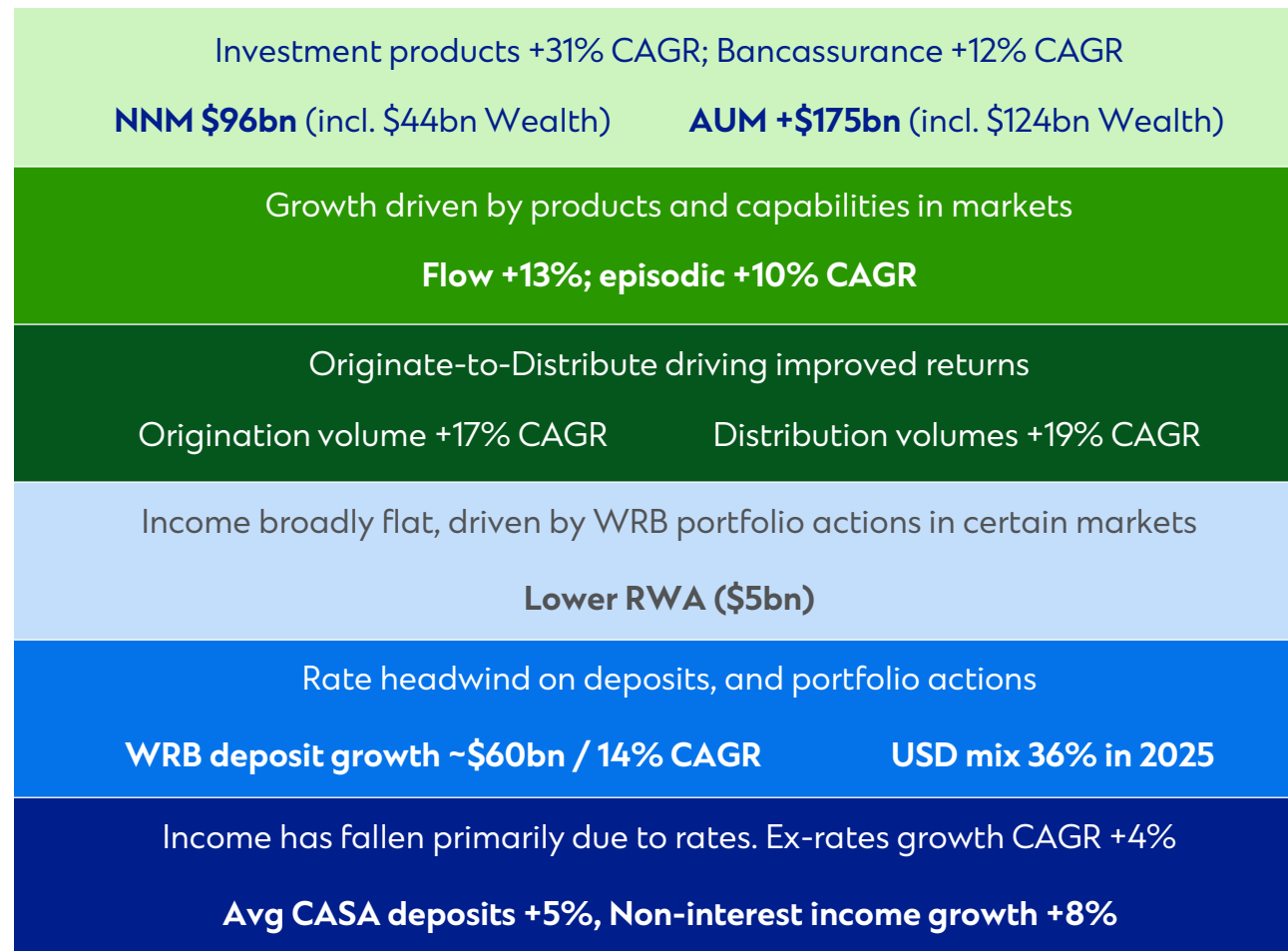
Combined change in liability and asset mix leads to an uplift of ~50bps in RoTE by 2028
(included in RoTE business mix improvement)

Non-interest income CAGR +13% ex-notables since 2023...

Total income by product



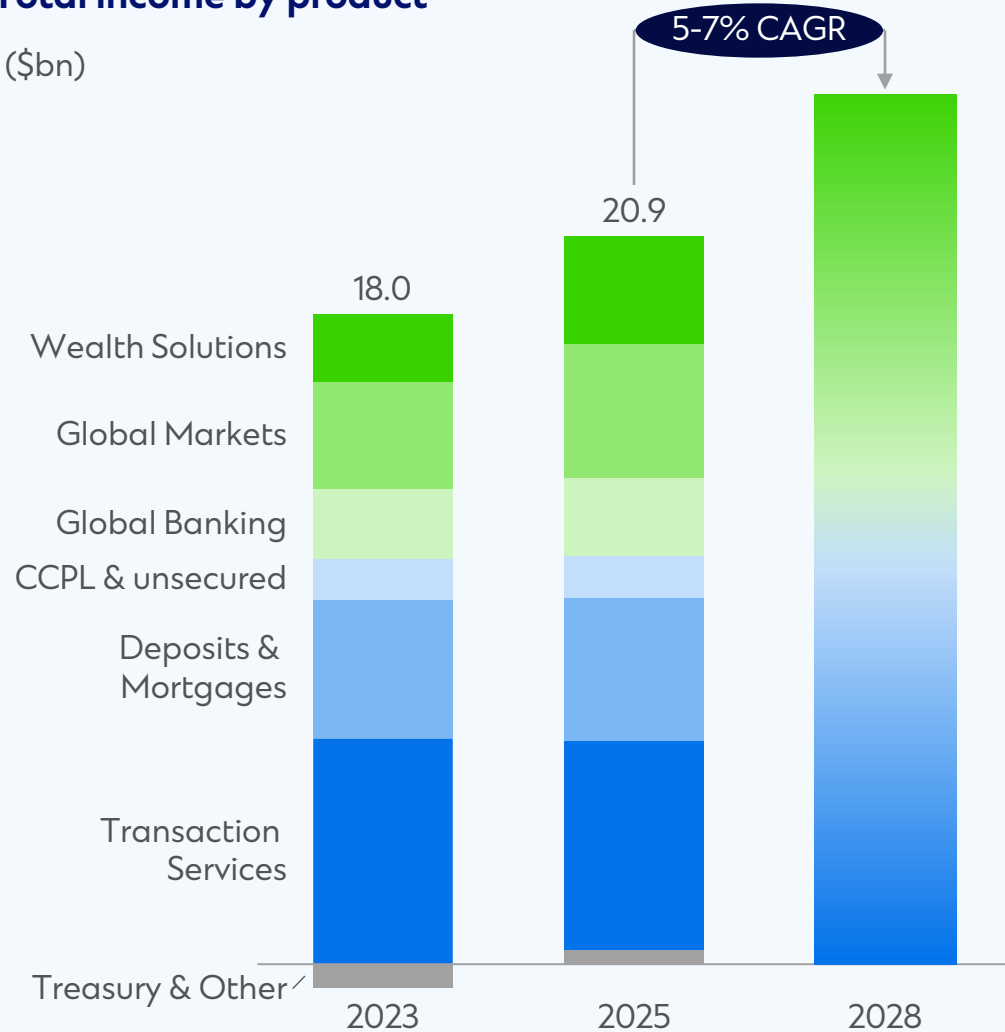
2025 Non-II



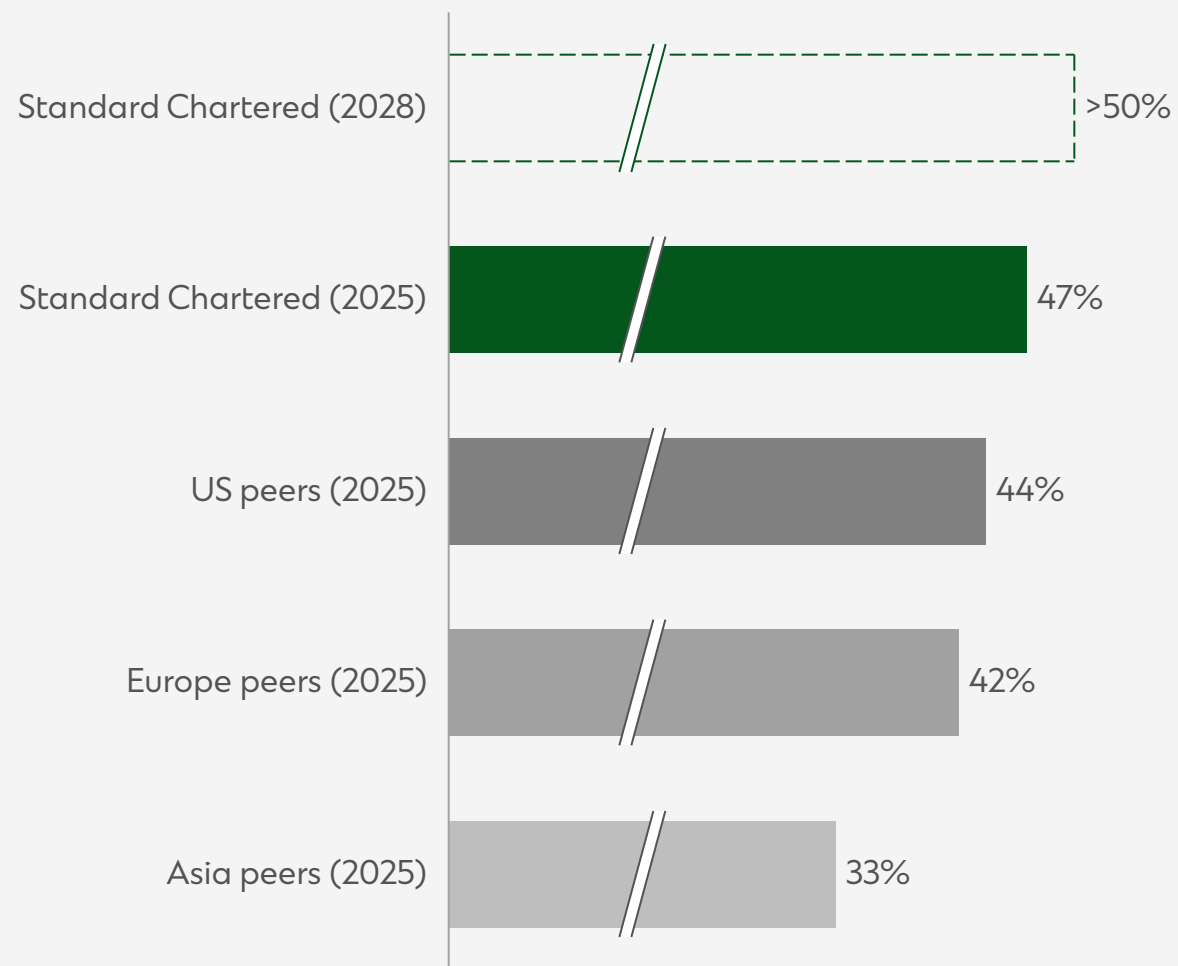
...and will continue to grow faster

Total income by product

(\$bn)



Non-interest income as a % of total income¹

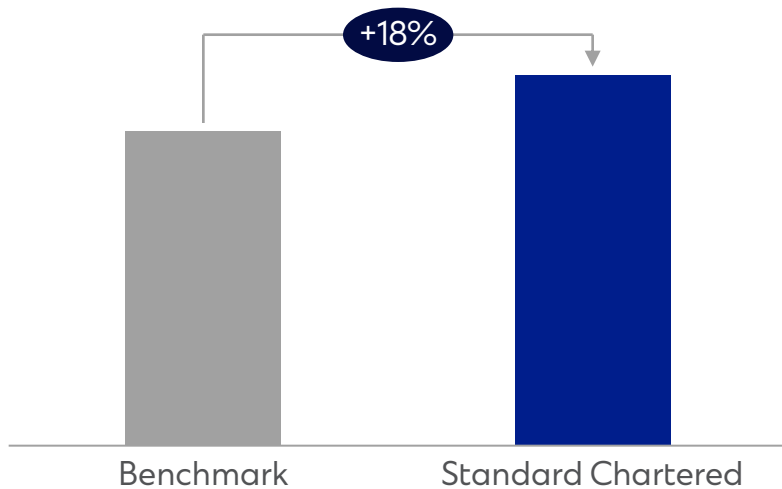


¹ Peers include: 11 European Banks, 5 Asian Banks, 3 US banks
 Note: Based on current interest rate outlook. 2028 not to scale

Progress on expenses, but with further opportunities

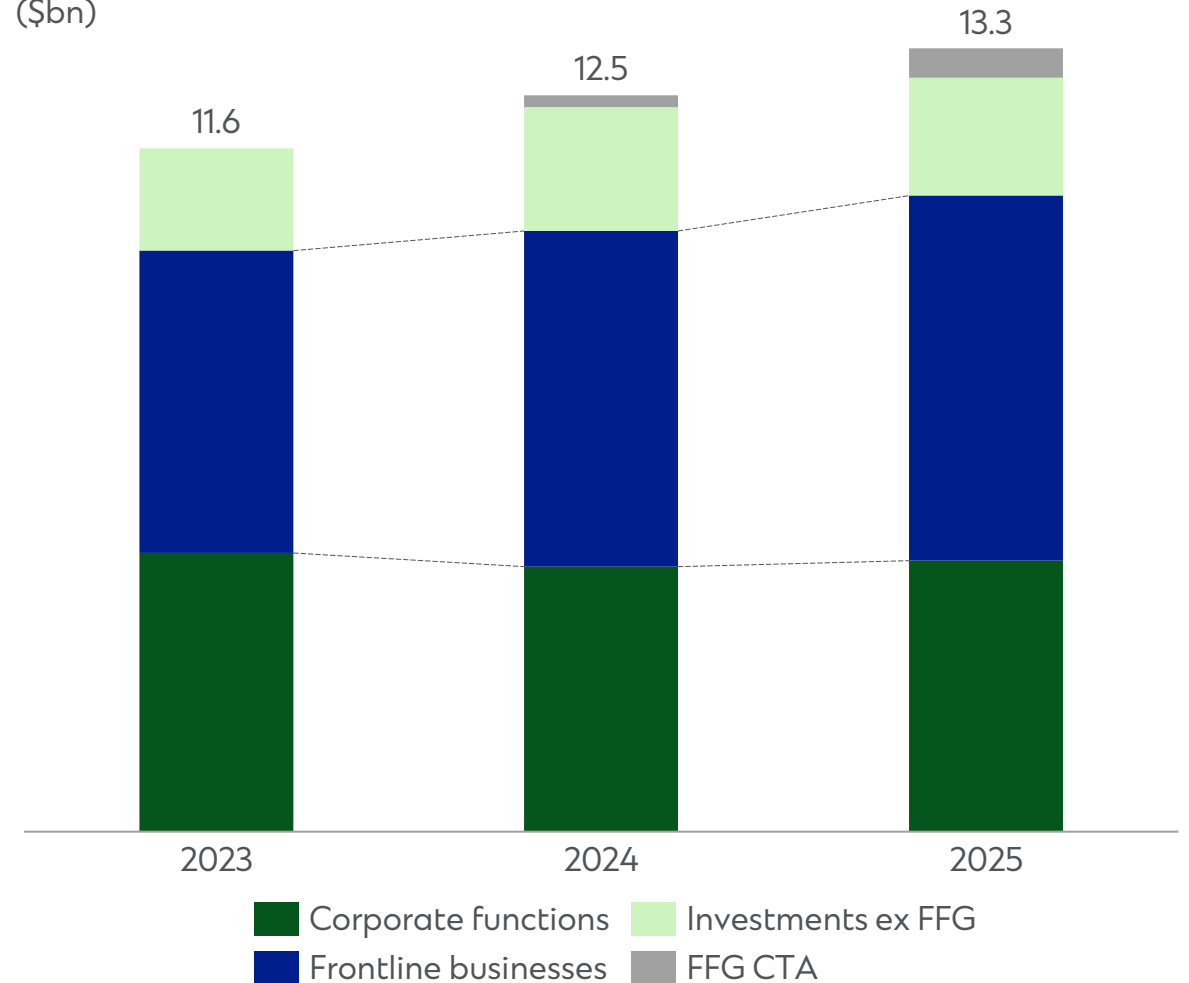
- We have held corporate functions expenses flat since 2023 despite strong income growth
- We have grown frontline to invest in our income opportunities
- Benchmarking analysis suggests further opportunities for improved efficiencies in operations and functions

Operations and functions benchmark higher than peers¹



Expenses split over 2023-2025

(\$bn)

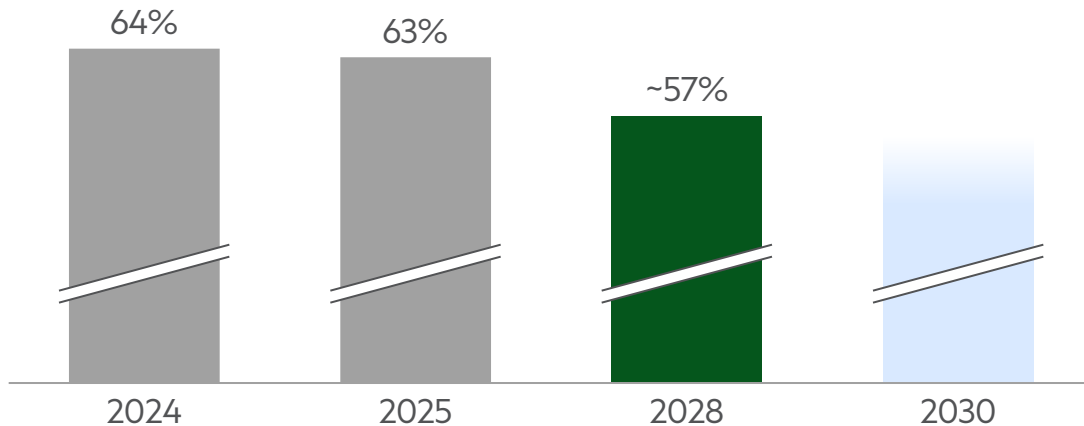


1. Source: AON. Benchmarked relative to revenues (2024 data)

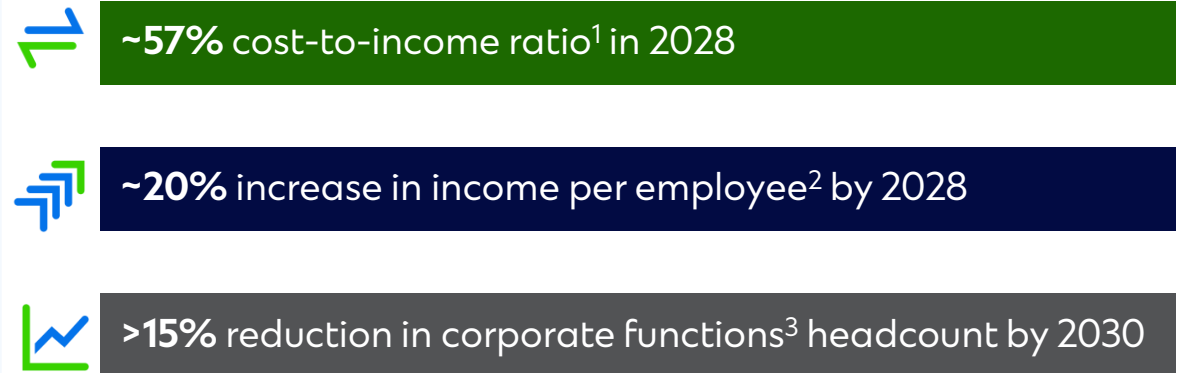
Delivering continuous improvement

- We are targeting
 - Cost-to-income ratio¹ of ~57% in 2028
 - Positive income-to-cost jaws¹ each year
- Maintaining guidance of broadly flat reported expenses for 2026, ex-notables at constant currency
- Continuous improvement will generate savings each year

Cost-to-income ratio¹



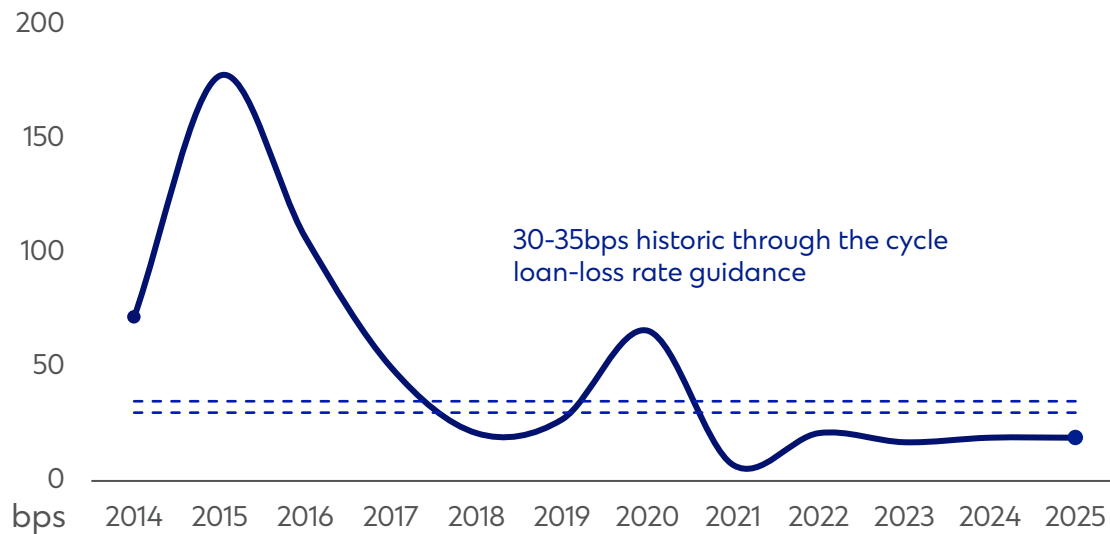
- We are building an agile operating model that is Simple, Connected and Fast
 - Fewer core systems enabling differentiated client experiences
 - Connected capabilities driving seamless collaboration
 - Faster decisions closer to the client



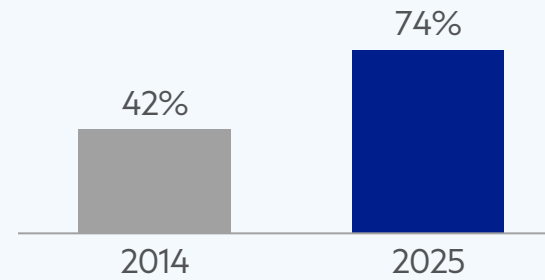
Our business model is lower risk

- Risk metrics have improved steadily over time
 - Investment grade in CIB has improved from 42% to 74% of exposures
 - Corporate PDs have fallen in recent years and are at or below peers
 - CCPL & Other Unsecured portfolio has reduced from 19% to 12% of WRB
- Continue to expect 30-35bps loan-loss rate through-the-cycle

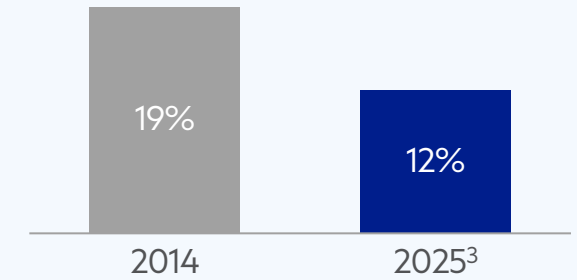
Loan-loss rate through the cycle expected^{1,2}



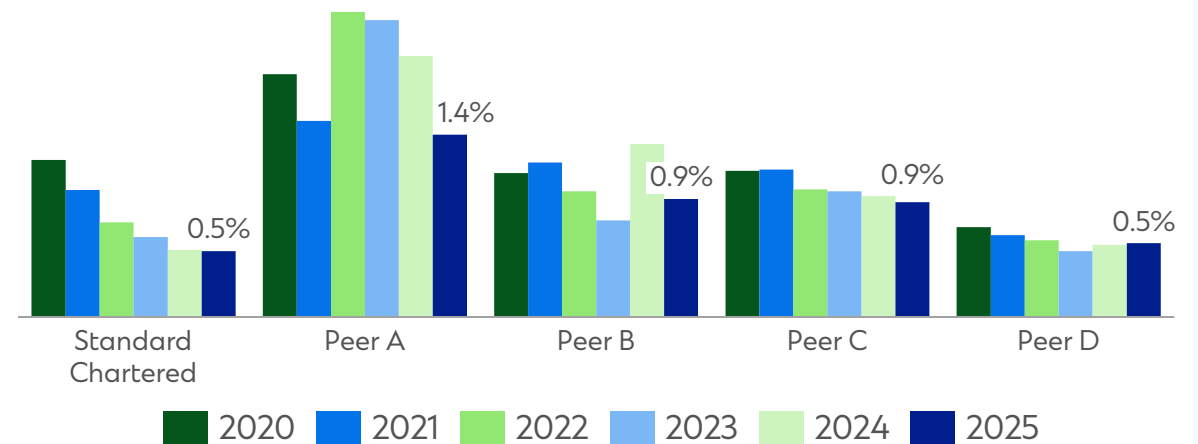
I/G % of Corporate exposures



CCPL % of WRB lending



Corporate PDs have reduced, and are at or below peers⁴

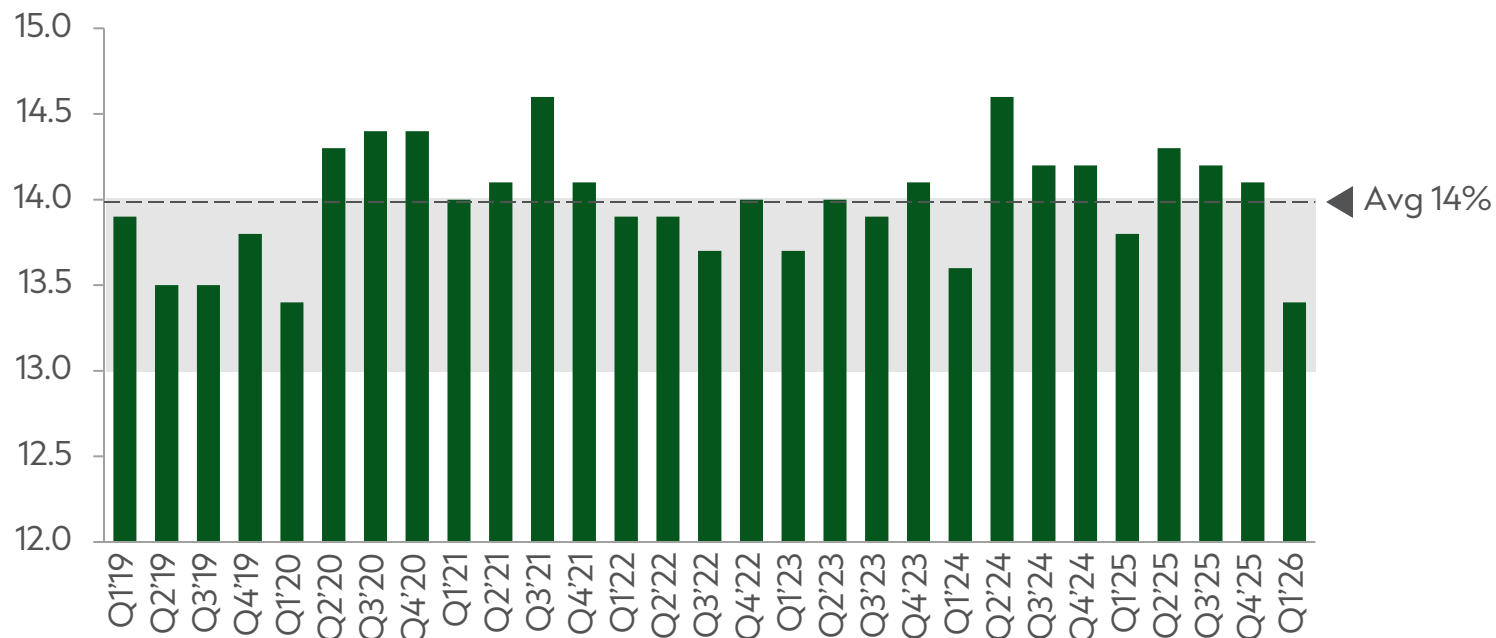


1. Credit impairment under IFRS 9, effective from 1 January 2018, covers a broader asset base than loan impairment under IAS 39. Loan loss rates between 2014 and 2017 were prepared on an IAS 39 basis | 2. Loan loss rate includes management overlay, mostly arising from COVID-19, contributing 11bps in FY'20 | 3. Excluding digital banks | 4. Source Pillar 3 documents

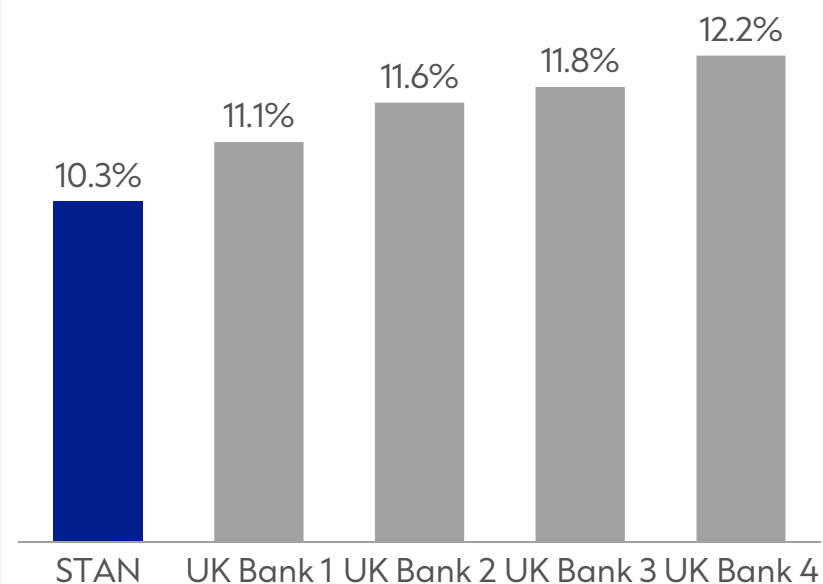
Operating across 13-14% CET1 ratio range

- Operated at an average 14% CET1 ratio over the last 7 years, and a range of 13.4-14.6%
- At Q1'26, we had the lowest CET1 ratio requirement of major UK banks
- Going forward, we intend to operate across the full 13-14% CET1 ratio range

Our CET1 ratio (%)

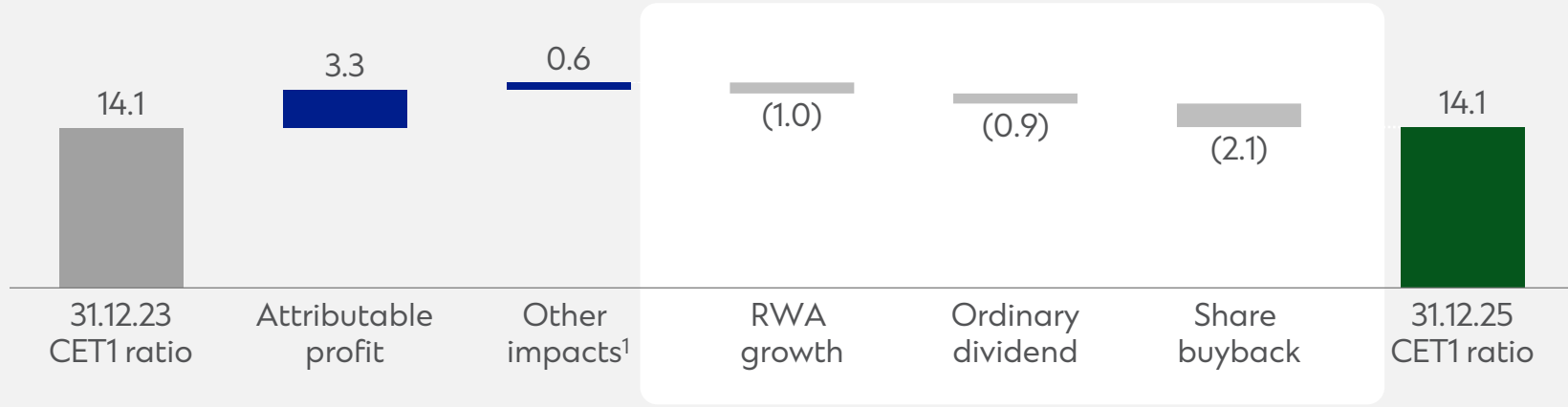


CET1 ratio requirements by bank, Q1'26

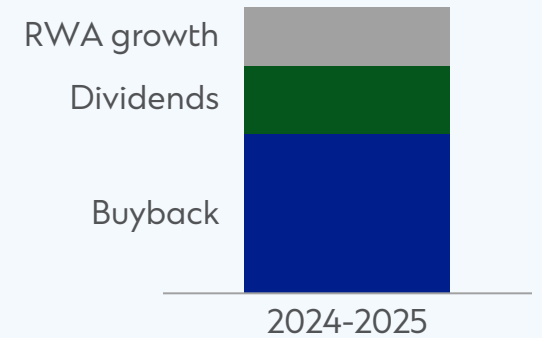


Strong capital generation; operate within 13-14% CET1 ratio range

We have generated ~330bps of CET1 capital since 2023



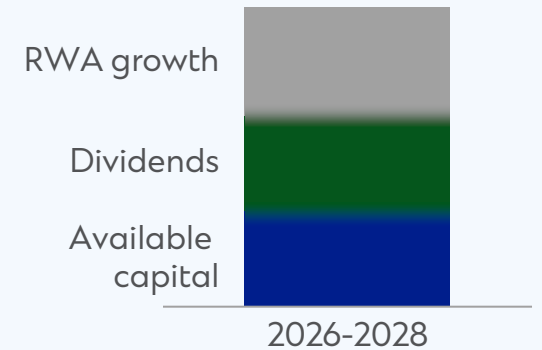
Uses of capital



We will operate across the 13-14% CET1 ratio range

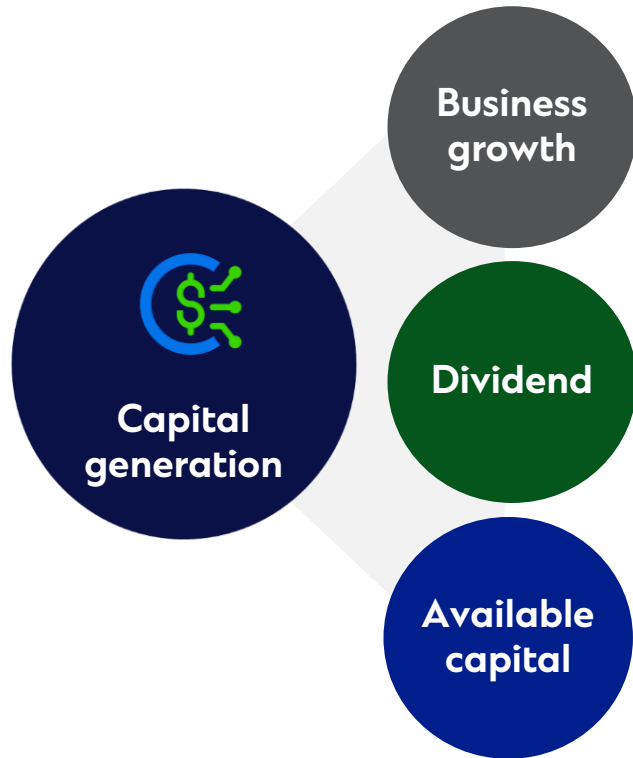


Indicative use of capital



¹ Other impacts includes: FVOCI movements, Software intangible movements, employee shares.
Note: Bottom walk not to scale

Significant capital generation supporting our allocation framework



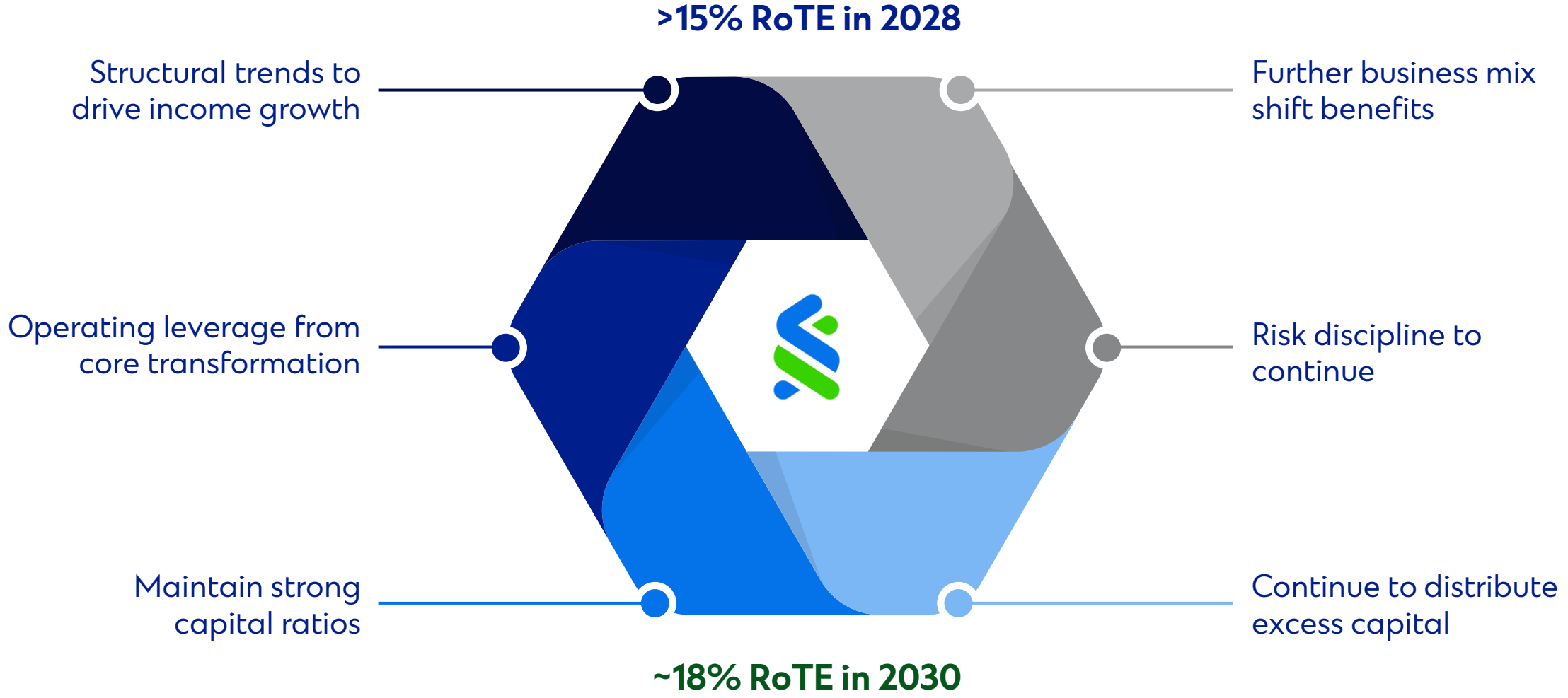
- Capital to support a 5-7% income CAGR, with **income return on RWA to improve over the course of the plan**

- **≥30% dividend payout ratio**
- Progressive full year dividend per share

- Deploy available capital through:
 - Share buybacks
 - RWA growth opportunities to drive income growth above our plan
 - Inorganic growth opportunities: high hurdle for target returns

Capital allocation to drive maximum economic value for shareholders

Looking beyond 2028

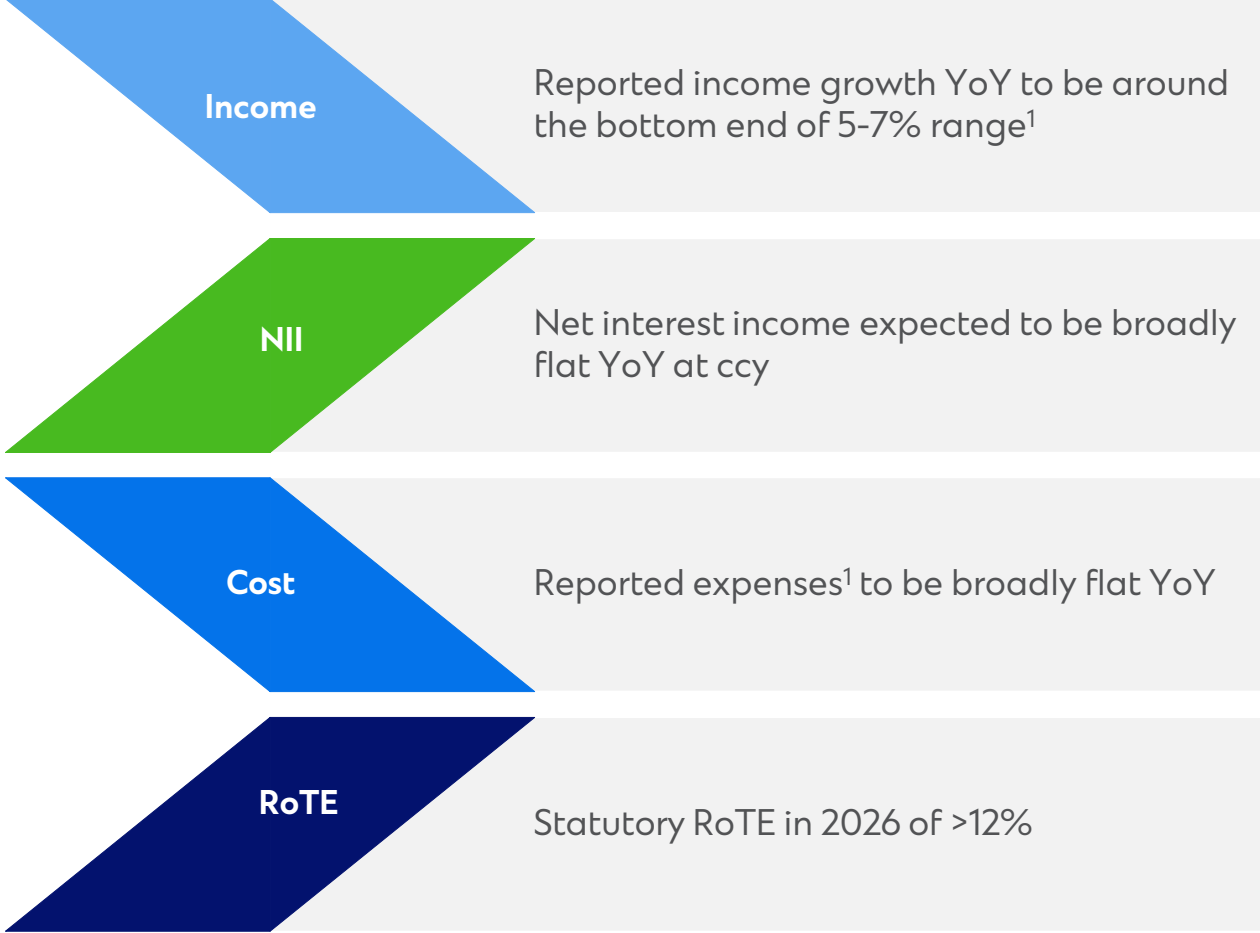


Appendices



2026 targets unchanged

Guidance



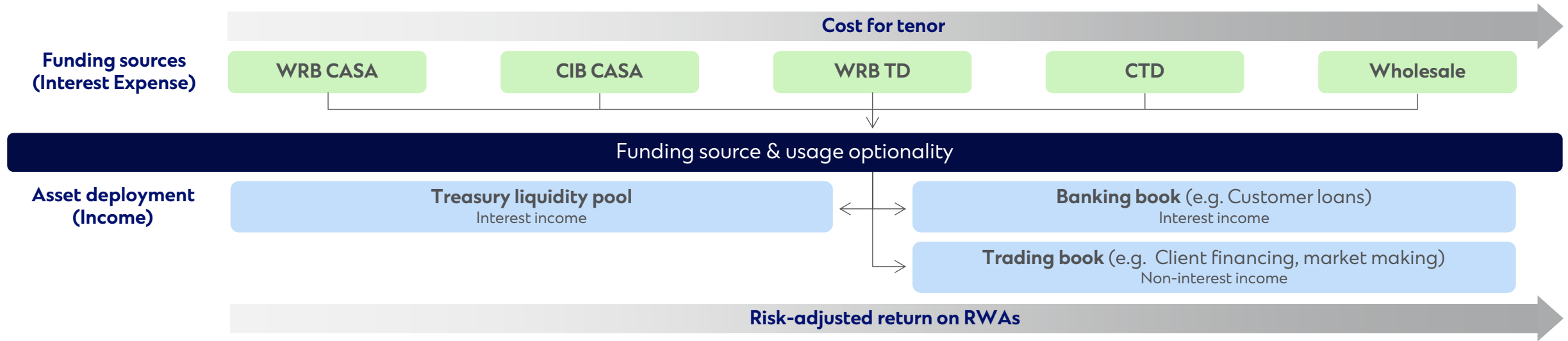
Guidance for 2027 to be provided at Q4'26 results



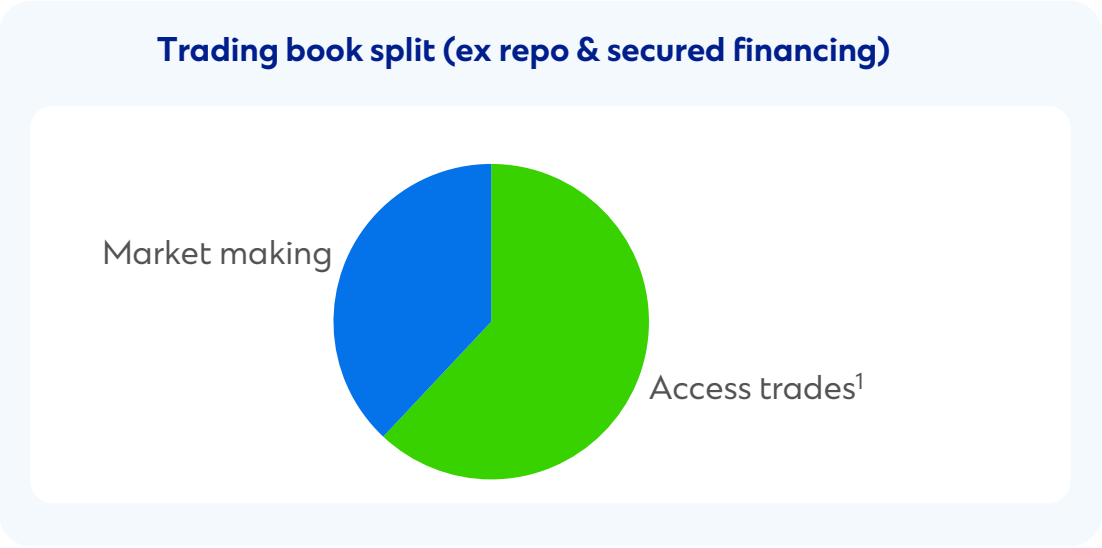
¹. At constant currency and excluding material notable items (2025 income includes \$113m relating to a property sale, 2025 expenses include \$158m relating to Korea ELS and a litigation settlement)

- Forward FX rates as of 20 Apr 2026 imply negligible impact to income; additional currency translation impact of ~\$0.1bn on expenses
- Base for 2025 income ex-notables and on forward FX is ~\$20.8bn; base for 2025 expenses ex-notables and on forward FX is ~\$13.2bn

We have optionality on funding and deployment



- Funding is raised across variety of products and tenors, giving strong diversification
- Within entities funding can be deployed into different asset types:
 - Treasury assets & customer lending in WRB and CIB (banking book, NII)
 - Funding the trading book (Non-interest income and NII)
- Focused on driving marginal higher RoTE; whether that is trading book or banking book
- Trading book includes client access financing (i.e. a TRS access trade for a client seeking cross-border opportunities), and market making



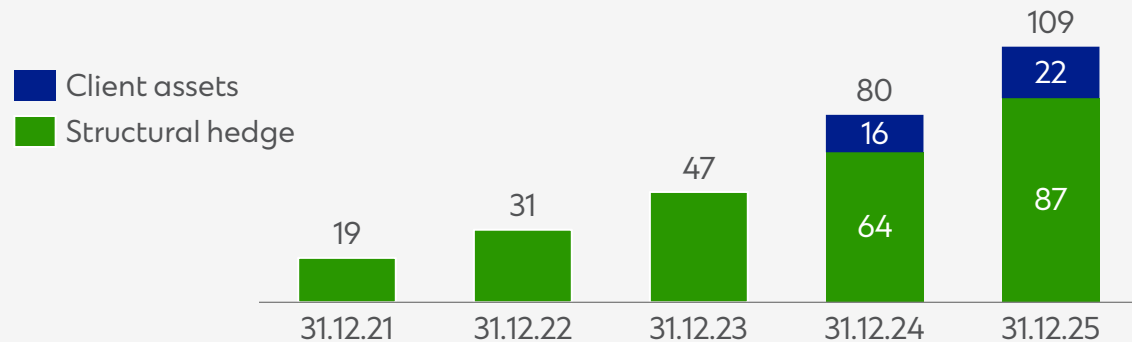
1. Access trades refer to transactions in which we utilise our local onshore operating capabilities to provide international clients with access to local markets and assets within them.
 Note: CASA: Current account savings account | TD: Term deposits | CTD: Corporate term deposits

Hedging strategy reducing NII volatility

Hedge evolution

- Overall duration strategy includes:
 - Treasury structural hedge positions of swaps and HTC securities (\$87bn)
 - Portfolio of client fixed rate mortgage assets (\$22bn)
 - Dynamic management of FVOCI securities adds duration
- Hedge will increase in 2026 but not necessarily at the same pace as 2025, with new hedges subject to market conditions and capacity constraints

Notional (\$bn)

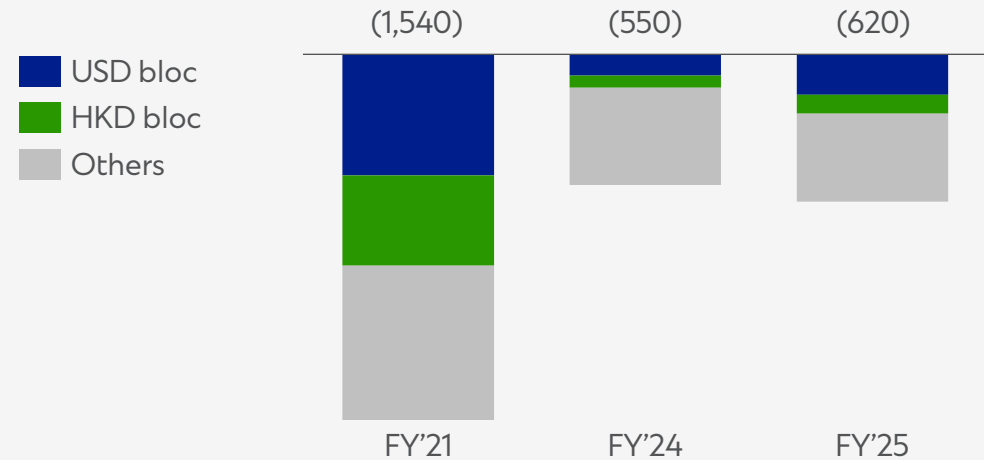


WAM (years)	4.4	3.4	2.9	3.0 ¹	2.5 ¹
Yield	1.1%	2.0%	3.1%	3.5% ¹	3.4% ¹

Interest rate risk in the banking book (IRRBB)

- FY'25 NII sensitivity increased due to balance sheet growth and HKD rate movements partially offset by an increase in structural hedging
- Changes in deposit volumes and PTRs at different points through the interest rate cycle may impact sensitivity in the future

Annualised impact to banking book NII from instantaneous -100bps parallel shift in interest rates across all currencies (\$m)





Investor Event

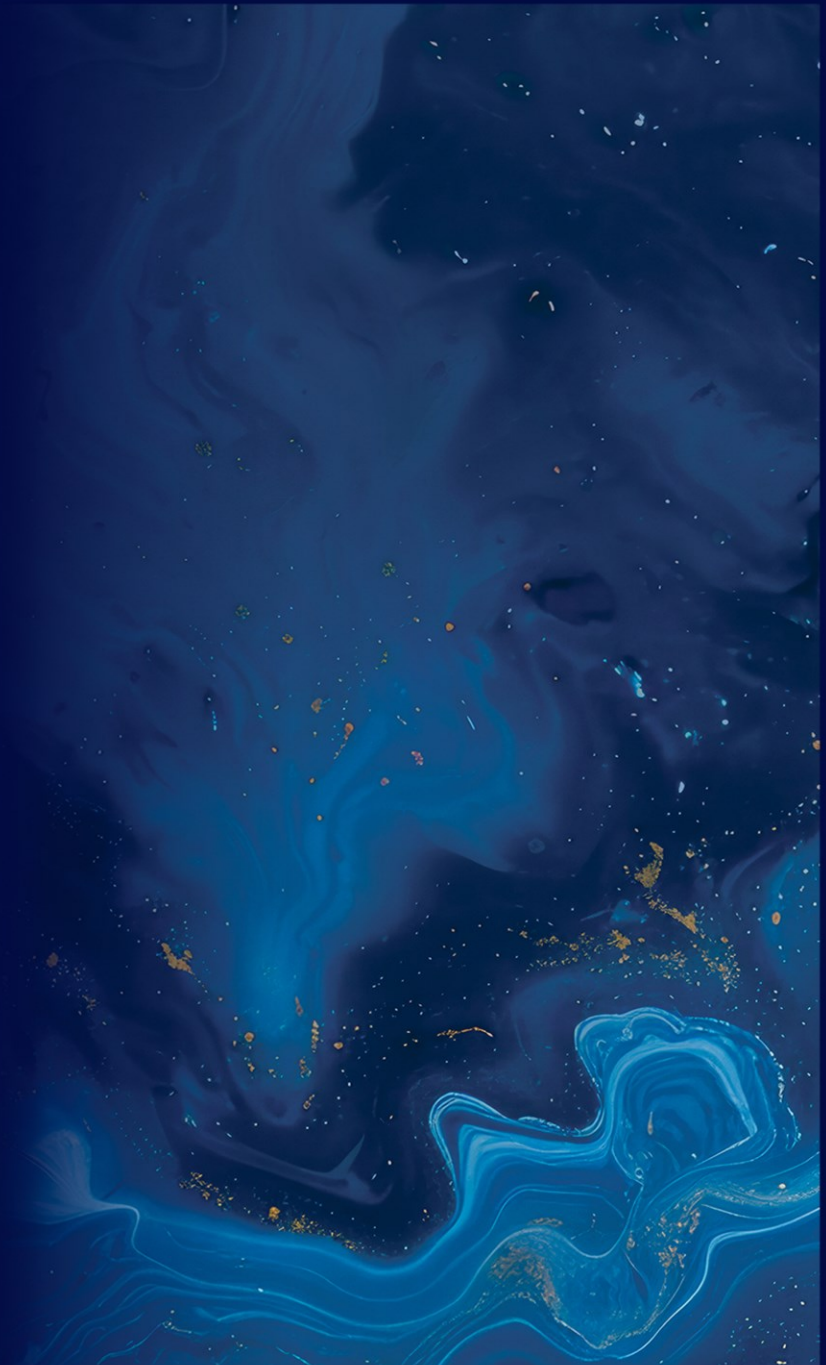
Transformation:

Delivering a Simpler, more Connected and Faster Bank

Tanuj Kapilashrami
Group Chief Operating Officer

Noelle Eder
Group Head, Technology & Operations

19 May 2026



We are transforming for the forces shaping the future of banking



Creating a Simple, Connected and Fast bank for the next phase of growth



Key messages



Serving clients as a super-connector requires a simplified organisation and a modern technology platform



Building a Simple, Connected and Fast operating model delivering standardisation, scalability and growth without linear cost



Continuous improvement and AI-driven acceleration deliver faster execution and clear financial outcomes

Medium-term targets



▲ ~20% increase
in income per employee¹
by 2028

▼ >15% reduction
in corporate functions² headcount
by 2030

63% ► ~57%
Cost-to-income ratio
in 2028



1. Employees defined as: Headcount (year-end) plus non-outsourced non-employed workers (NEW) and SC Ventures headcount | 2. Corporate functions defined as non-frontline support services headcount (year end) plus non-outsourced non-employed workers (NEW) | 3. Cost-to-income ratio is ex-notables

We have simplified our operating model

Clear ownership, closer to clients

- Global products / local delivery
- Removed regional layers
- **79%** of market CEOs¹ now double-hatting, up from 28%



Faster, clearer client decisions

Leaner leadership, fewer handoffs

- Executive leadership team² streamlined **▼27%**
- Fewer layers and committees
- Consolidated adjacent functions



Simpler governance, faster execution

Scaled delivery through shared services

- Back-office centralised into global hubs
- Global processes replacing local variants
- **43%** of workforce at Global Business Services



Consistent delivery at scale



We have modernised our foundations for growth and resilience

Scale, speed and resilience no longer require linear technology cost or capacity expansion

Three critical platforms strengthened

- Global private cloud
- Modern core banking platform
- Global payments platform

What this enables

- Scale across markets without additional infrastructure
- Faster rollout of capabilities
- Standardised core with flexibility to differentiate at the client interface

Outcomes

- **~30%¹** higher throughput per operations employee
- **24/7** always-on digital banking
- **9x** throughput²; **10x** processing power; **80%** less downtime per year



We are embedding continuous improvement at scale

Transitioning from programme-led change to continuous, disciplined execution

From programme led change

- Fit for Growth has simplified and standardised the Bank
- On track to deliver **\$1.3bn** in savings
- **~300** initiatives delivering step-changes

To continuous improvement

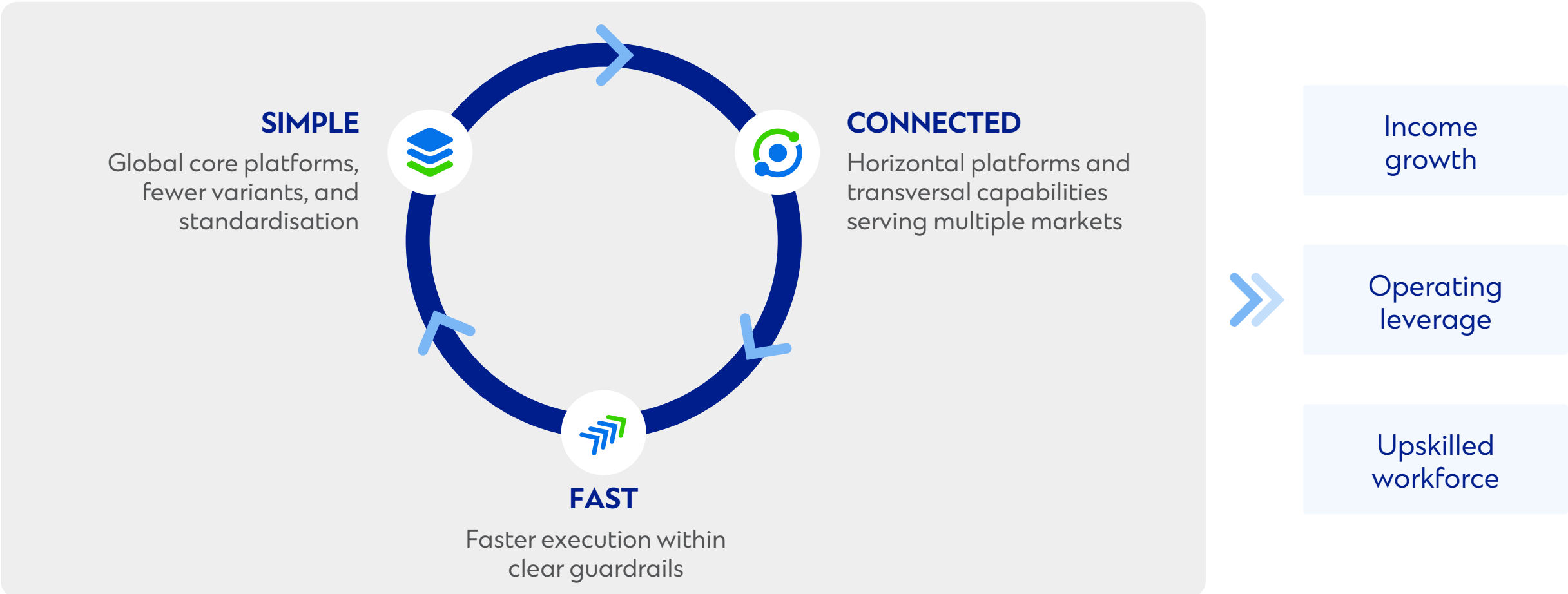
- Improvement built into day-to-day operations
- End-to-end processes mapped and skills assessed
- Clear process ownership with simplified change governance

Delivering measurable outcomes

- **~53%** straight-through-processing in Wealth Solutions
- **~40%** increase in automation of Private Banking credit documentation
- **~14%** reduction in vendor onboarding turnaround time

A distinctive operating model to deliver our super-connector ambition

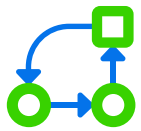
Simplifying the core and connecting the bank to deliver faster execution and better client outcomes




Simple: standardised at the core, differentiated at the client interface

Lower unit cost, stronger resilience, and scalable growth - delivering more change per dollar invested

Differentiated at the client interface




Configurable,
not bespoke builds




Product, Market, Client
- specific configurations

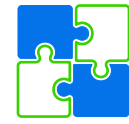
Standardised global platforms and simpler processes



Build once,
deploy across markets



Reduced fragmentation,
fewer systems and processes



Standardised change
discipline, fewer variants

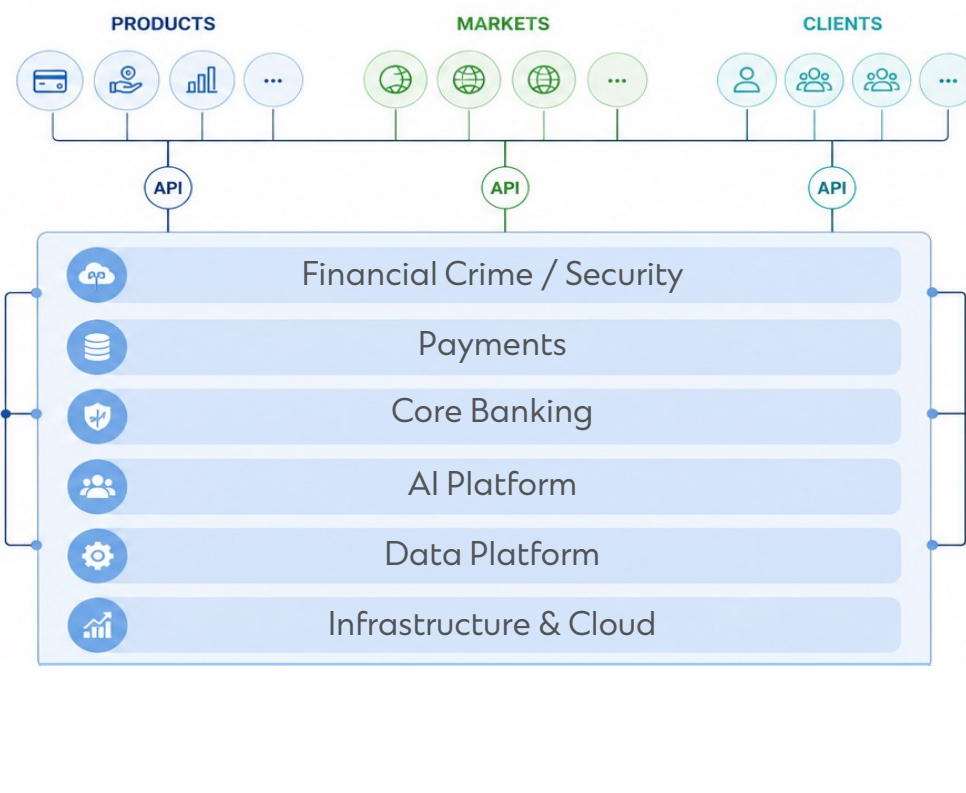
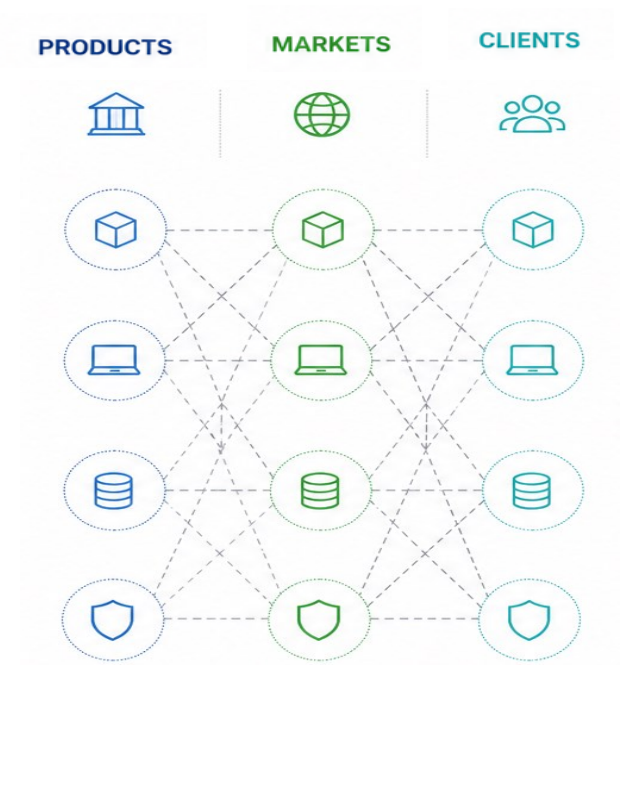
Connected: seamless across products, markets, client relationships

Vertical and fragmented model



Horizontal shared platforms

Target Outcomes



- Seamless client journeys across products and geographies
- Scalability with lower unit cost
- New growth opportunities
- Faster execution with reduced latency and duplication
- Better analytics from integrated data
- Simplified service delivery
- Scalability and differentiation

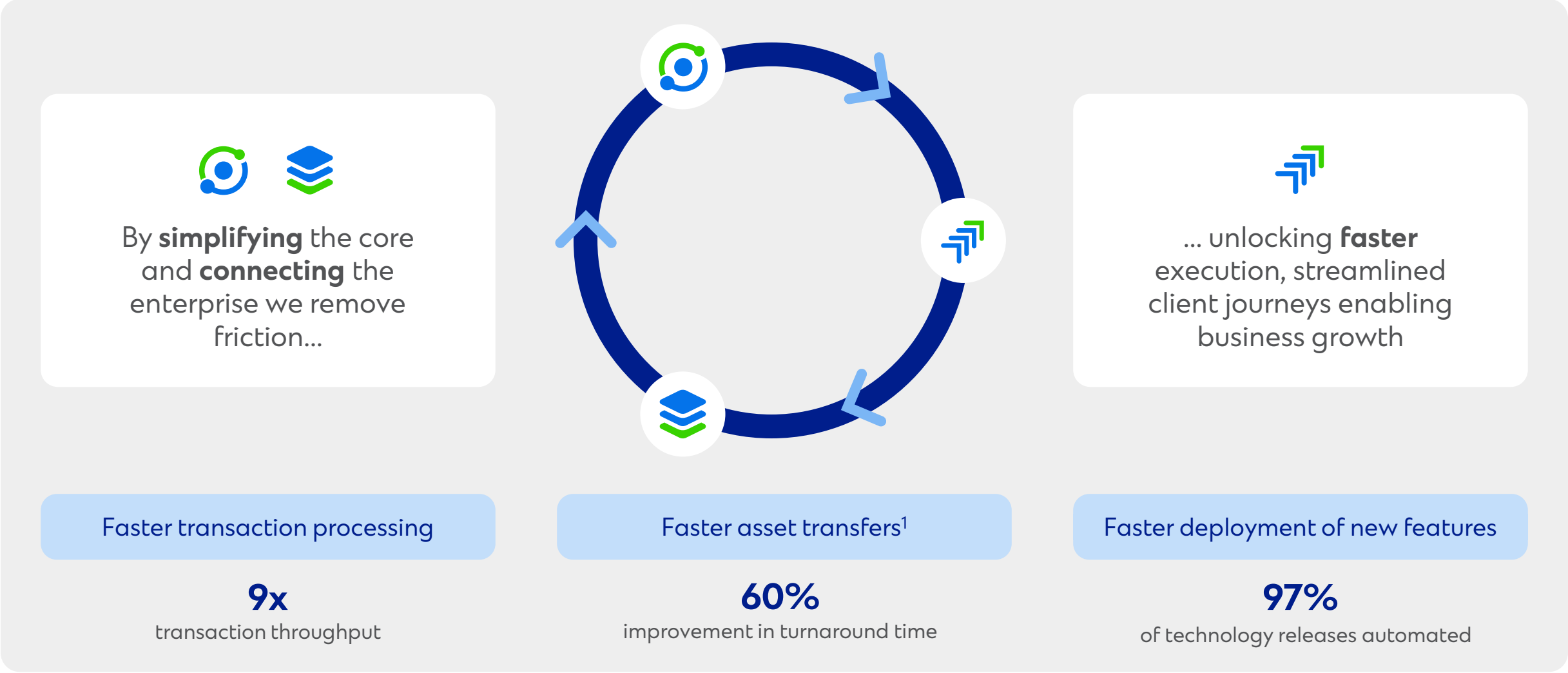
Vertical and fragmented model




Global Capability Centres



Fast: executing at pace within guardrails



 1. Time taken to transfer private banking assets, from client instruction confirmation to completion at Standard Chartered.

Amplifying Simple, Connected, Fast through AI

1 Unified Enterprise Platform



serving 54 markets, embedding AI to drive resilience, productivity, and precision

2 Operating Model Shift



matching every task to its right execution mode — autonomous, agent-assisted, or human-led, based on complexity and client impact

3 Scalable AI Capabilities



accelerating delivery, industrialising innovation and sustainably embedding AI across the technology estate

1

Unified Enterprise Platform



serving 54 markets, embedding AI to drive resilience, productivity, and precision

AI Resilience

Risk management Platform

AI enables more consistent application of controls, improving resilience, speed of change, and auditability

80% Controls¹ codified into executable rules and specifications

90% Material controls continuously monitored through AI guardrails

30% Reduction in manual effort for regulatory change implementation

Fully implemented by end 2027

AI Productivity

Enterprise Anti-Crime Platform

Reusable agents delivering faster insights and improving client and employee experience

40% Reduction in false positives

10 mins Faster insights generation for Digital Assets surveillance (from ~21 hours)

Fully implemented by end 2027

AI Precision

Global Data Platform

Single, trusted data foundation to deliver consistent, high-quality data to support risk management, decision-making, and compliance

150+



1

Independent Data Systems

Global Data Supply Chain

Fully implemented by H1 2028



1. Controls owned by the Technology & Operations function

2 Operating Model Shift



Building towards an environment where every task is matched to its right execution mode — autonomous, agent-assisted, or human-led, based on complexity and client impact

Autonomous

AI-Driven Operations

Intelligence embedded into day-to-day processes, enabling self-service at scale

95% Data accuracy through AI document processing¹ (from 85%)

50% Reduction in turnaround time for self service client enquiries

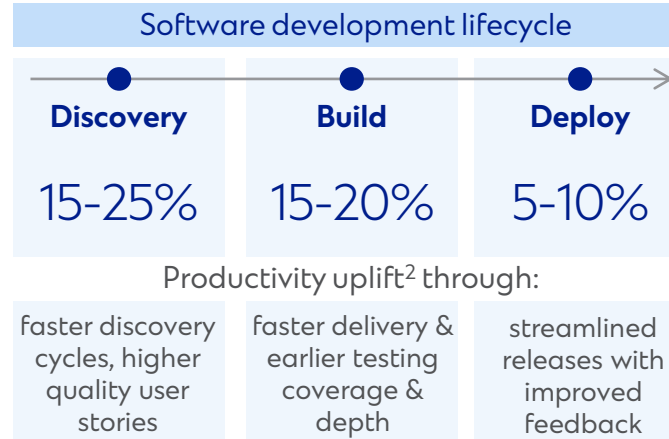
60% Self-resolution for internal queries using virtual assistant

Fully implemented by end 2027

Agent-assisted

AI-Driven Software Development

AI-assisted engineers accelerating time-to-market through high-quality code



Productivity uplift² through:

Fully implemented by end 2027

Human-led

Enterprise Productivity Uplift

AI supporting everyday work, improving productivity at scale

85k Staff trained and actively using MS CoPilot to realise value

100% Affluent Relationship Managers enabled with AI Advisory capability

Fully implemented by end 2026

3 Scalable AI Capabilities



Accelerating delivery, industrialising innovation, and sustainably embedding AI across the technology estate

Accelerating delivery

Enterprise AI Platform

AI Factory enabling scalable AI use cases across the Bank

43 High impact Gen AI use cases live

300+ Live AI use cases¹ on platform

60% Reduction in marginal cost per additional AI use case

Current

Industrialising innovation

GenAI Concierge

Reusable agents delivering faster insights and improving client and employee experience

39+ Live Chatbots deployed to improve employee and client experience

15% Reduction in human effort through engineering support bots

Fully implemented by end 2026

Embedding AI in tech estate

Central Observability Platform

AI platform that gives comprehensive visibility across all systems, services and client journeys

60+ AI agents providing real-time insights and automations

88% Reduction in monitoring manpower

\$10m Sustainable savings in annual monitoring costs

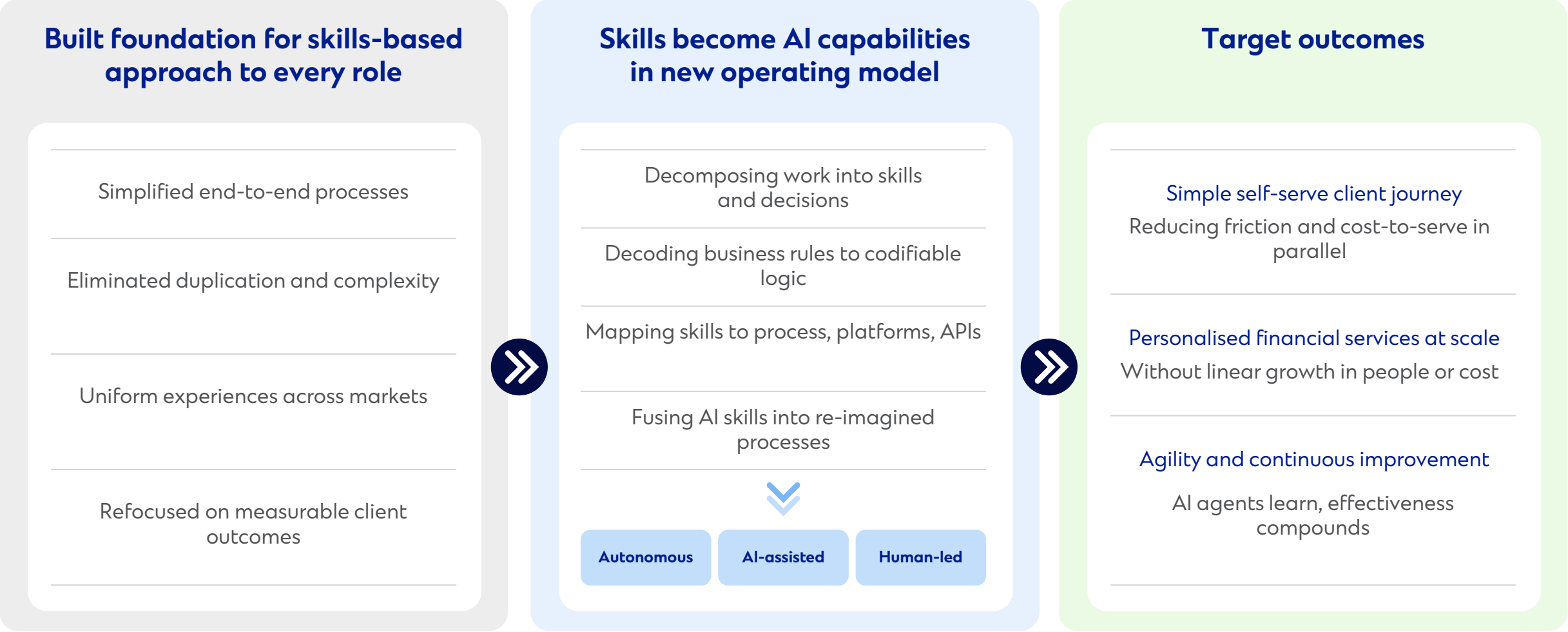
Current



1. Including Machine Learning use cases

Our target is a skills-based operating model for an AI-first bank

Rewiring the operating blueprint for scaling autonomy, productivity, and client impact

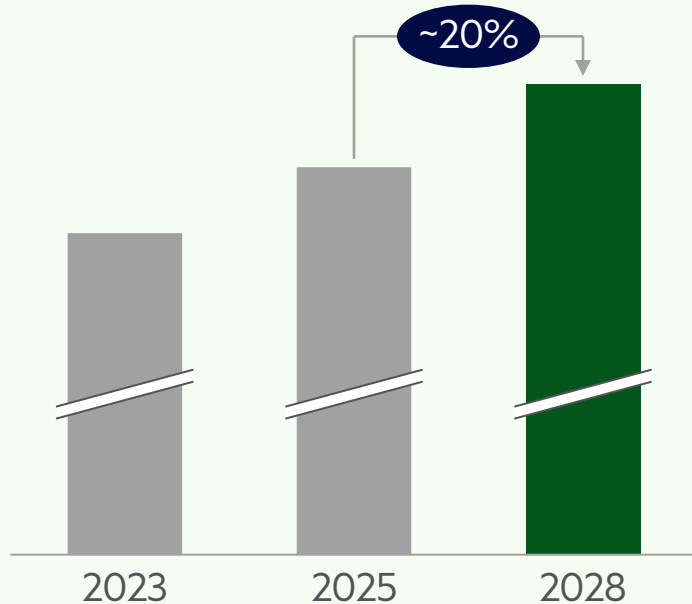


We are making structural changes to boost productivity

Building an agile operating model that is Simple, Connected and Fast driving significant productivity benefits

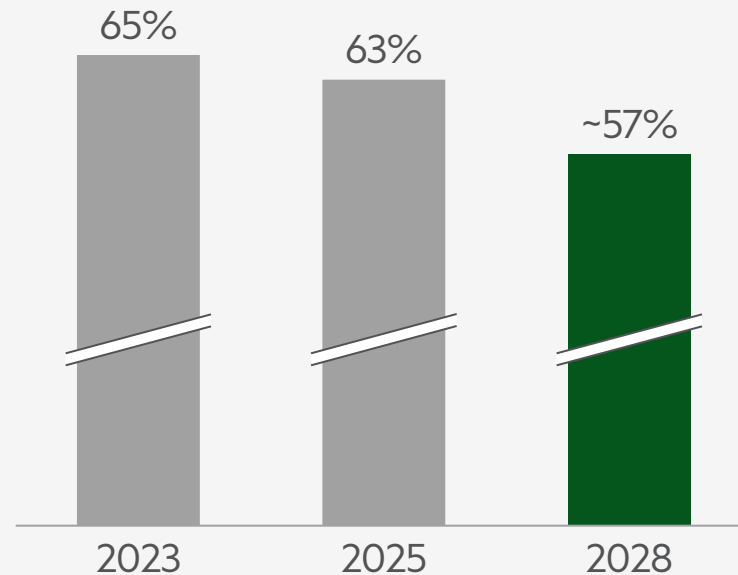
Income per employee¹

Increased productivity



Cost-to-income ratio²

Deliver step-change



Corporate functions headcount³

Structurally lower



1. Employees defined as: Headcount (year-end) plus non-outsourced non-employed workers (NEW) and SC Ventures headcount | 2. Cost-to-income ratio is ex-notables | 3. Corporate functions defined as non-frontline support services headcount (year end) plus non-outsourced non-employed workers (NEW)

In conclusion



Structurally repositioned the bank for scalable growth

Simplified the organisation and modernised core technology

Created a simpler, more resilient and scalable foundation



A Simple, Connected, and Fast operating model

Enables us to operate as one global network

Supports growth without linear cost increases or duplication



Continuous improvement and AI-driven acceleration

Improving, innovating and embedding AI across the bank

Enhancing client experience and employee productivity

Delivering a simpler, more productive and scalable bank, positioning us for sustainable returns and growth





Investor Event

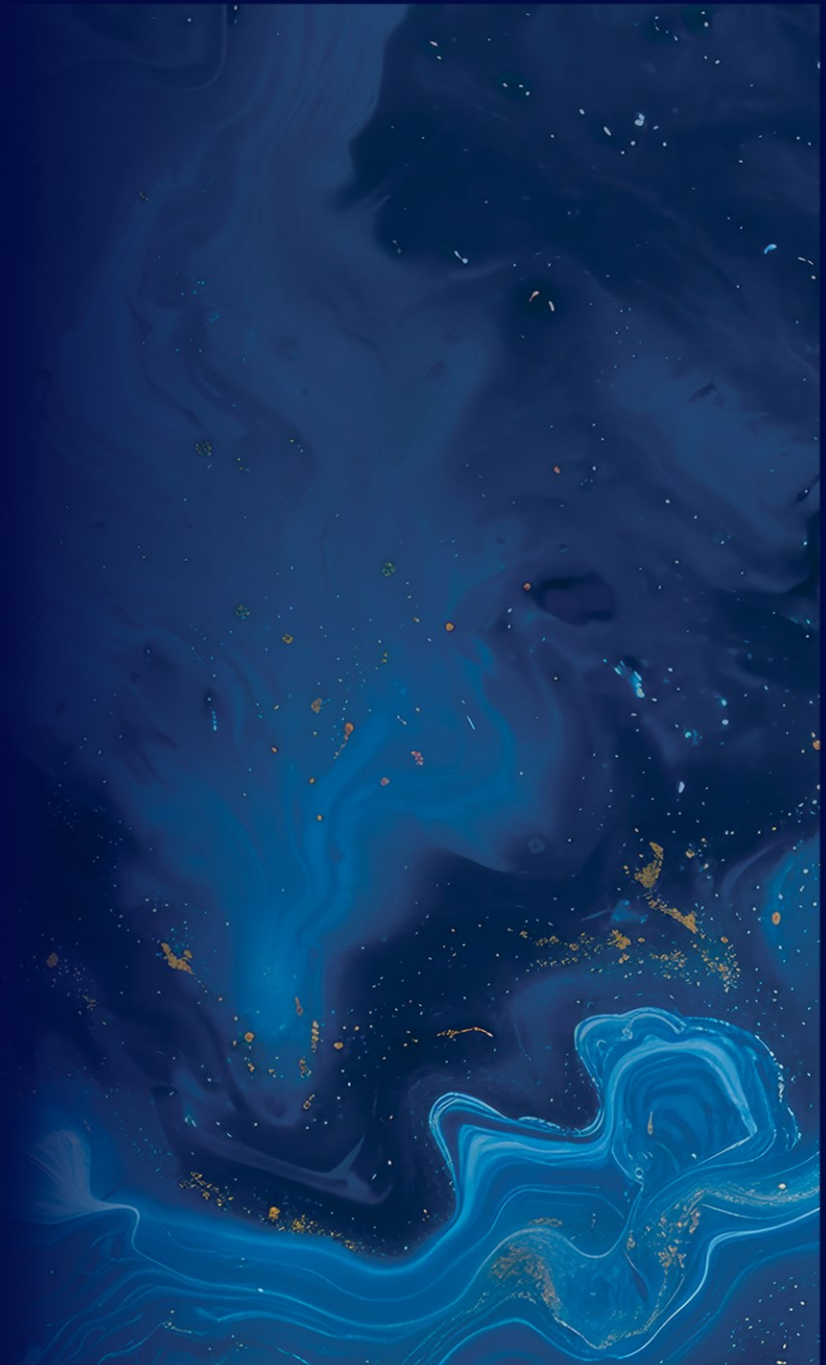
Corporate & Investment Banking

Strategy and growth aligned to structural shifts

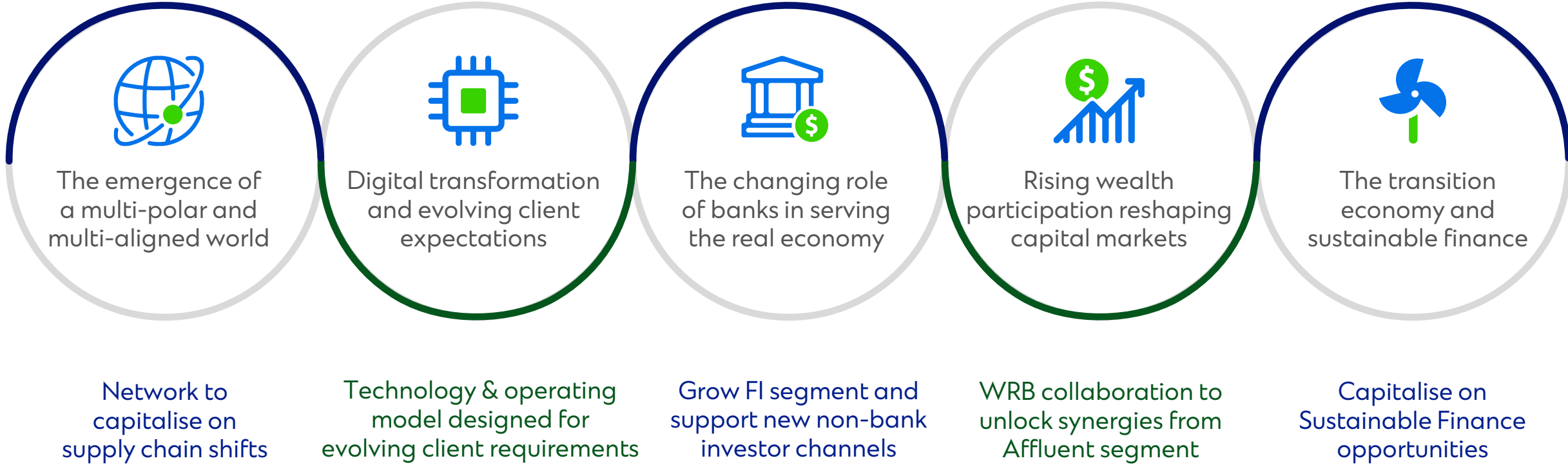
Roberto Hoornweg

CEO, Corporate & Investment Banking

19 May 2026



Growth underpinned by long term structural shifts



Enabled by robust risk management



We are a super-connector solving complex cross-border client needs

Turnaround

+ Capital allocation and discipline


Repositioning


+ Focus on building cross-border solutions for International Corporates and FI clients


Return-accretive growth


>> Refine business model by exiting non-capital accretive business lines not aligned to the strategy

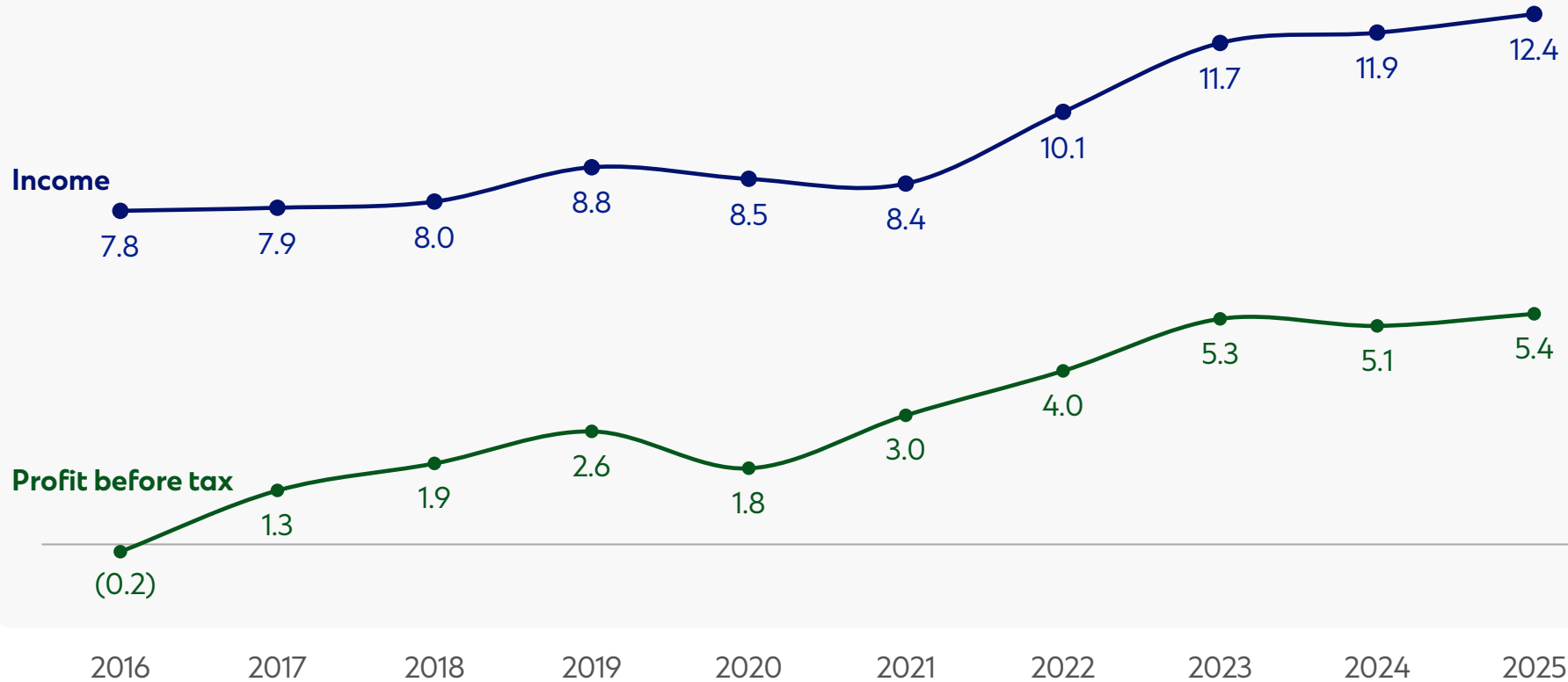
Structural value creation

 Network and product extension that delivers for the client

 Expand digital assets trading capabilities

 USD/EUR clearing on blockchain based payments rails

 Multi-client capability for tokenised deposits



+ Business model enhancement >>/ Market or business entry/exit²

1. Financials on restated reported basis. Excludes gain from aviation finance sale of \$262m (notable item) in FY23 | 2. Select investments/divestments; timing indicative

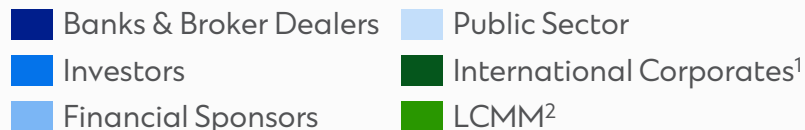
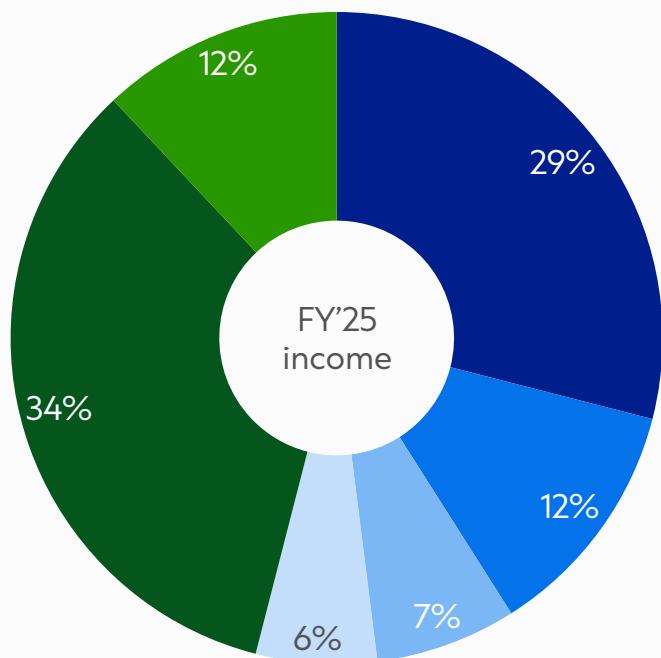


We are a differentiated cross-border Corporate & Investment Bank

Serving a broad range of sophisticated clients

Corporates: 46%

Financial Institutions: 54%



Leading in our footprint across core products³

Transaction Services

#1

Global FI Network
Trade Bank

#2

Transaction Bank
in Asia

#6

USD Clearing
Bank

1st

G-SIB to offer digital asset
custody for crypto assets

Global Markets

Top 5

Global EM FICC
Bank

Top 3

Asia-Pacific ex-Japan
EM FICC

#1

Foreign bank trading
China Government
Bonds by volume

1st

G-SIB to offer spot trading
in Bitcoin and Ether

Global Banking

#1

Syndicated Loans
arranger in our
footprint

#2

Bond issuances
arranger in our
footprint

#1

Global Bank
Climate Adaptation
Assessment

Sole coordinator and
arranger for digital native
note issuance

Delivering best-in-class client experience with a complete product suite on innovative platforms

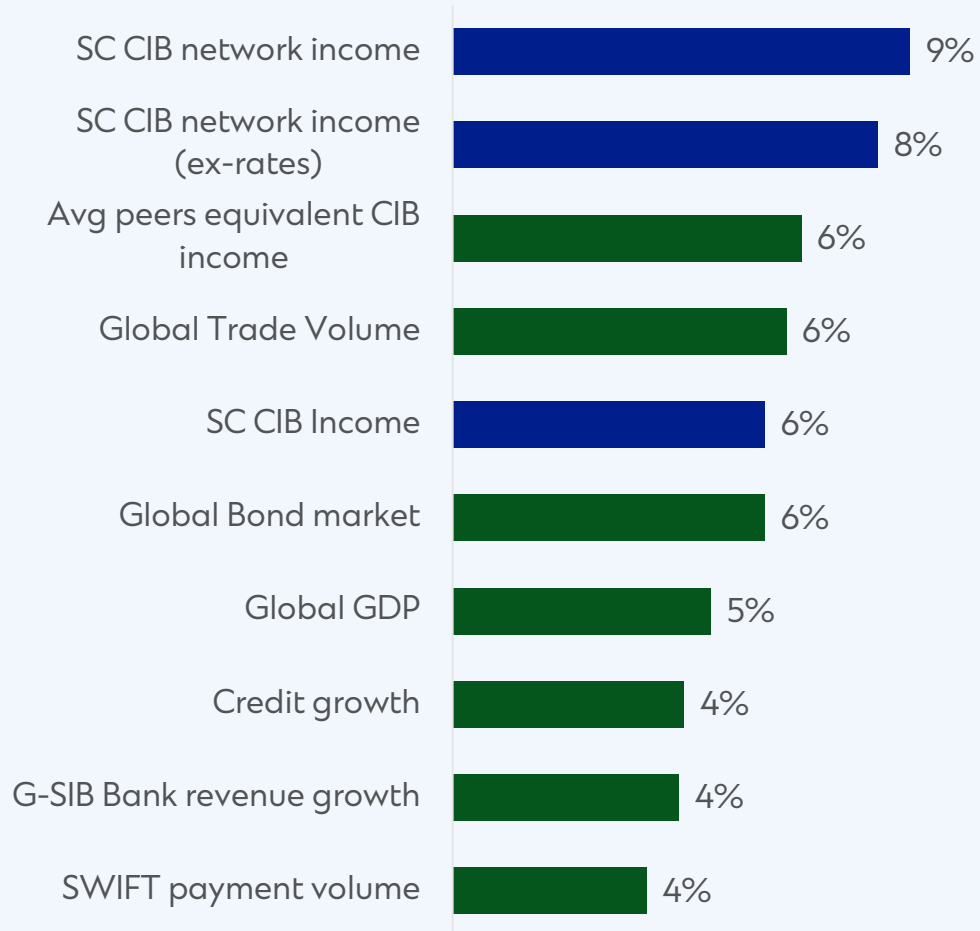


¹. International Corporates is a sub-segment of Corporate clients with group sales turnover greater than \$1.5bn on an annual basis | ². Local Corporates & Middle Market is a sub-segment of Corporate clients with group sales turnover greater than \$100m but less than \$1.5bn on an annual basis | ³. See appendices for sources

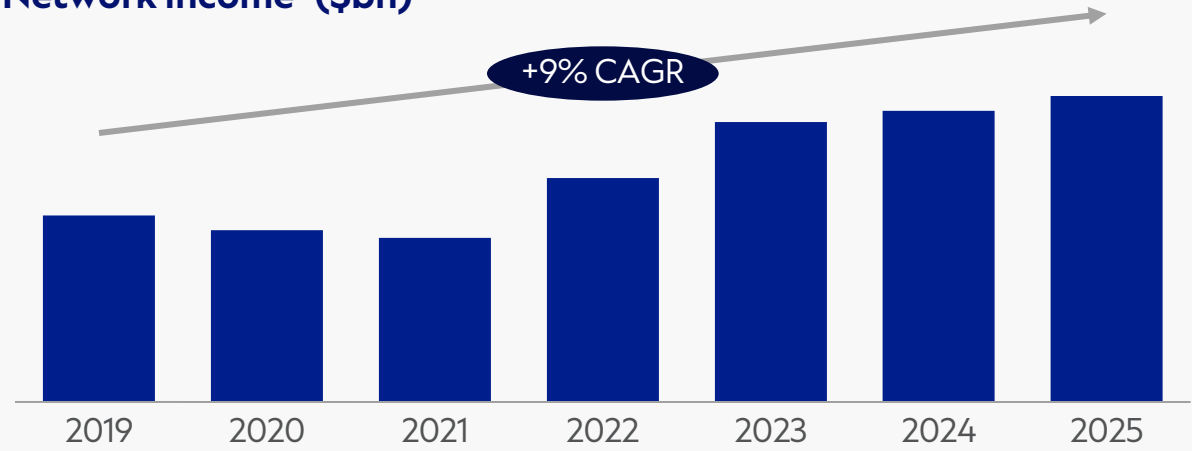
Our network drives superior growth

Serving a broad range of sophisticated clients¹

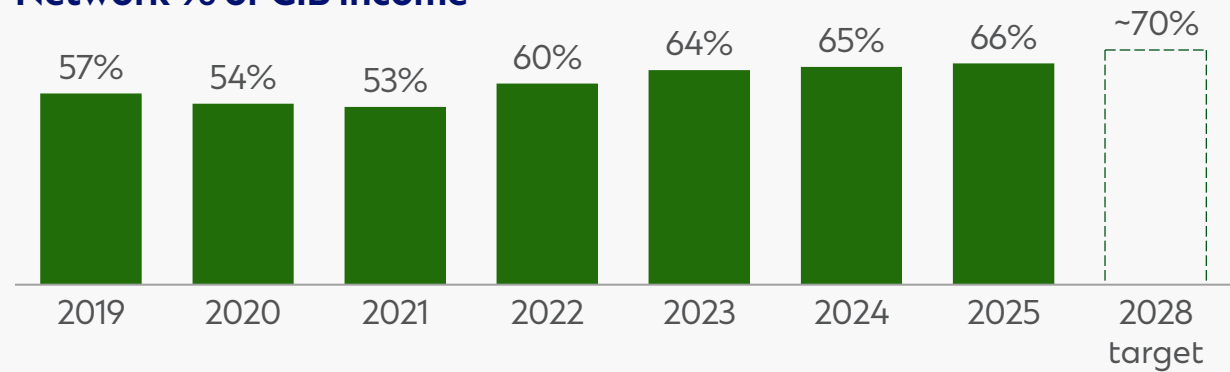
CAGR
2019-2025²



Network income³ (\$bn)



Network % of CIB income³



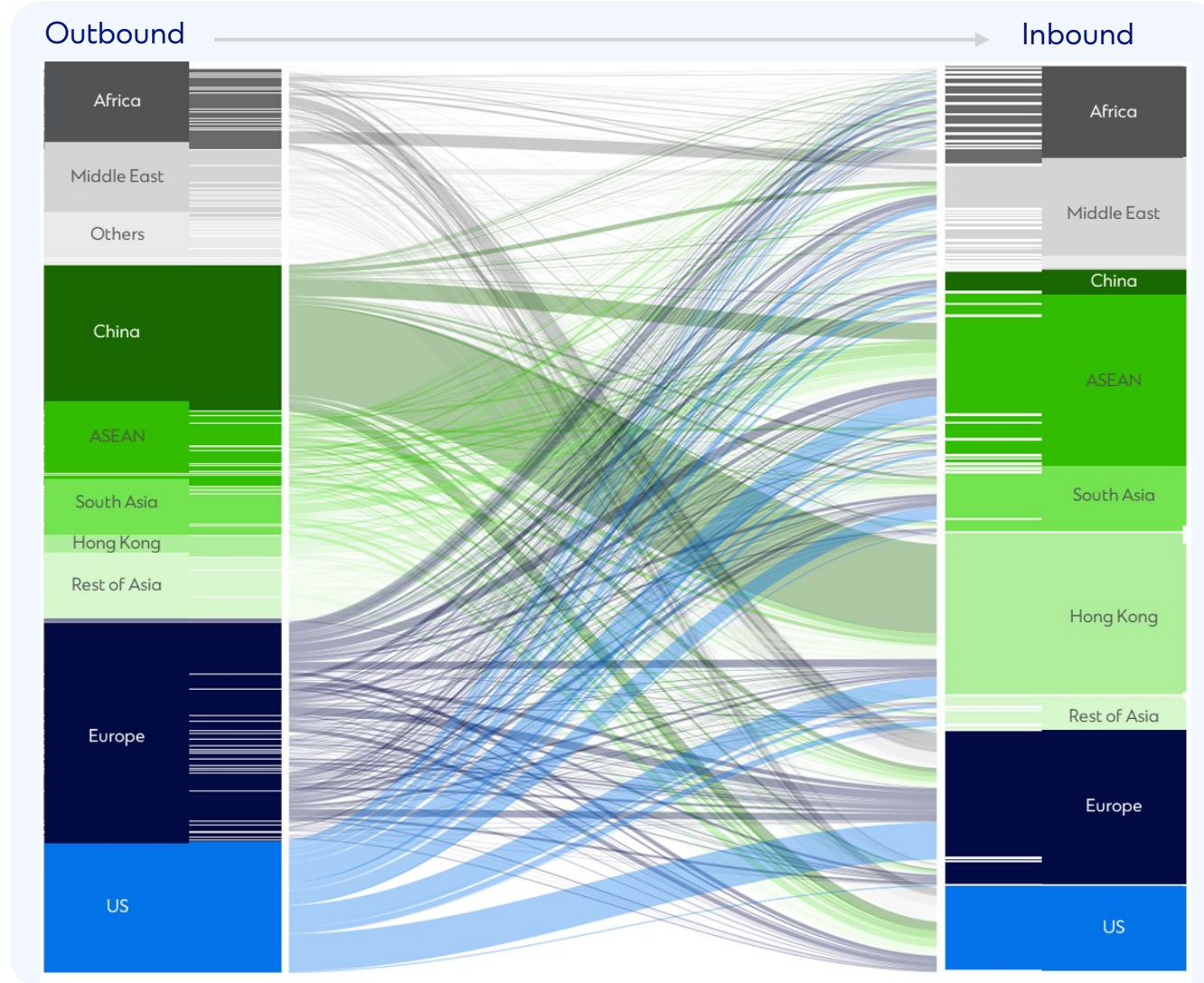
- Network Income: Income booked outside of a client's home domicile market
- Domestic income: Income booked locally in client's domiciled market

1. See appendices for sources | 2. Global Bond market CAGR is 2019-2024 | 3. Financials on restated reported basis. Excludes aviation business sale gains (notable item) in FY'23



Our network drives superior growth

Cross-border (network) income is diversified across many corridors



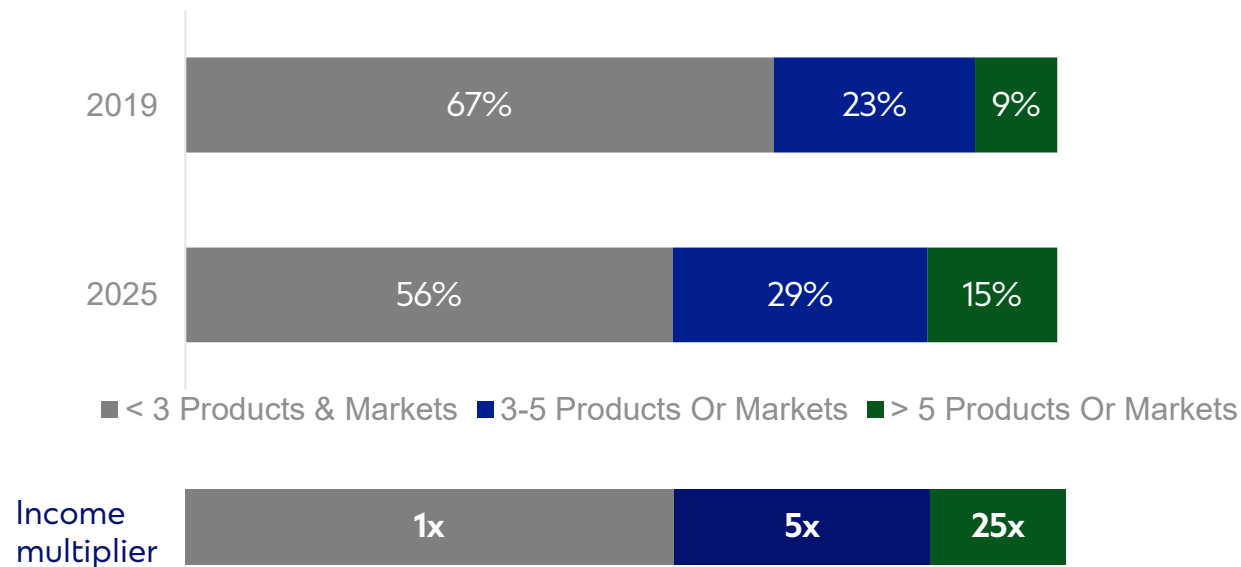
Width of corridor = size of network income

- Strategic footprint and corridor focus to maximise growth opportunities
- Global reach with deep local and regulatory expertise
- Leading cross-border Renminbi settlement bank
- Only international bank with a global Islamic banking franchise
- A leading Sustainable Finance franchise across our footprint
- Access to emerging markets with attractive yields and deep EM liquidity and FX expertise
- Full suite of capabilities across risk distribution and bespoke solutions

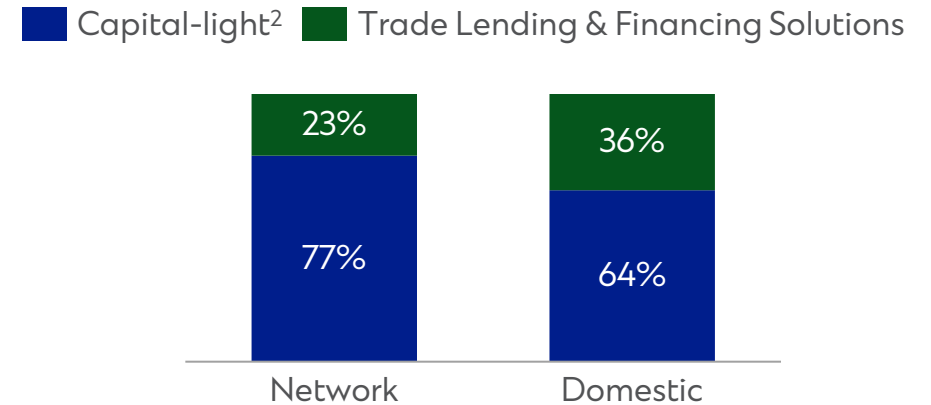
Our network generates higher returns

- Multi-market, multi-product clients generate 5x-25x higher income
- # of clients with single market/product down to 33% in 2025 from 46% in 2019
- > 70% of network income is from capital-light products
- Network income RoRWA¹ ~200bps higher vs domestic

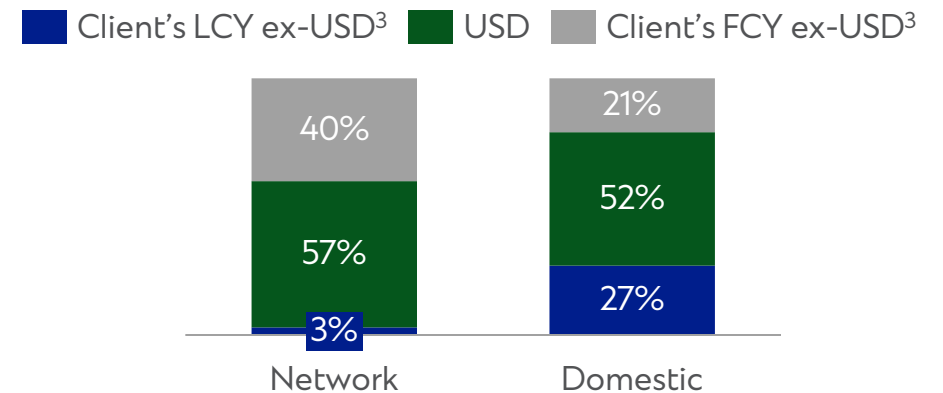
Multi market/multi product integration driving client stickiness



Income mix



Currency mix



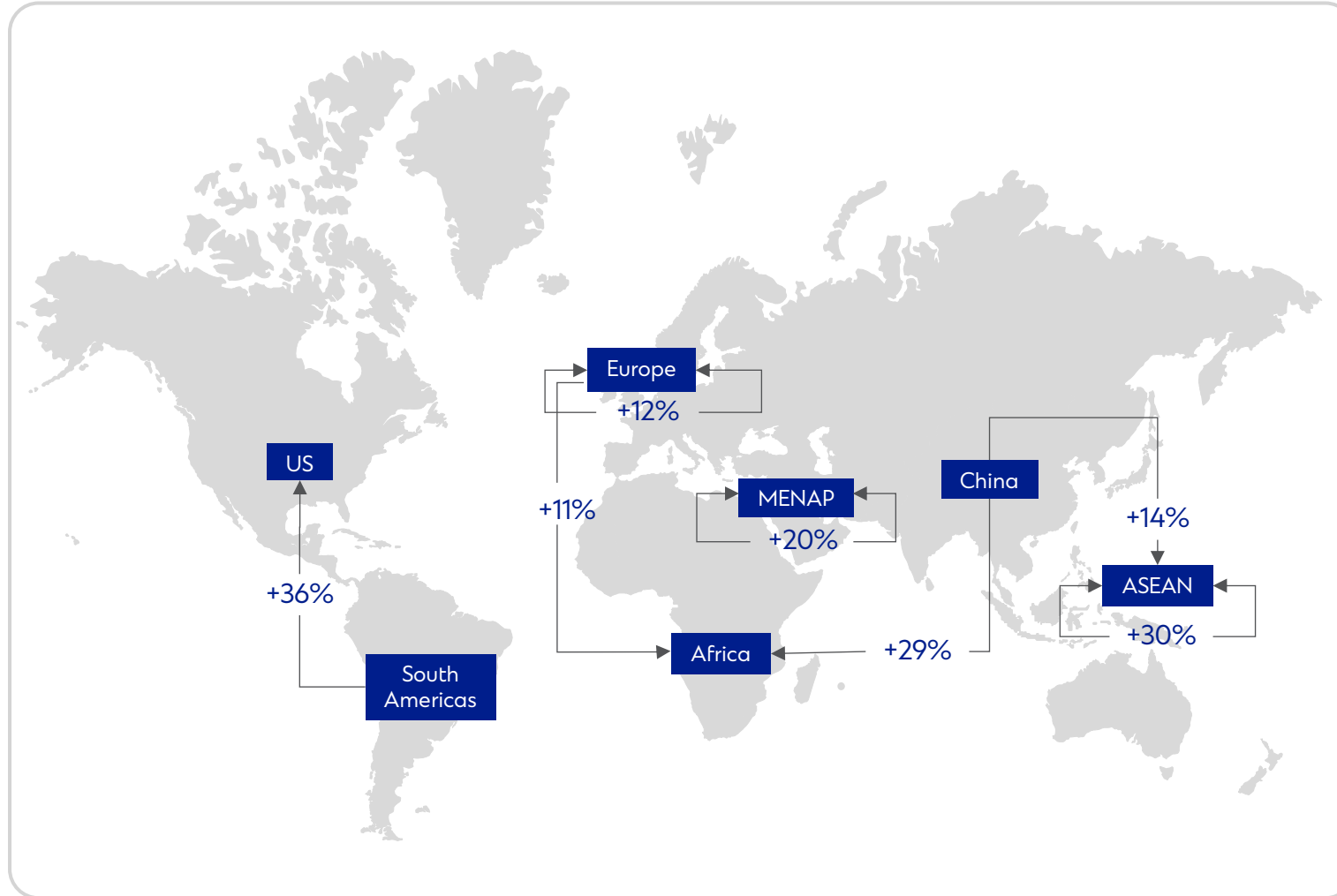
We continue to deepen our relationships with clients and maximise addressable wallet



¹. Income RoRWA is network income over average total RWA | ². Capital-light consists of Cash, Global Markets, Securities & Prime Services, Capital Markets & Advisory | ³. FCY = Foreign Currency, LCY = Local Currency

Our network is capturing opportunities in a reconfigured world: MNC

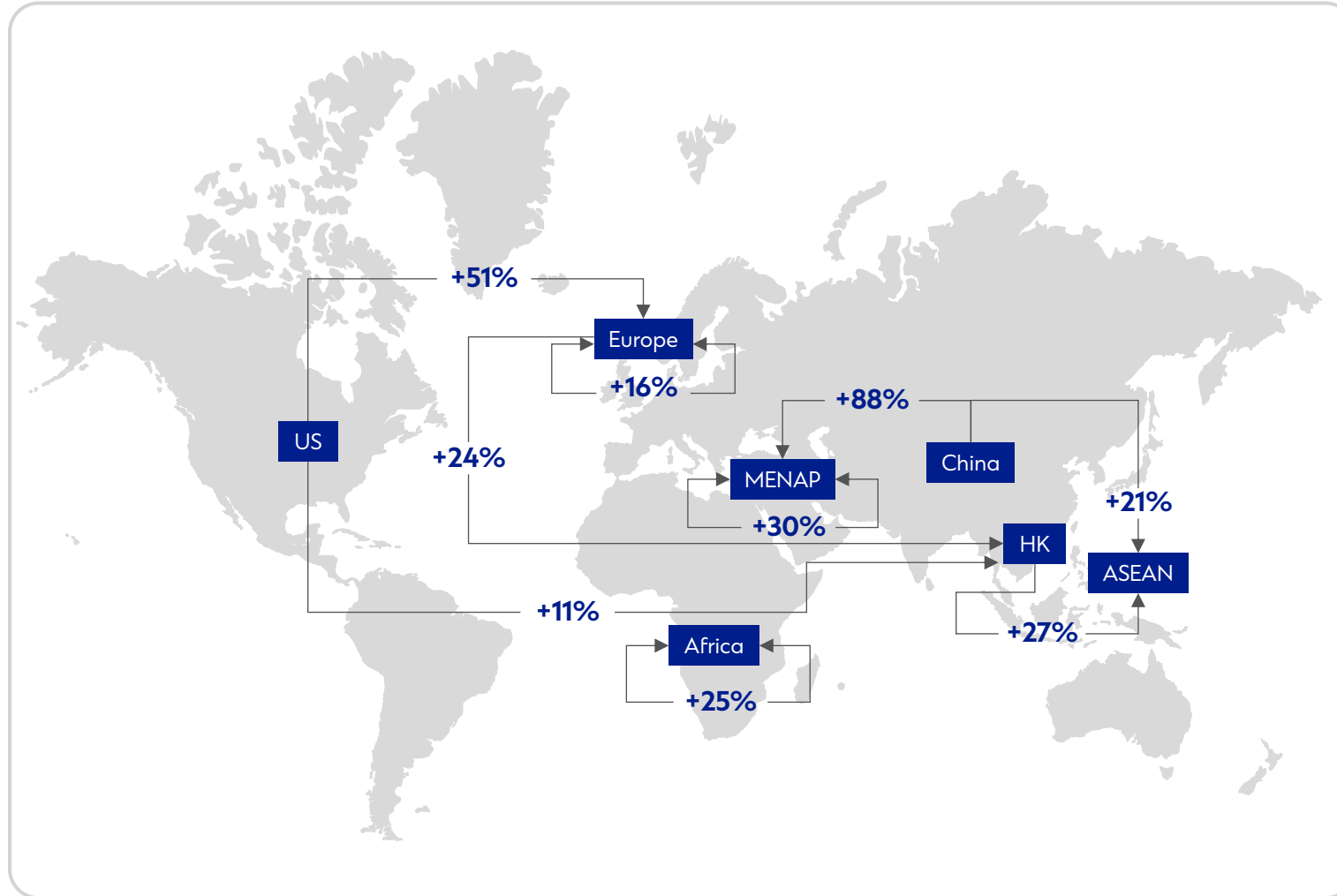
FY'25 YoY Network income growth %



- China is re-routing trade flows
 - Our network is capturing the upside through our investments in Chinese-speaking corridor bankers
- Intra-ASEAN corridor continues to grow
- We are the only international bank present in all ASEAN markets and a super-connector to this region
- Investments in our Europe and Americas franchise are delivering network income growth
- Expansion in new markets (Saudi, Egypt, and Morocco) is an enabler for capturing the growth within MENAP region

Our network is capturing opportunities in a reconfigured world: FI

FY'25 YoY Network income growth %



- Clearing licenses to support banks in our footprint
- Last mile connectivity and custody solutions with direct access to local markets across our footprint
- Access to emerging markets with high entry barriers and market complexities with attractive yields
- Strengthening digitisation and client connectivity to deepen relationships and improve efficiency
- Well-positioned to capture growth in Pension and Insurance segments in markets with ageing population
- Enhanced network capabilities to help clients manage long-term liabilities

Financial Institutions remain an area of focus

Income from Financial Institutions (FI)

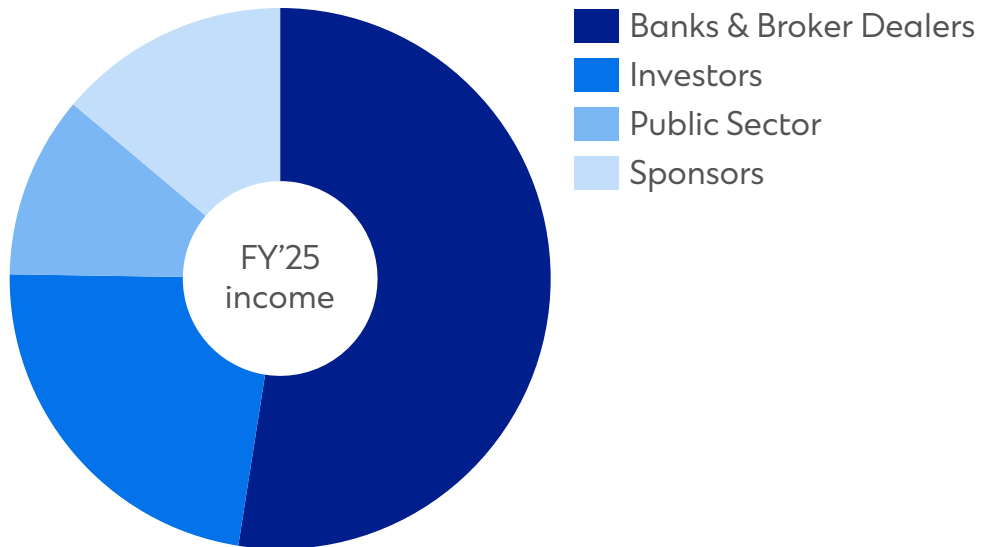
54%

Overall CIB Income
(FY'23: 49.5%)

53%

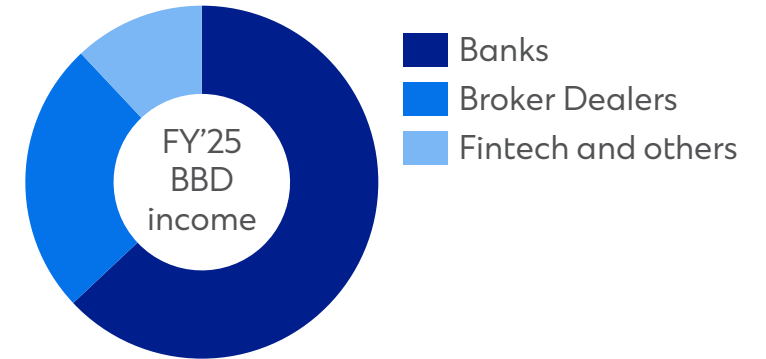
of Network income
(FY'23: 51%)

FI income by client segment

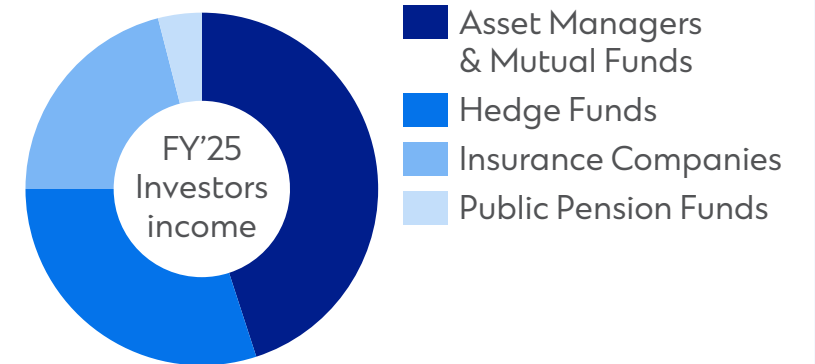


We serve a well-diversified client base in Banks & Broker Dealers and Investors segments




Banks & Broker Dealers income by sub-segment



Investors income by sub-segment



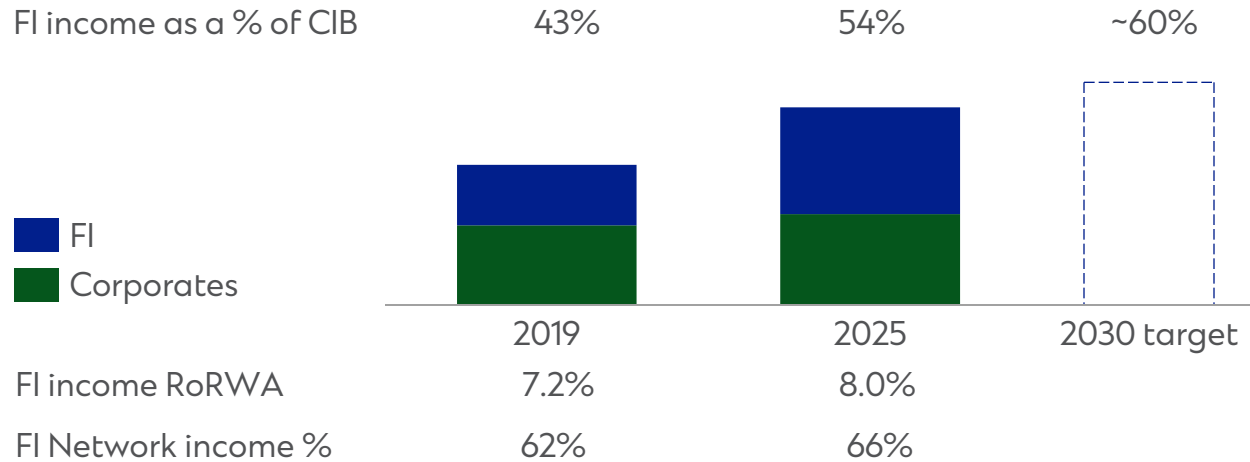
Our FI capabilities are differentiated and complement client needs

	Our Right To Win	Capabilities/Enablers
 <p>Unique Network</p>	<ul style="list-style-type: none"> • Strong presence connecting high-growth footprint markets with major developed economies • Unique access to complex, high-barrier emerging markets 	<ul style="list-style-type: none"> • Supporting FI clients across 110+ markets¹ • Last-mile connectivity via direct access to payment clearing in 40 markets and 100+ clearing networks • Enabling access trades in complex emerging markets
 <p>Full Suite FI Platform</p>	<ul style="list-style-type: none"> • Strategic focus on scaling sponsor business across key corridors by partnering with this client segment • Structural growth in FI clients (Pension Funds and Insurers for example) across our footprint 	<ul style="list-style-type: none"> • Integrated Originate-to-Distribute (O2D) platform to achieve a higher returning business and feeding client demand • Bespoke liquidity, hedging and balance-sheet optimisation solutions
 <p>Market-leading FX & Liquidity</p>	<ul style="list-style-type: none"> • Capture fintech wallets by leveraging our integrated payments and FX proposition • Industry-leading RMB capabilities across 35 markets 	<ul style="list-style-type: none"> • Strong EM FX capabilities across 130+ currencies, underpinned by a leading rates franchise • Top-5 global EM FICC Bank • Top-5 in Electronic FX volumes

¹. Includes non-presence markets

Our FI business is now higher returning and growing faster

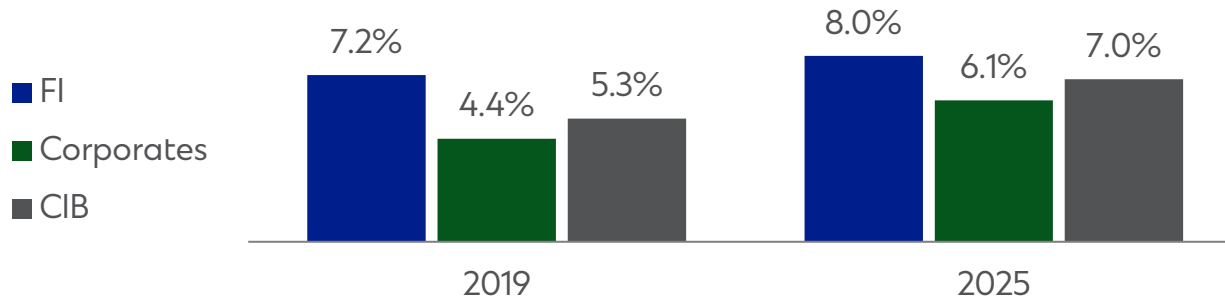
FI income by client segment



FI: Higher-return, structurally resilient growth engine

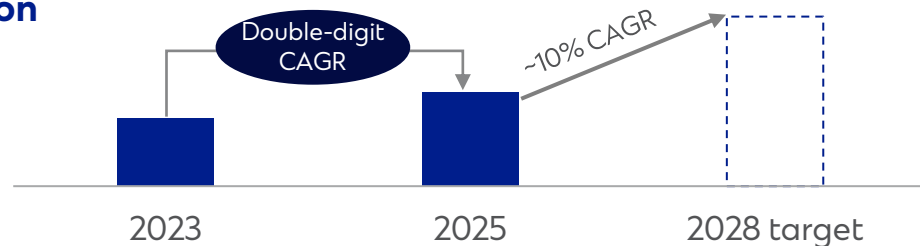
- Returns supported by a collateralised and higher investment-grade risk profile
- Higher proportion of capital-light Global Markets and Payments income, driving stronger RoRWA than Corporates
- Growth underpinned by diversification across different FI segments, and supported by local presence in complex markets

FIs have higher income RoRWA% compared to Corporates

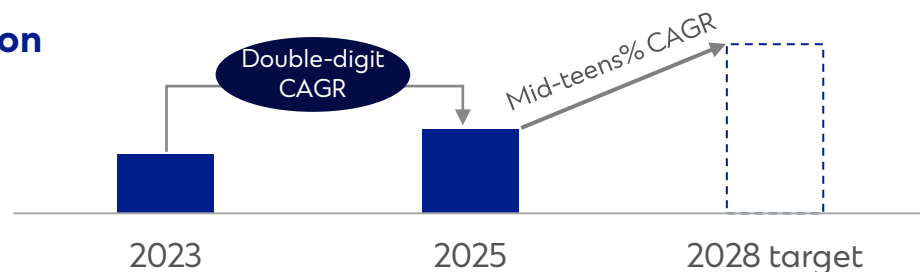


Elevate O2D leveraging local presence in our footprint

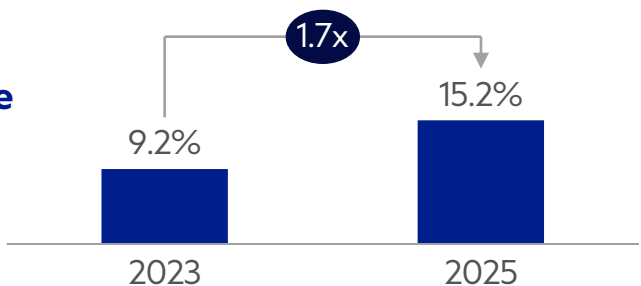
Origination volume



Distribution volume



Footprint G3 market share



Why Originate-to-Distribute?

- Higher fee and capital-light income strengthening FI proposition
- Helps penetrate client wallet and grow wallet share
- De-risk low returning assets and re-deploy schedule roll-offs to higher return business

Our strategy

- Our local presence provides us with a competitive edge in originating loans and distributing across our network
- Increase balance sheet velocity by growing origination volumes and higher churn
- Originate and cross-sell across Sponsors' global wallets that fit our network
- Grow infrastructure finance leveraging our deep expertise in complex project financing and growing capabilities in new technologies

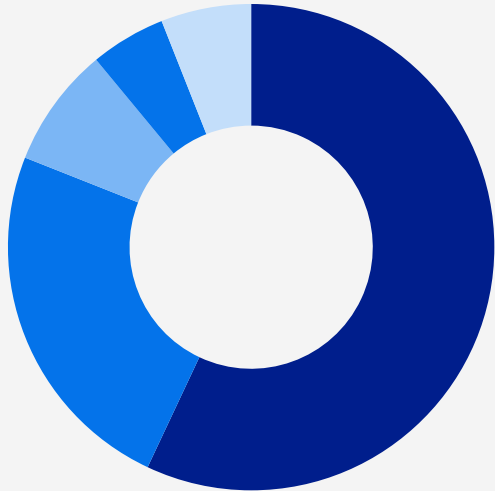
We are poised for growth with the right strategy and platform

Where we originate and distribute

Where do we originate...

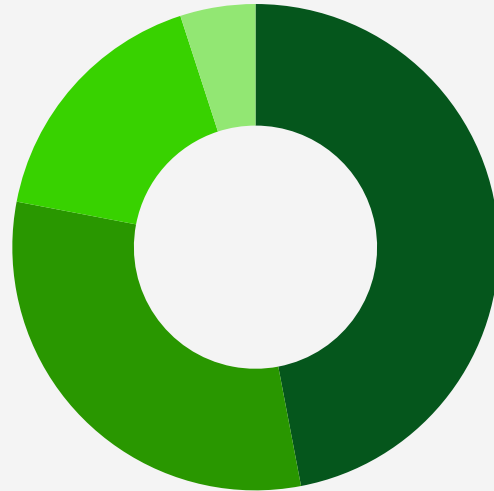
Origination has increased in line with strategy to grow FI

FY'25 Origination by client (%)



- Corporates
- Banks
- Financial Sponsors
- Public Sector
- Investors

FY'25 Origination by region (%)

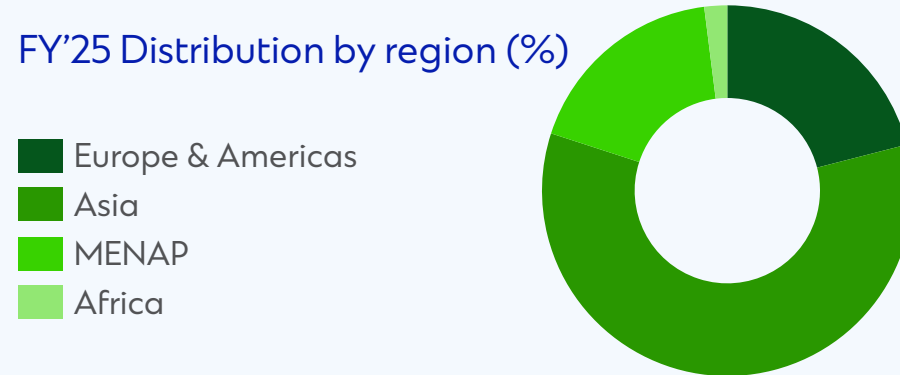


- Europe & Americas
- Asia
- MENAP
- Africa

Where do we distribute...

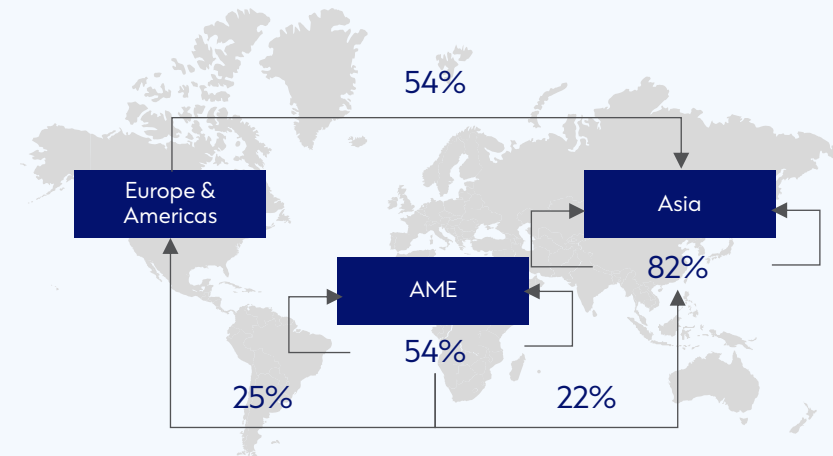
We leverage our strong cross border network to distribute loans across geographies. Most of our distribution continues to be with Banks

FY'25 Distribution by region (%)



- Europe & Americas
- Asia
- MENAP
- Africa

Distribution network of our loan origination



Sustainable Finance growth underpinned by network, FI & O2D focus

\$1bn Sustainable Finance income target

Mobilise \$300bn by 2030

Interim 2030 Financed Emissions targets



Target achieved in 2025



\$157bn mobilised as of 2025



Good progress against sector targets

We are well-positioned to capitalise on transition finance trends



Market leading Energy Transition franchise & advisory proposition

- Robust demand for clean energy in our footprint
- Helping clients turn transition challenges into executable transactions and solutions
- Core expertise in technologies and applications across hard to abate sectors



Focused Transition Pure-Play Corporate clients growth engine

- Targeting Pure Play clients, i.e., corporates with revenues predominantly from transition or sustainable activities
- Represents a rapidly expanding segment central to future low-carbon economy in our footprint






Untapped Financial Institutions opportunities

- In line with accelerating our FI and O2D growth
- Opportunities spanning across all FI segments:
 - Sponsors investing in scalable low-carbon platforms
 - Tier 2-3 banks developing Sustainable and Transition Finance frameworks
 - Green asset distribution to investors

Enhanced digital capabilities for evolving client needs

We are building technology and capabilities that are simple, fast & connected

	 Transaction Services	 Global Markets	 Global Banking
Current capabilities	<ul style="list-style-type: none"> Mint and Burn Active participant in mBridge 	<ul style="list-style-type: none"> Digital Asset Custody Collateral Mirroring 	<ul style="list-style-type: none"> Digital Asset Trading Digital Native Note Issuances on D-FMI infra: Euroclear
Near-term capabilities	<ul style="list-style-type: none"> Cross Border Tokenised Deposits Stablecoin Payouts EUR and USD Clearing on chain 	<ul style="list-style-type: none"> Digital Asset Custody expansion (SG, HK, MY, Luxembourg) Zodia Custody integration 	<ul style="list-style-type: none"> Digital Asset Trading Expansion (HK, SG, Germany, DIFC) Digital Asset Prime (Trade & Credit Intermediation) Digital Asset Financing (Repo) Digital Native Note Issuances on D-FMI infra: Orion & Clearstream Islamic Digital Native Notes capability
2026	Digital Assets organisation change – creating integrated solutions		

Example: modernising platforms and channels in Transaction Services

SCPAY

Future-ready cloud-native payment platform

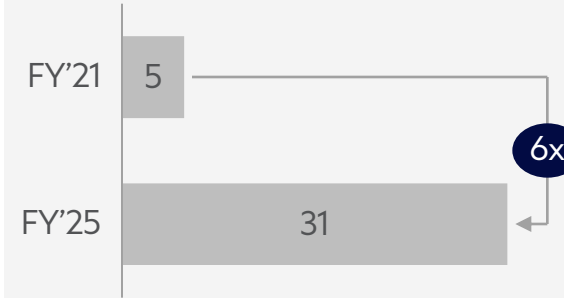
- Supporting all payments including digital currencies
 - Connects to blockchain and fits in APIs
- Capable of handling high transaction volume; ~2.5k transactions per second
- Enhanced client experience through standardised reporting, analytics, and data quality

STRAIGHT2BANK(\$2B)

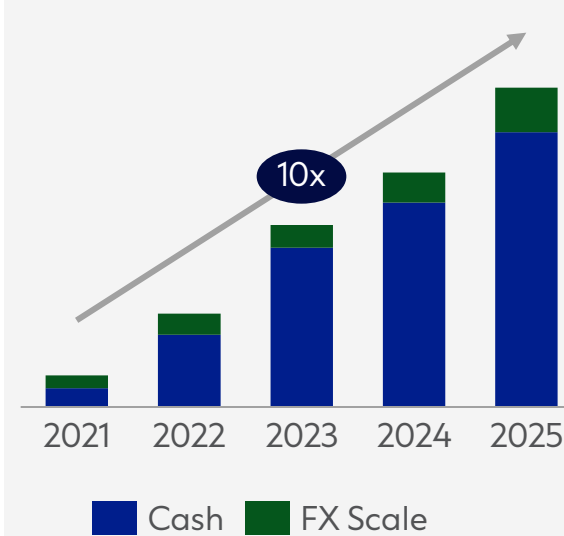
Powering a future-ready, omnichannel digital banking platform at scale

- Enabling next-generation client experience with unified design, smart automation, and AI-powered assistance
- Digital gateway across web, mobile, host-to-host and API
 - Straight2Bank Web: 725k users
 - Straight2Bank Mobile: >99% of clients having S2B mobile access to manage their banking on-the-go
 - Monetising reach with Cash and FX Scale API
 - 35 markets, >200 APIs enabled
- Digital asset ecosystem maturing driven by DA APIs
 - Custody, payments including stablecoin-powered rails, tokenised deposits/RWA, staking, on-chain FX settlement

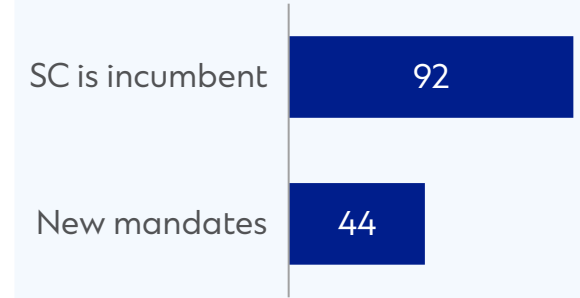
of markets live with SCPay



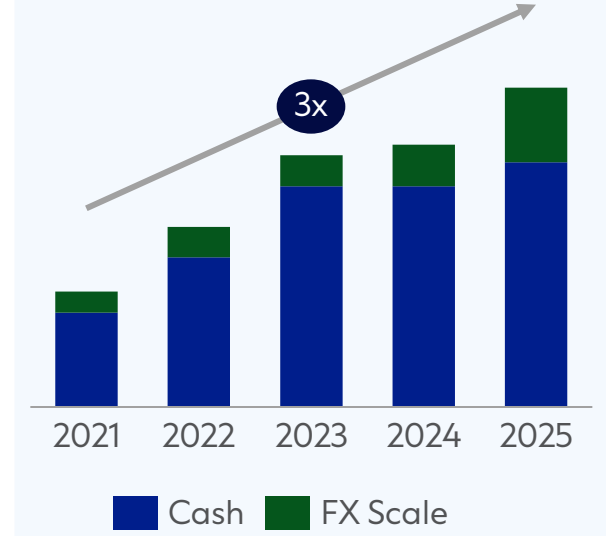
Cash & FX Scale API income (\$)



Win rate % for Cash RFP

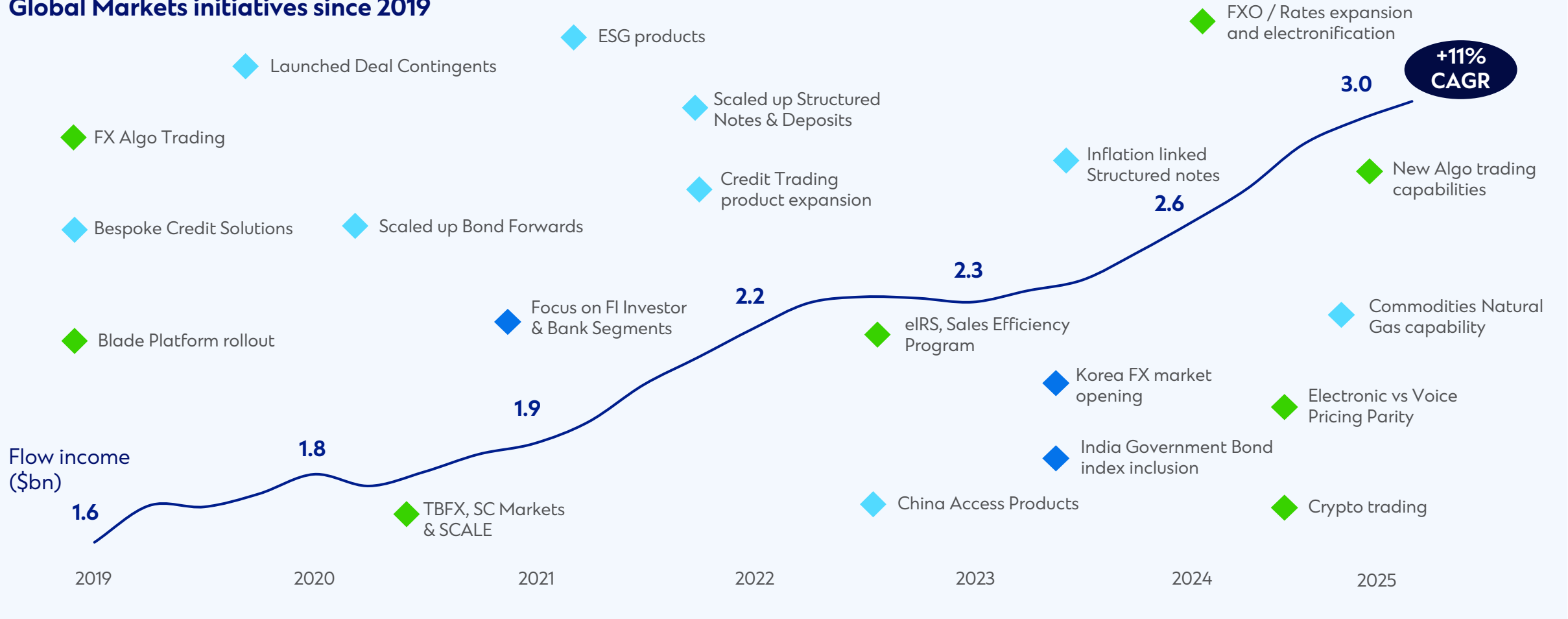


Cash & FX Scale API # of transactions



Example: Digitisation driving growth in Global Markets flow income

Global Markets initiatives since 2019



Legend: ◆ Product Capability initiatives ◆ Technology & Platform delivery ◆ Client & Market Initiatives — Global Markets 12m rolling flow income



Our strategy continues to support Group ambitions

Transaction Services

~50%
of CIB income¹

2023-2025
(4%) income CAGR
+4% CAGR ex rates

- Modernising payment systems with SC Pay platform to drive volumes and scale Prism FX
- Investments in channels & APIs to uplift client experience and target high growth fintech
- Drive growth in Assets under Custody

Global Markets

~30%
of CIB income¹

2023-2025
+12% income CAGR

- Continued digitisation to drive Flow income
- Deepen client relationships in Prism FX and Custody FX
- Financialisation of EMs to drive further demand for risk management products

Global Banking

~20%
of CIB income¹

2023-2025
+5% income CAGR
+13% ex-aviation finance

- Drive O2D by deepening client wallets and capitalising on opportunities in our footprint
- Capitalise on Transition Finance trends to grow Sustainable Finance income

Supporting Group 5-7% income CAGR for 2025-2028

Underpinned by our differentiated client propositions and robust risk management

1. Product % contribution based on FY'25 income



...and we are refreshing our targets to align to Group RoTE ambitions



Metrics	Old targets (medium-term)	Revised target
Network income as % of CIB income	~70%	~70% in 2028
Financial Institutions income as % of CIB income	~60%	~60% in 2030
Cost-to-income jaws	Positive over the medium-term	Positive between 2025 and 2028
Income Returns on RWA	Income RoRWA to build from 2024 level	Income RoRWA > 2025 level in 2028
Income growth	5-7% (ex-rates) from 2024 base	Supporting Group income CAGR of 5-7% 2025-2028

Growing connections between CIB and WRB

Delivering institutional solutions to sophisticated private banking clients

Target client universe

Focusing on clients requiring bespoke, institutional-level solutions:

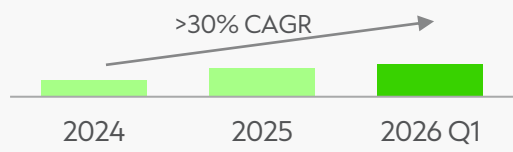
- Single Family Offices
- Multi-Family Offices
- Ultra-High Net Worth Clients

Organisational realignment to optimise client coverage

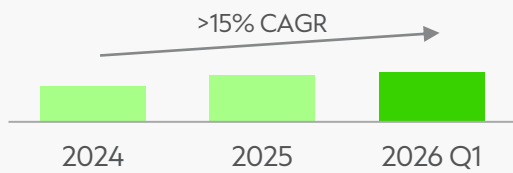
- Integrated CIB-WRB coverage model: Vertex: holistic solutions for sophisticated clients
- Enhanced specialist capabilities: Expertise for UHNW, single and multi-Family Office clients

Capturing growing needs for holistic client solutions

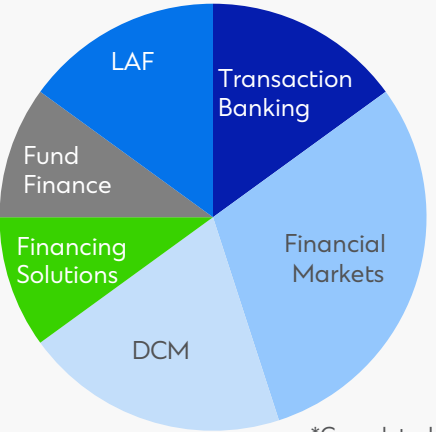
Onboarded clients referred by PvB to CIB



Onboarded clients referred by CIB to PvB



CIB Transactions* for PvB Clients



*Completed deals

Expanding institutional solutions for PvB clients

Delivering global markets solutions across various asset classes:

- Corporate Solutions: Capital markets and advisory, cash management and M&A
- Investment and Hedging Solutions: Institutional market access and tailored structuring
- Lending Solutions: Bespoke financing, Real estate and transportation loans; leverage and liquidity solutions



In conclusion



Our business has transformed over recent years, and we are now a distinctive cross-border corporate & investment bank



Our client base is diversified and trusts us to help them access our unique network that generates value



Our FI business is higher returning and positioned for higher growth



We are investing in digital capabilities to better serve our client needs



We will deliver healthy, sustainable top line growth and higher returns

Appendices



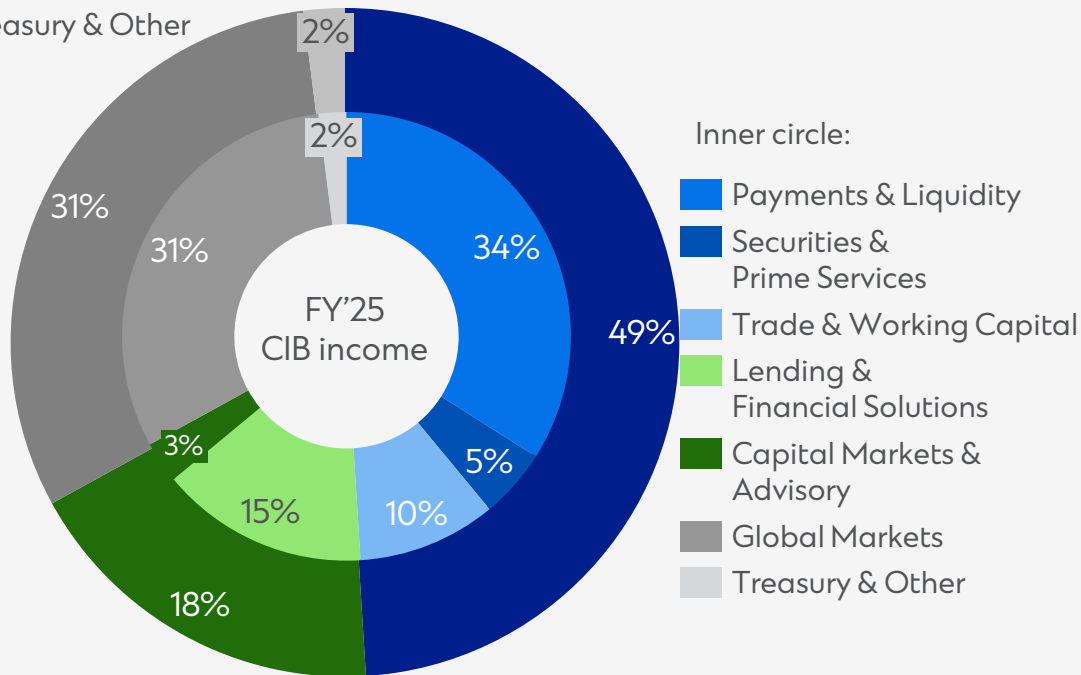
A full service offering to a broad client base

We offer a diversified set of products...

CIB FY'25 income of \$12.4bn diversified across products and client segments

Outer circle:

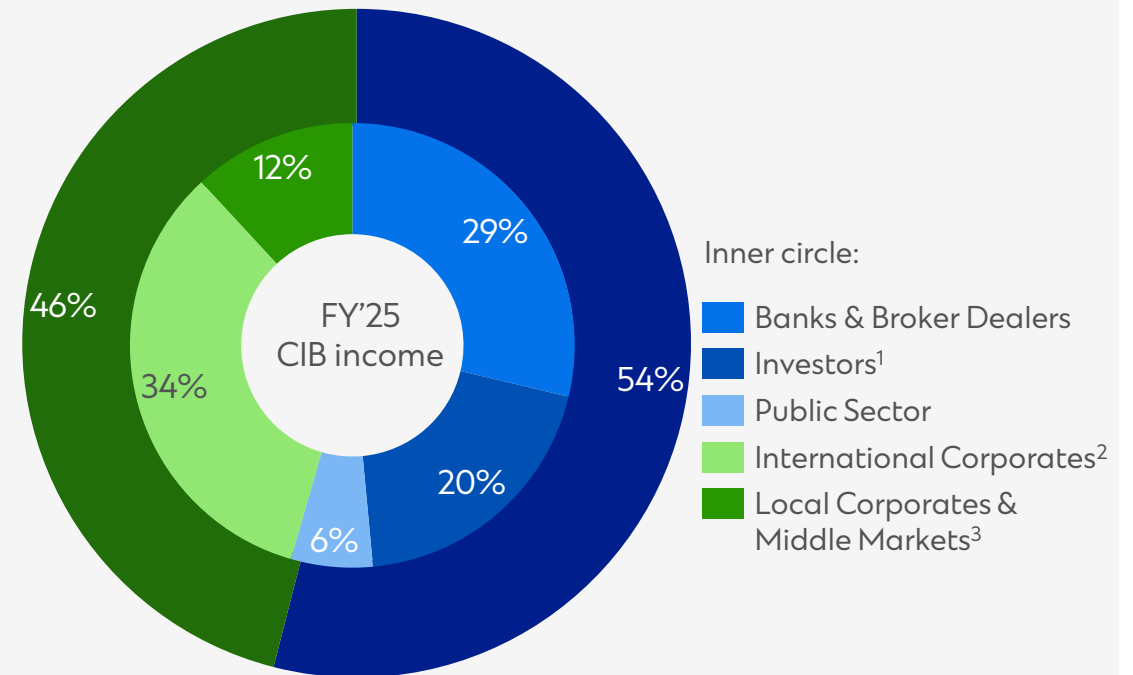
- Transaction Services
- Global Banking
- Global Markets
- Treasury & Other



...to our corporate and financial institution clients

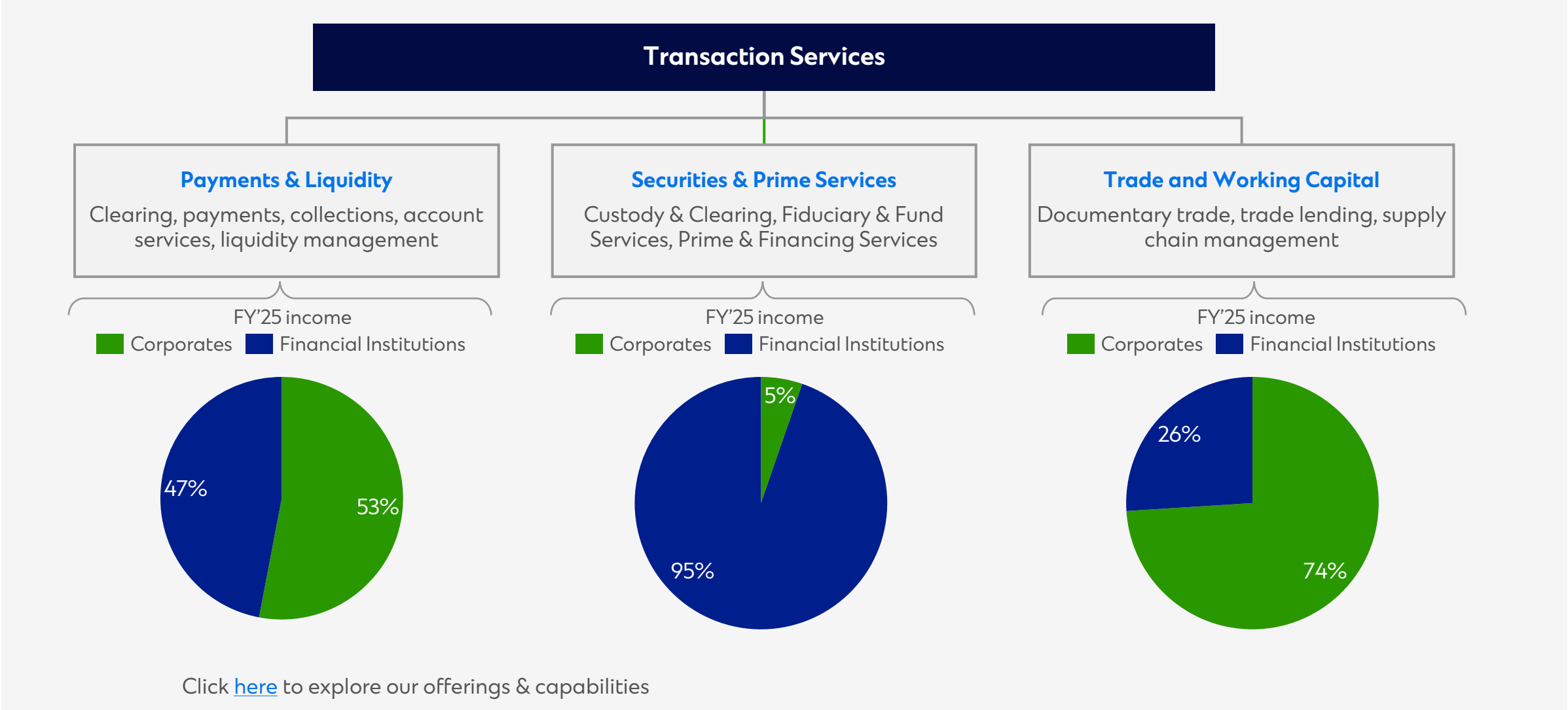
Outer circle:

- Financial Institutions
- Corporates



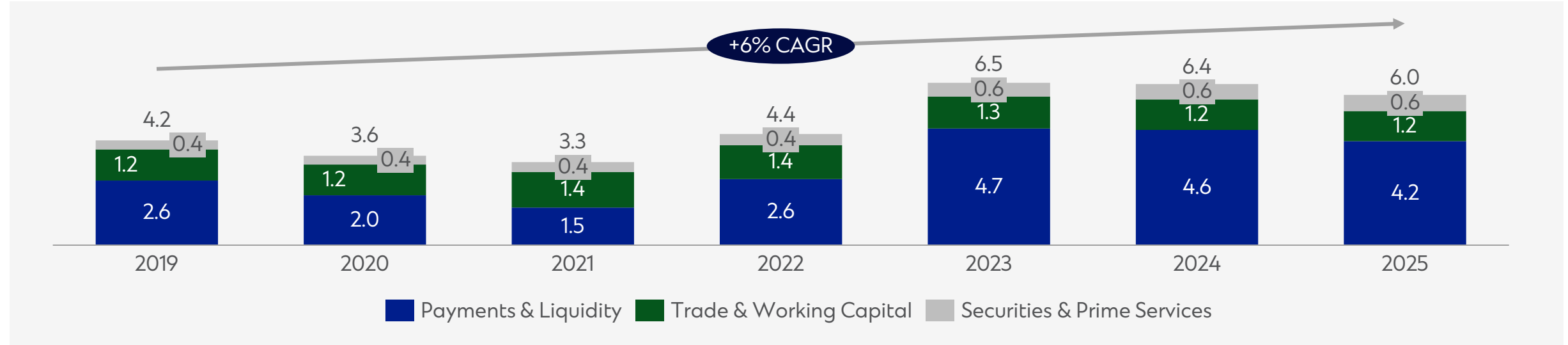
1. Includes Sponsors | 2. International Corporates is a sub-segment of Corporate clients with group sales turnover greater than \$1.5bn on an annual basis | 3. Local Corporates & Middle Market is a sub-segment of Corporate clients with group sales turnover greater than \$100m but less than \$1.5bn on an annual basis
 Note: Breakdown of pie charts might not add to 100% due to rounding

Overview of our Transaction Services business

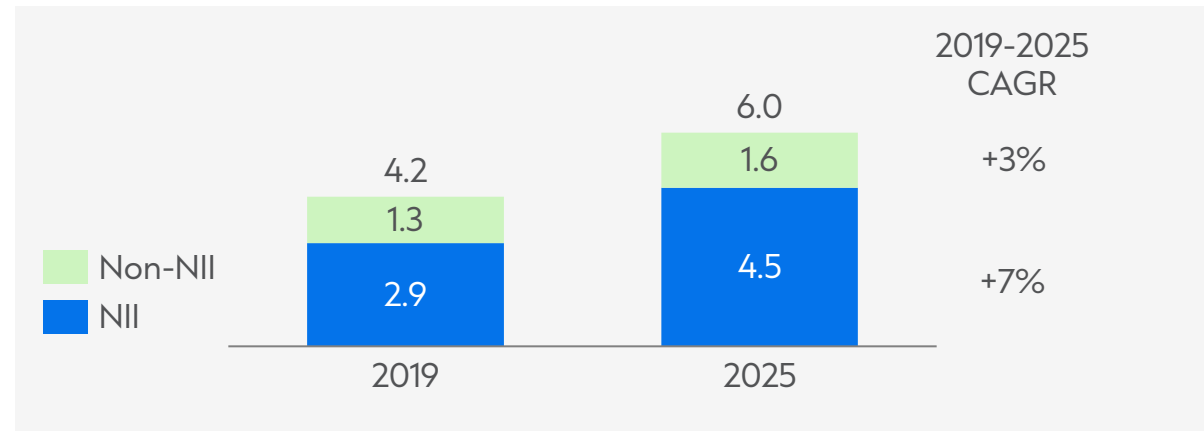


Transaction Services financial performance

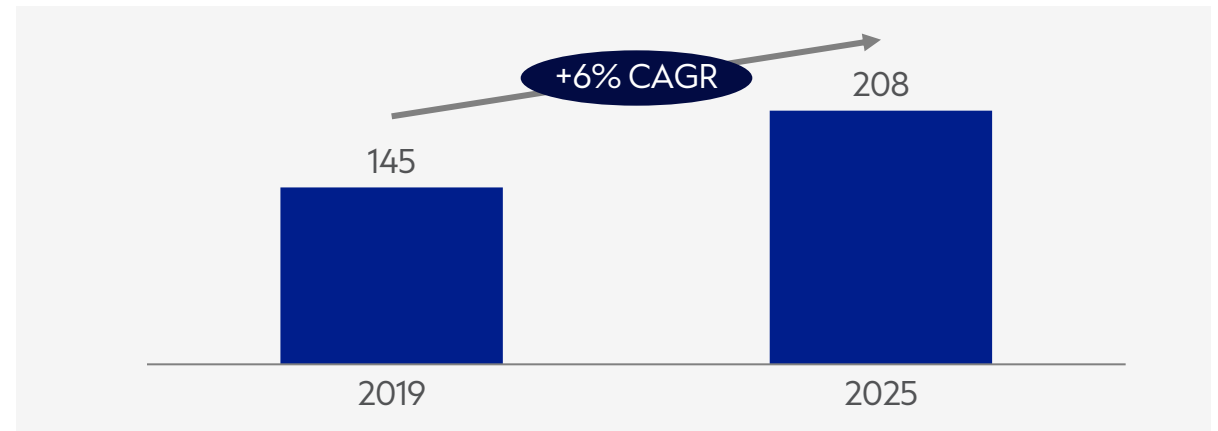
TS income (\$bn)



TS NII and non-interest income (\$bn)



Transaction Banking CASA average deposits (\$bn)



Overview of Global Markets

Strategically positioned across EMs

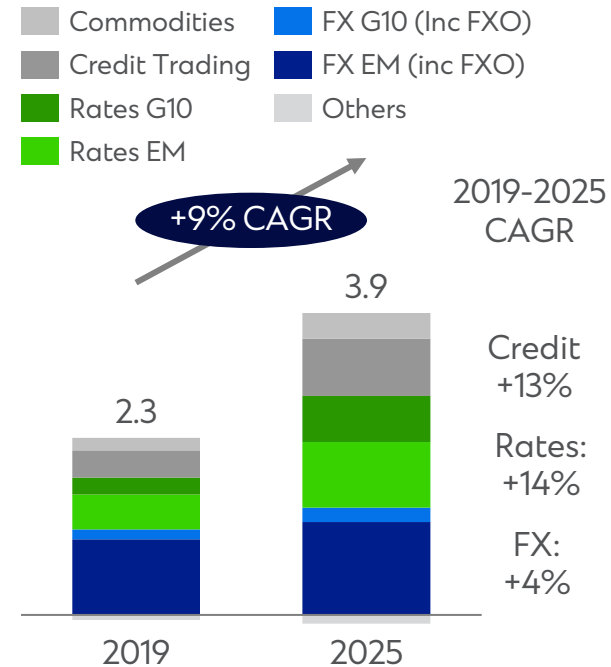
- Unique EM franchise leveraging our global footprint
 - Click [here](#) to explore our Global Markets offerings & capabilities
- Strategic investments in technology and talents
- Leveraging WRB distribution across high net worth and family offices



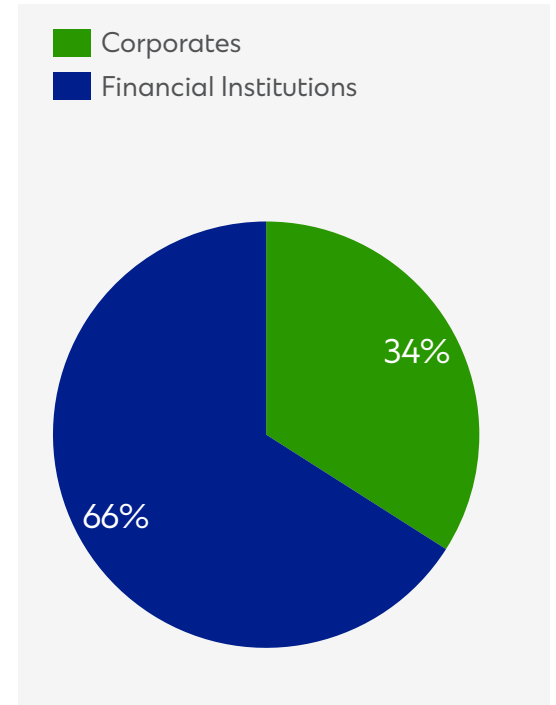
Diversified Global Markets income

- Extensive capabilities across FX, Rates, Commodities & Credit Trading
- Global Markets income up 9% CAGR since 2019
 - Significant increase in Rates income, up ~2x and 14% CAGR
 - Credit Trading income up 13% CAGR with growing offerings in bond

Income by sub-product (\$bn)

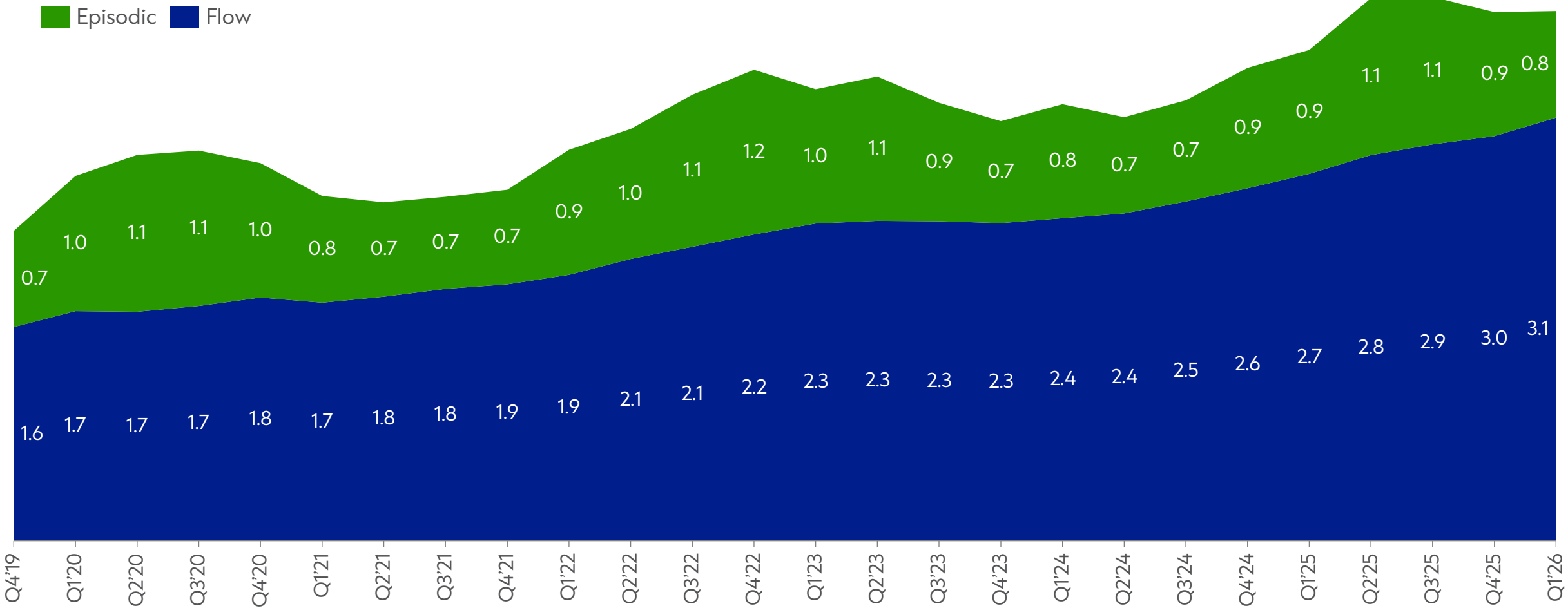


FY'25 income by segment



Consistent flow income growth

Global Markets: Flow and episodic last 12-month rolling income¹ (\$bn)



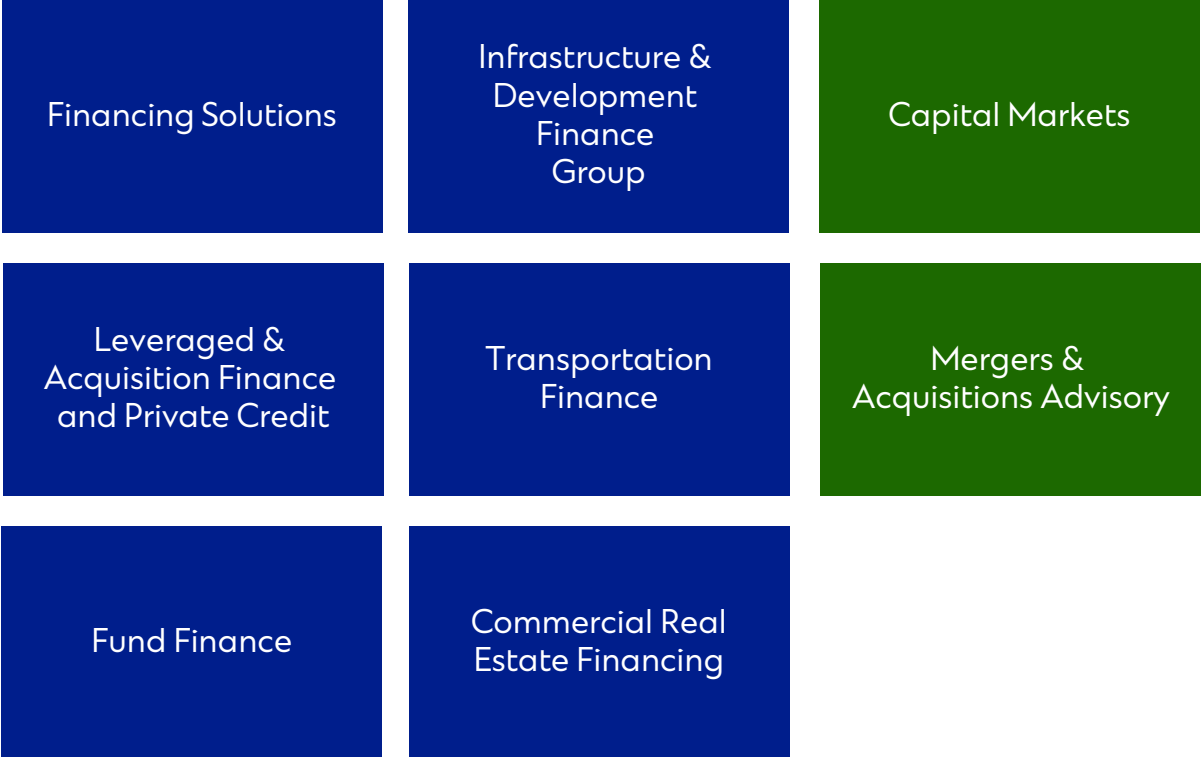
1. Numbers represent flow and episodic income summed over the preceding 4 quarters. Numbers have been represented on a reported basis from Q1'23



Overview of Global Banking

Comprehensive solutions

- 8 product verticals with comprehensive financing and advisory solutions
- Expertise for Corporate and FI needs across the capital structure
- Click [here](#) to explore our Global Banking offerings & capabilities



■ Lending and Financial Solutions ■ Capital Markets & Advisory

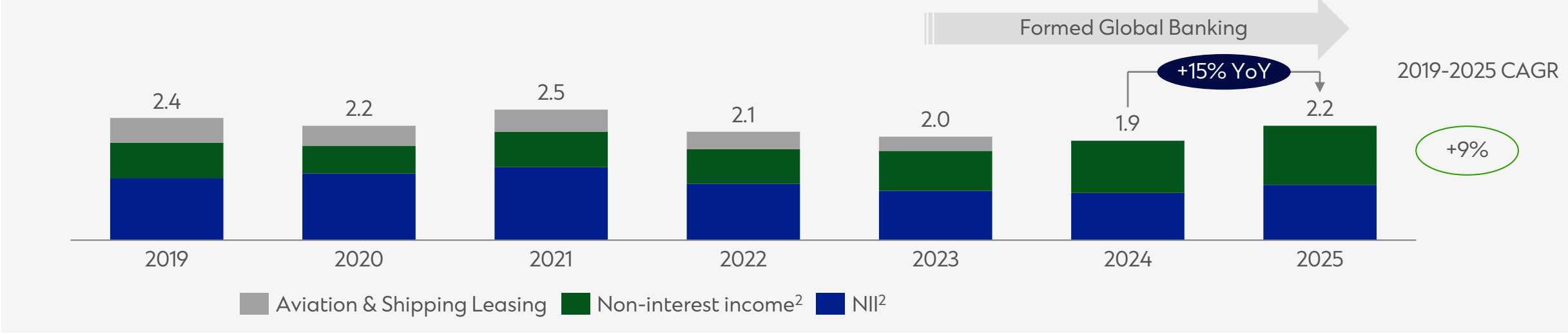
Leveraging unique network capabilities across multiple markets

- Bankers based in ~20 markets globally

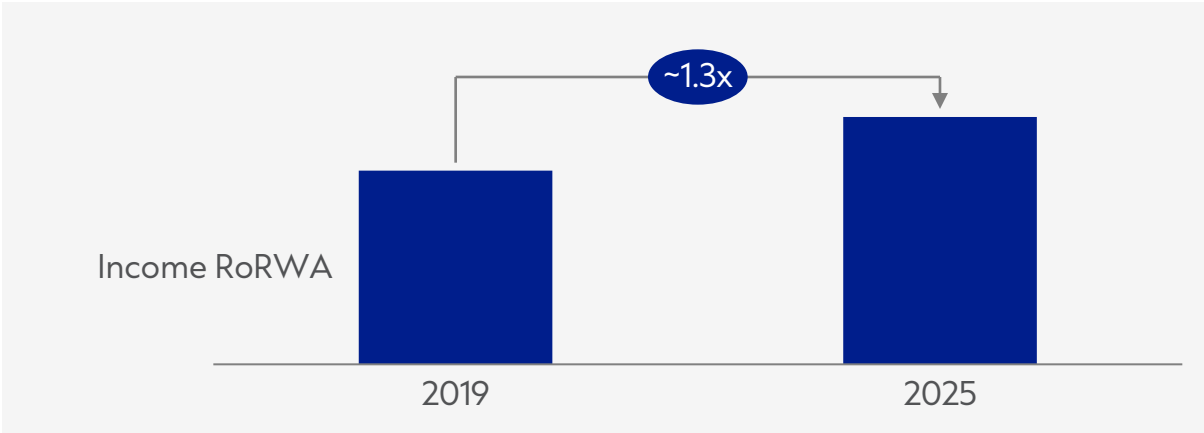


Global Banking financial performance

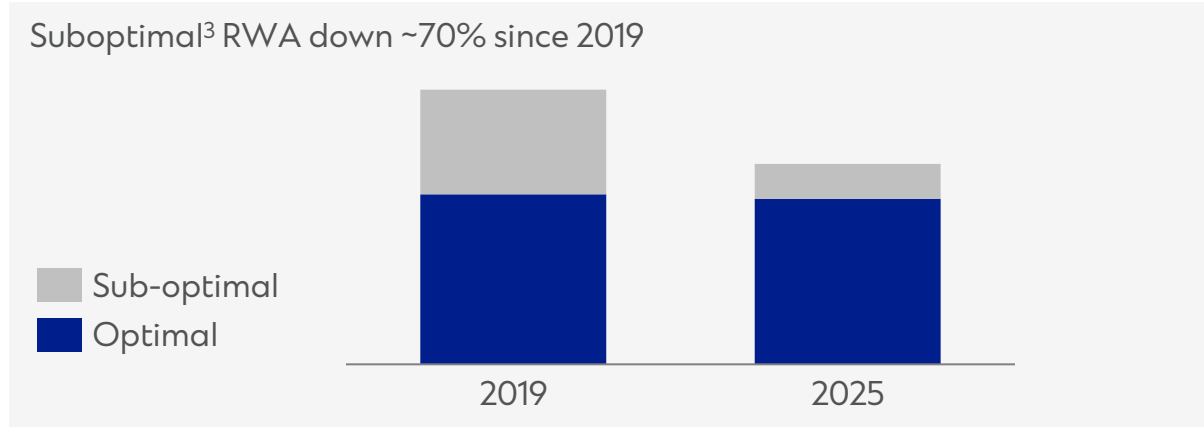
Income¹ (\$bn)



Income return on risk-weighted assets



Risk-weighted assets



1. Financials have been represented on a reported basis | 2. NII & Non NII exclude exit businesses - Aviation & Shipping leasing businesses. 3. Sub-optimal refers to deals with <4% Income RoRWA



Sources

Leading in our footprint across core products	Source
#2 Transaction Bank in Asia	Joint #2. As per Coalition Greenwich Competitor Analytics – FY25. Analysis is based on SCB’s internal business structure; ranking is based on SCB internal revenue numbers, and the following peer group: BofA, BARC, BNPP, CITI, DB, HSBC, JPM, SG and WFC. Analysis includes all Institutional Clients and Corporates with annual sales turnover of more than US\$10mn
#1 Global FI Network Trade Bank	MT700, SWIFT. As of FY’25 by value and volume
#6 USD Clearing Bank:	As of FY25. Source: CHIPS
1 st GSIB to offer spot trading in Bitcoin and Ether	Standard Chartered launches digital assets trading for institutional clients Standard Chartered
- Top 5 Global EM FICC Bank - Top 3 Asia-Pacific ex-Japan EM FICC	Coalition Greenwich Competitor Analytics – FY25. Analysis is based on SCB’s internal business structure; ranking is based on SCB internal revenue numbers, and the following peer group: BARC, BNPP, CITI, DB, GS, HSBC, JPM, MS. EM FICC is defined as EM FX, EM Rates & EM Credit
#1 Foreign bank trading China Government Bonds by volume	Year 2025 China Government Bond (CGB) Spot Trading ranking report from Ministry of Finance
- #1 Syndicated Loans arranger in our footprint markets - #2 bond issuances arranger in our footprint markets	As of FY25. Source: Dealogic. Footprint refers to Asia (ex-Japan), the Middle East, and Africa

Our network drives superior growth	Details
Average peers equivalent CIB income	Peer average represents the CIB divisions (ex-equities) of Bank of America, Barclays, BNPP, Citi, Deutsche Bank, DBS, Goldman Sachs, HSBC, JPM, Morgan Stanley
Global Bond Market	Securities Industry and Financial Markets Association (SIFMA) Fact Book
Global Trade Volume	UN Trade and Development and World Trade Organisation
Credit growth	Bank of International Settlements (BIS) data
Global GDP	World Bank
SWIFT payment volume	SWIFT
GSIB Bank income growth	Calculated from Visible Alpha historical data converted to USD





Investor Event

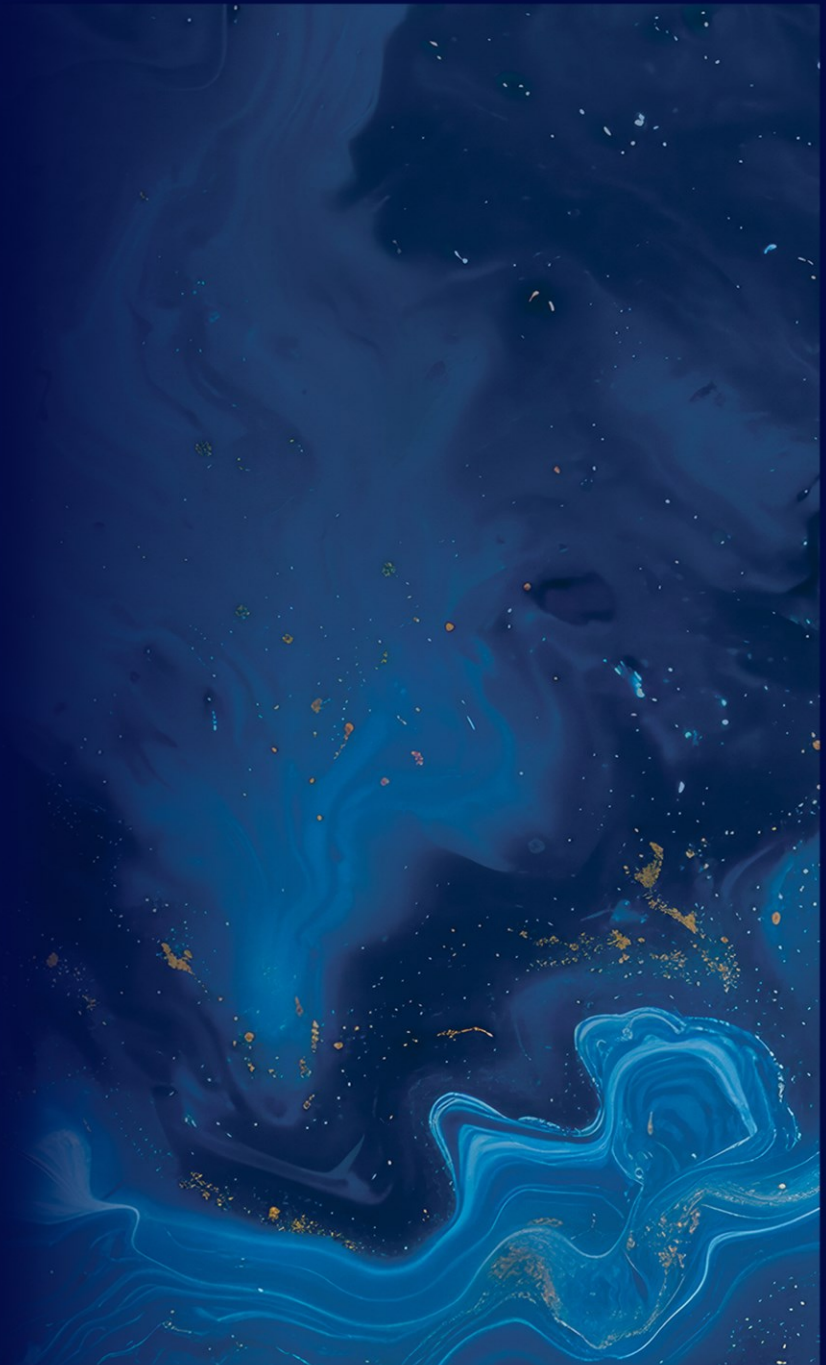
Wealth & Retail Banking

From transformation to outperformance

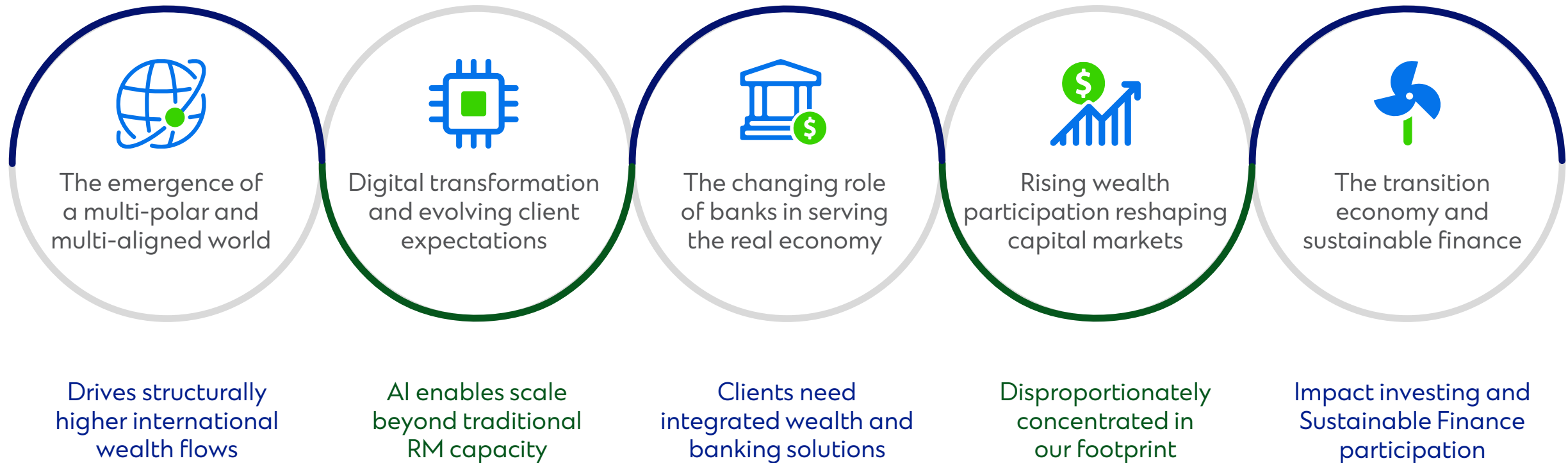
Judy Hsu

CEO, Wealth & Retail Banking

19 May 2026



We are investing to capture the changing needs of our clients...



These trends structurally increase demand for cross border, advice-led wealth services, where we are well positioned



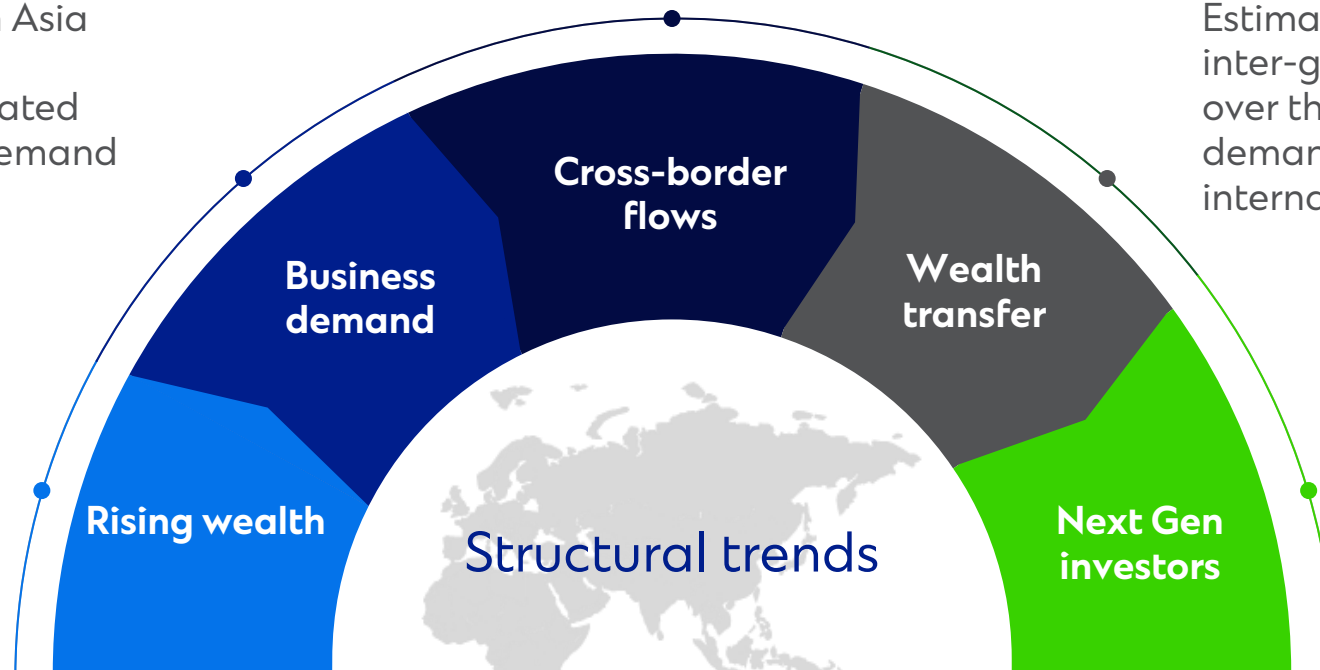
...as we sit at the intersection of structural wealth flows

Hong Kong and Singapore are emerging as the fastest-growing global wealth hubs, with cross-border wealth bookings projected to grow 12% per annum through 2030³

60% of HNW clients in Asia ex Japan are Business owners², driving integrated banking and wealth demand

Estimated >\$80 trillion global inter-generational wealth transfer over the next 20 years⁴ will accelerate demand for advisory, structuring and international diversification

APAC financial wealth projected to grow ~9% per annum through 2029, outpacing global trends¹



More than 1/3rd of Gen Zs begin investing before entering the workforce⁵, expanding the addressable wealth pool



Executing strongly to accelerate growth in Affluent

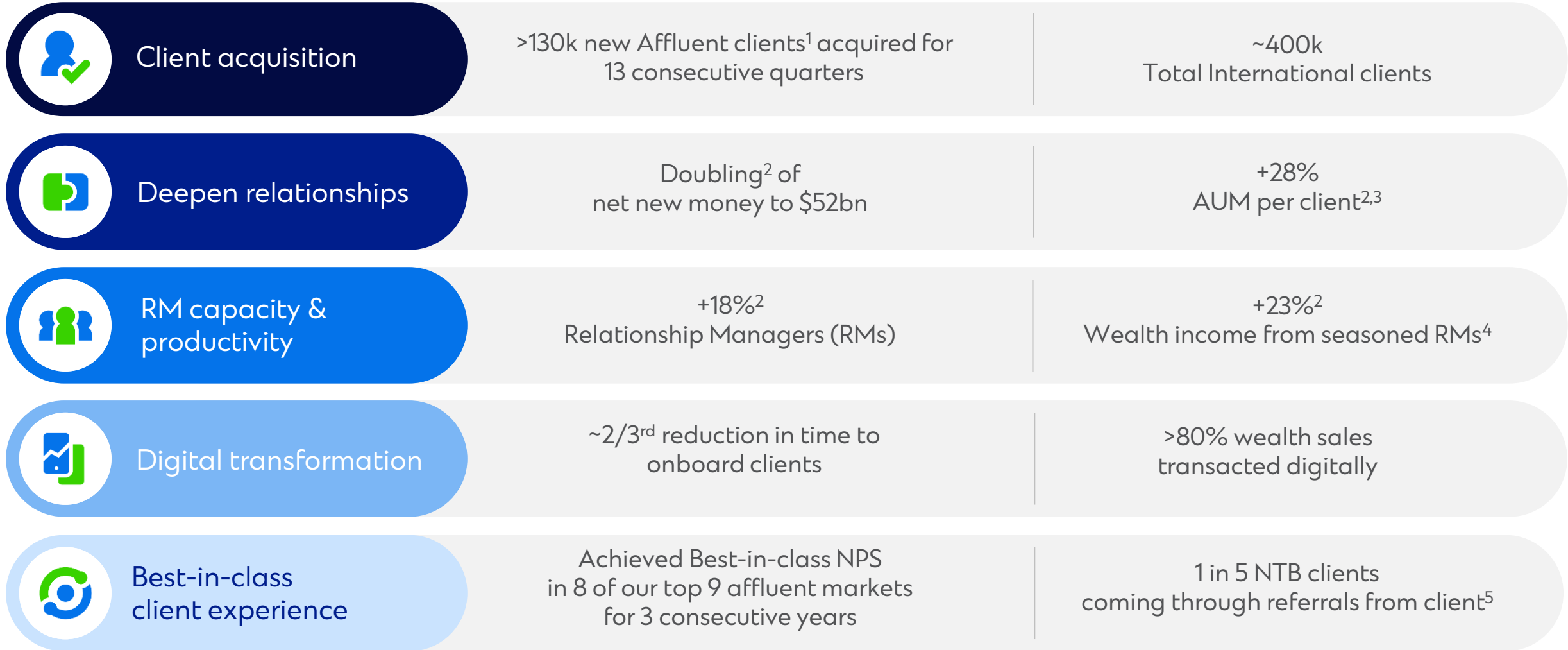
Investing for growth



1. Excluding Digital Banks, based on portfolio actions taken from 2023-2025 | 2. Includes WRB business & Operations headcount

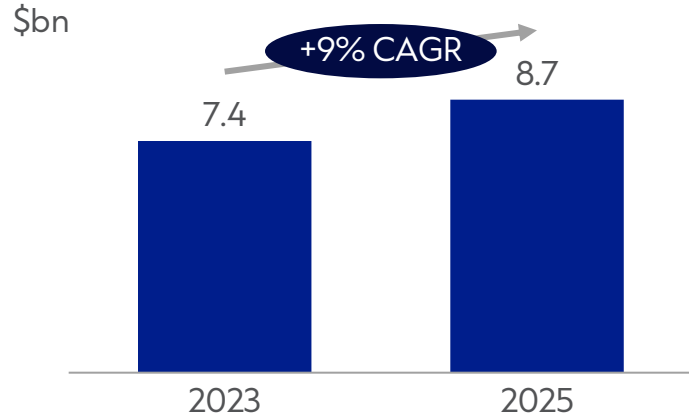


Aligning KPIs throughout the organisation to drive success...

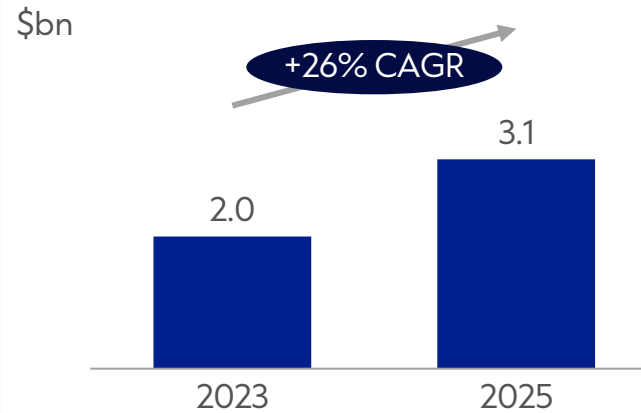


...leading to strong growth and improved returns

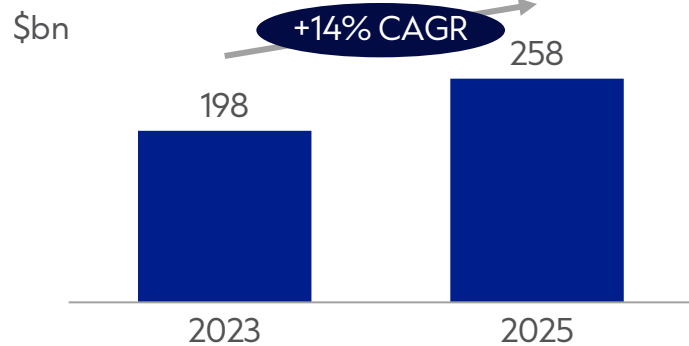
WRB income



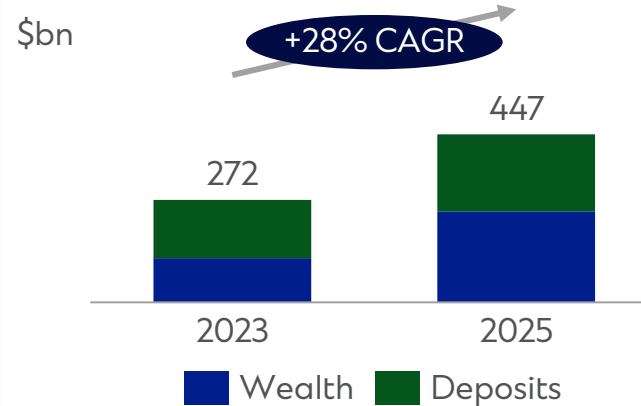
Wealth Solutions income



WRB deposits



Affluent AUM



2023

2025

WRB RoTE growth

16.3% ► 19.4%

Affluent share of WRB Income¹

63% ► 70%

Net liquidity² generated for the Group

\$71bn ► \$128bn

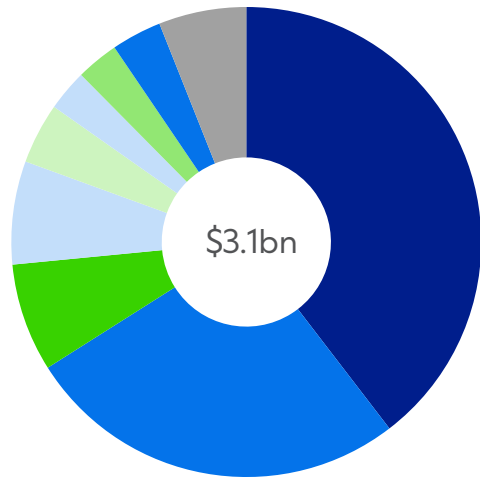


1. Excluding digital banks | 2. Net Liquidity = Customer deposits – Loans and advances to customers

We have built a diversified Wealth Solutions business...

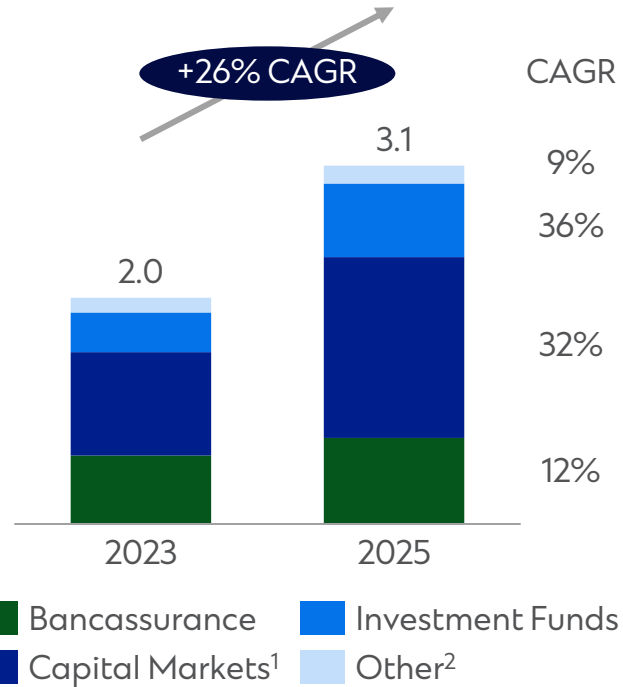
Wealth Solutions income by market

FY'25



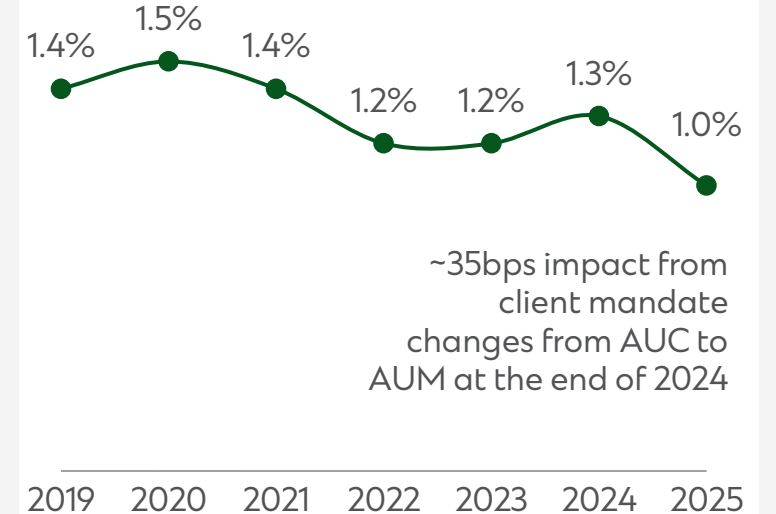
- Hong Kong
- China
- UAE
- Singapore
- India
- Africa
- Taiwan
- Korea
- Others¹

Wealth Solutions income by product



Return on total Wealth AUM (%)

Investment Products income / average total wealth AUM, annualised³



15 markets grew double-digit CAGR 2023-2025

Broad-based growth across products

Delivering sustainable returns



1. Capital Markets include structured products, fixed income, cash equities and FX | 2. Other wealth products include Wealth Lending | 3. Investment Products comprises total Wealth Solutions income excluding Bancassurance; average total wealth AUM calculated using monthly average

...and we are outperforming our peers

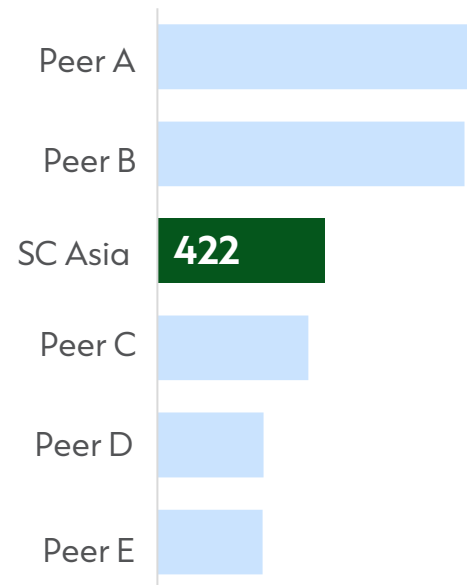
3rd largest wealth manager in Asia¹

#5
2020

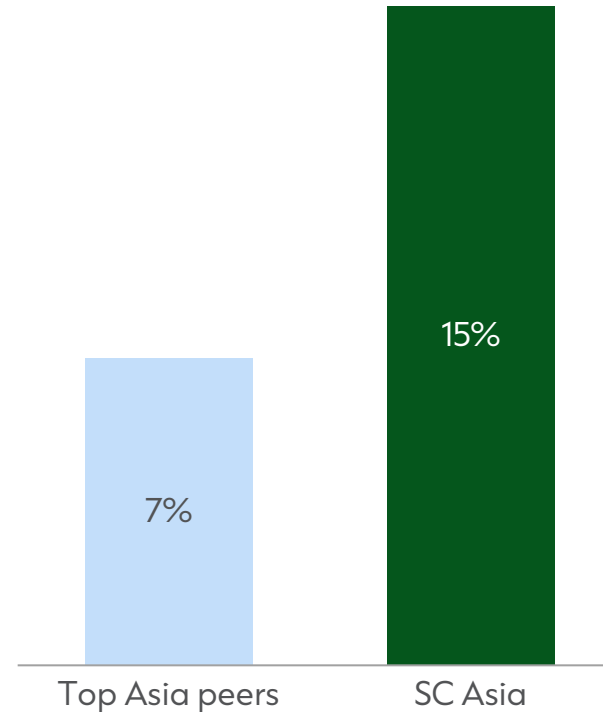


#3
2025

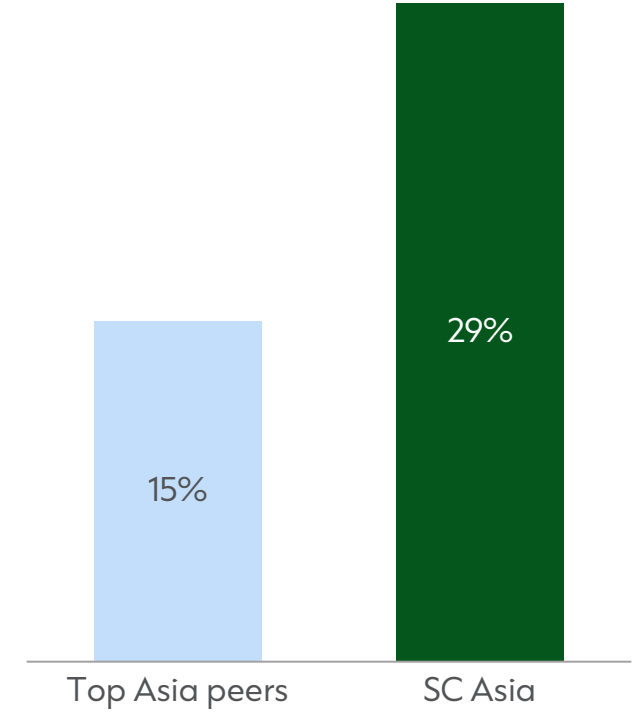
FY25 AUM (\$bn)



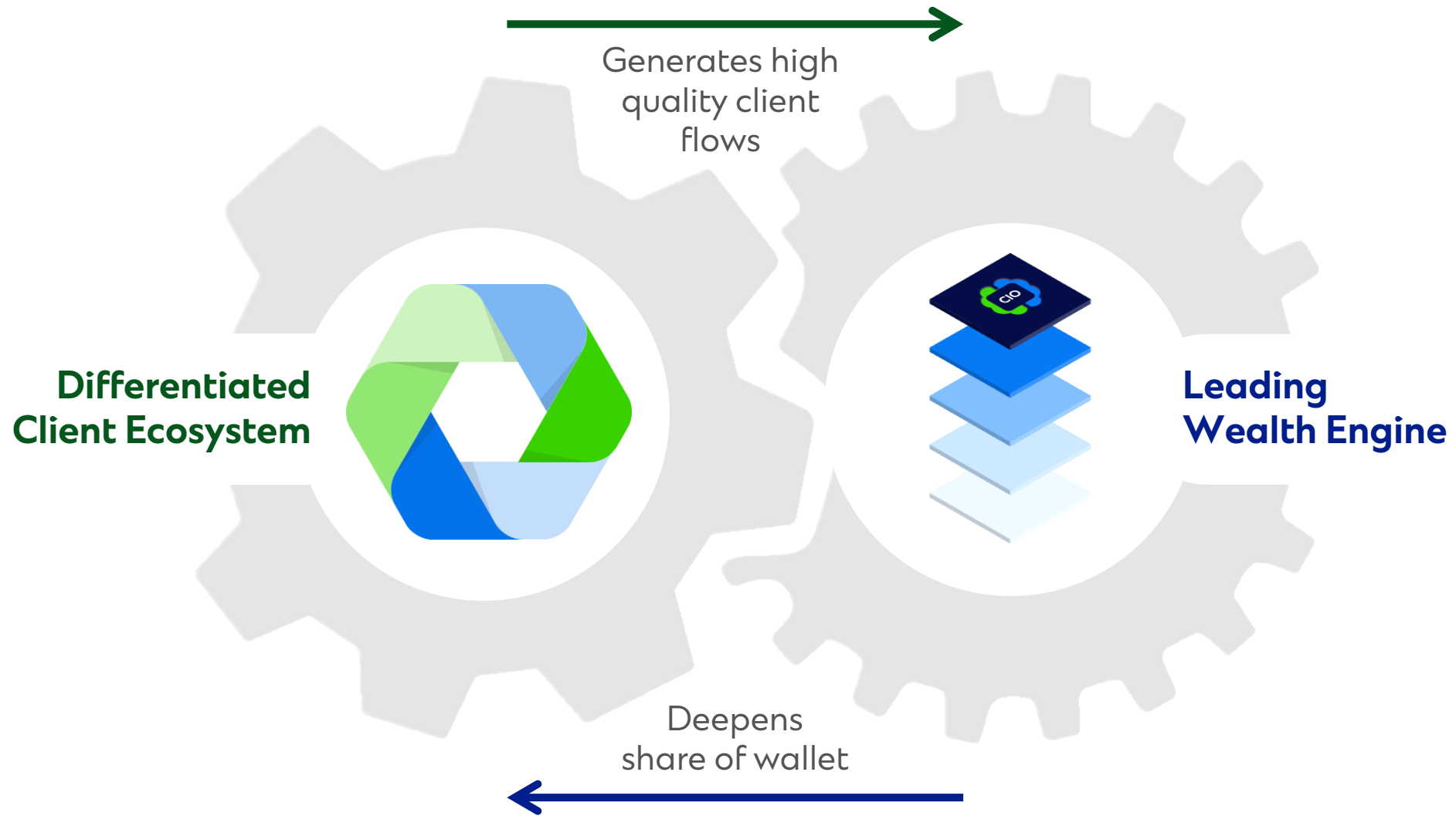
Net new money equivalent to 15% of AUM
double that of peers²



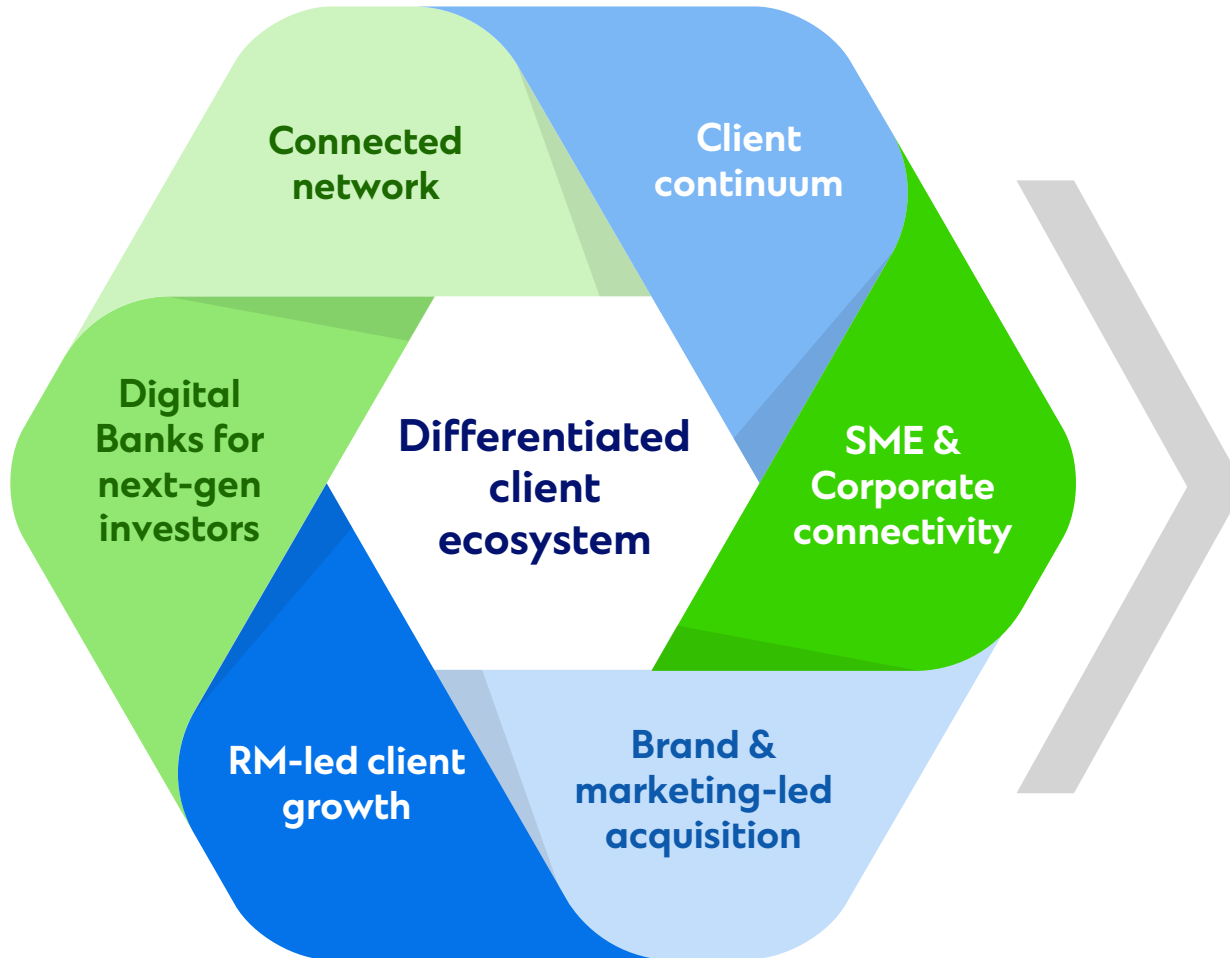
AUM grew 29%
outpacing peers at 15%³



Two mutually reinforcing engines driving sustained growth



Differentiated ecosystem accelerating quality client growth



Drives consistent, higher-quality growth

Steady, repeatable pipeline of clients

- Well-established cross-border referral processes
- Analytics-driven continuum progression
- Globally coordinated Affluent campaigns

Structurally improves client quality

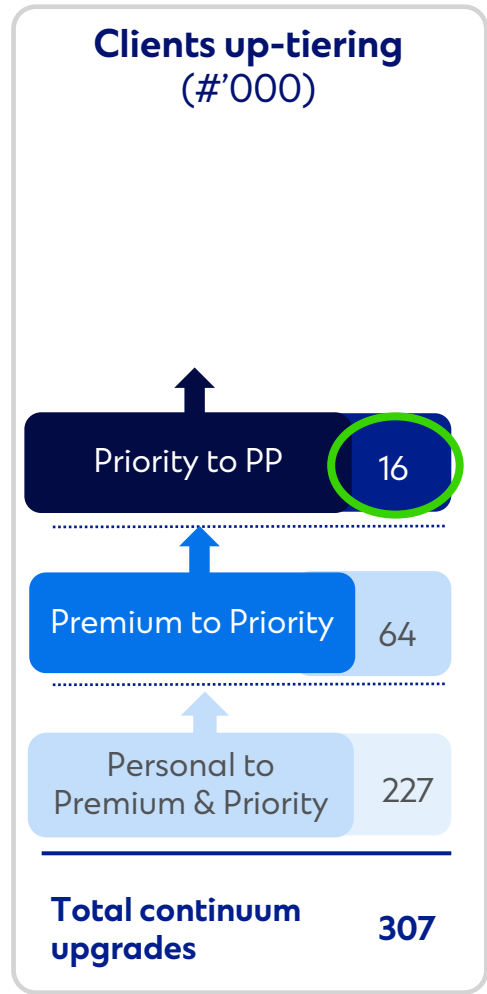
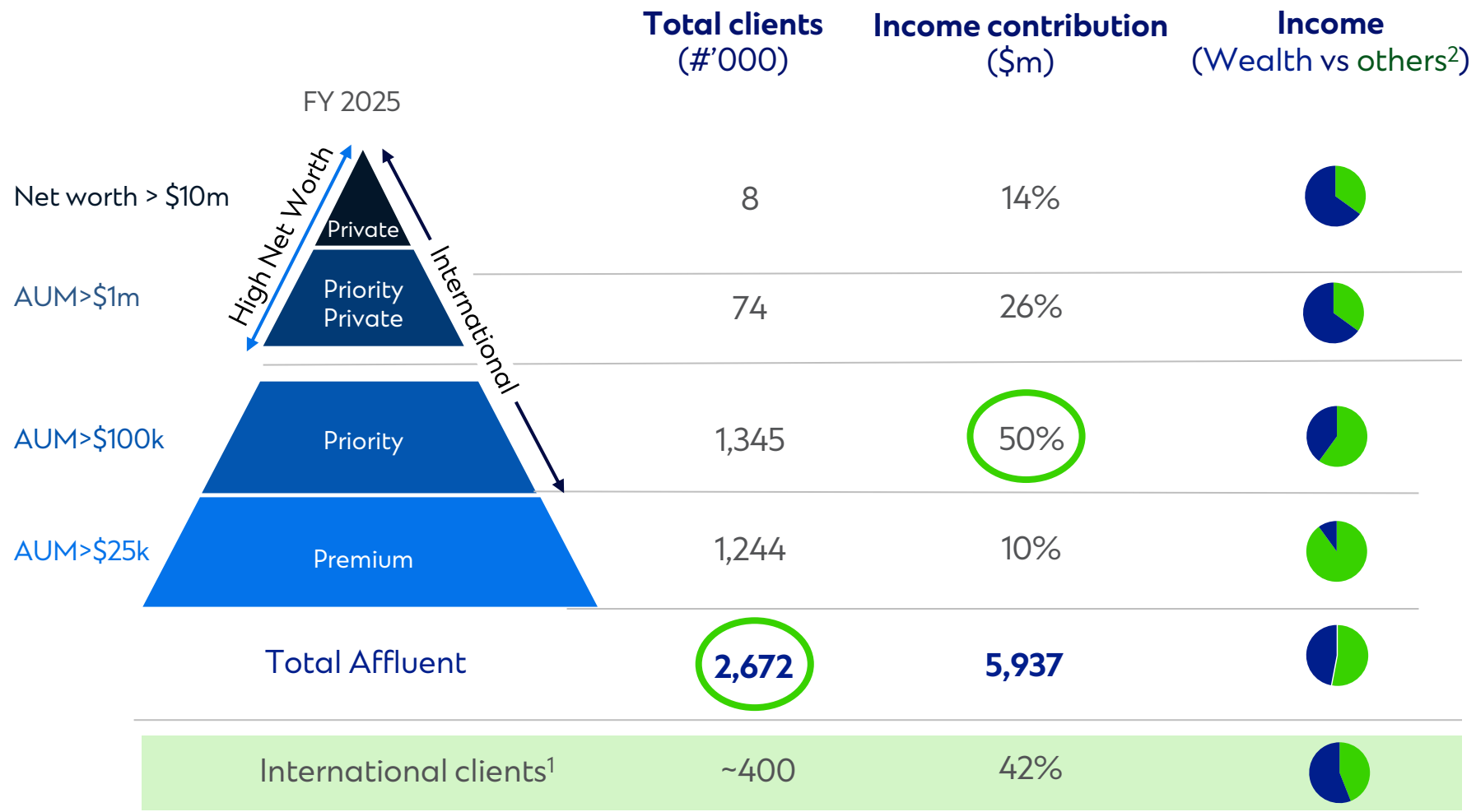
- Tailored Global Chinese and Global Indian propositions
- Expansion of senior RMs¹ and Wealth Specialists
- Serving clients across business and individual wallets

Client growth from multiple channels



¹. Senior RMs: are more experienced RMs identified based on internal employee grade

Client continuum as a competitive advantage



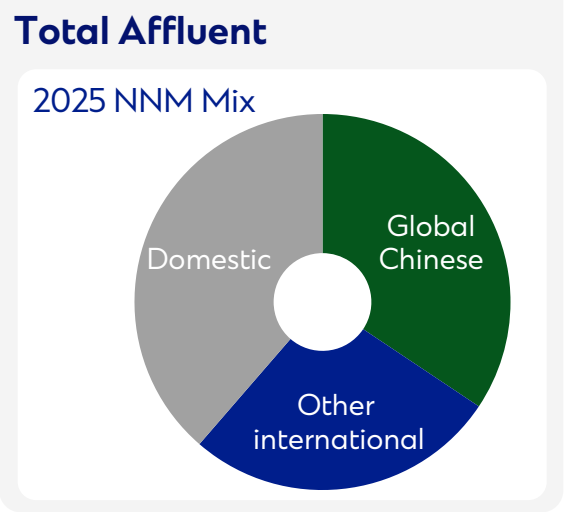
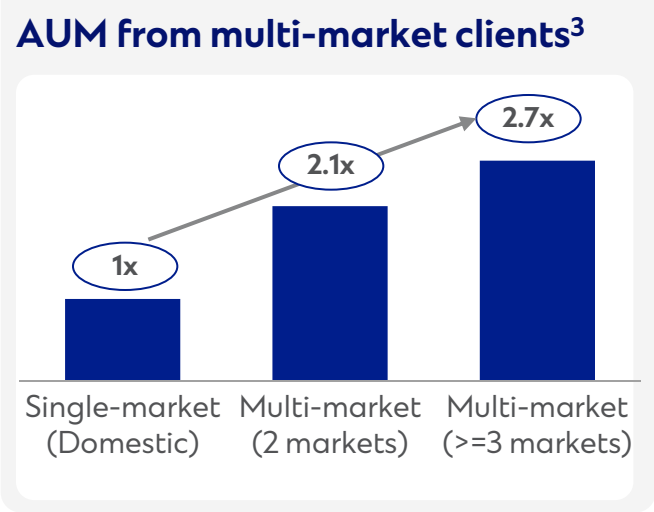
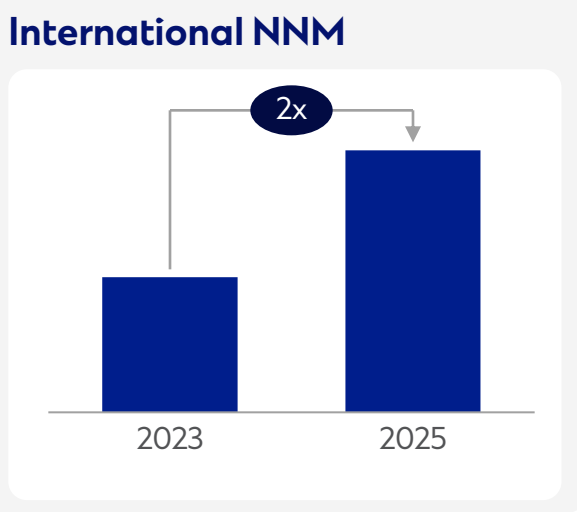
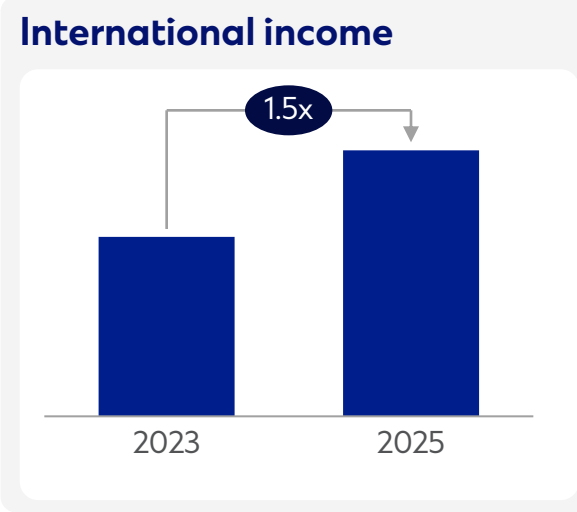
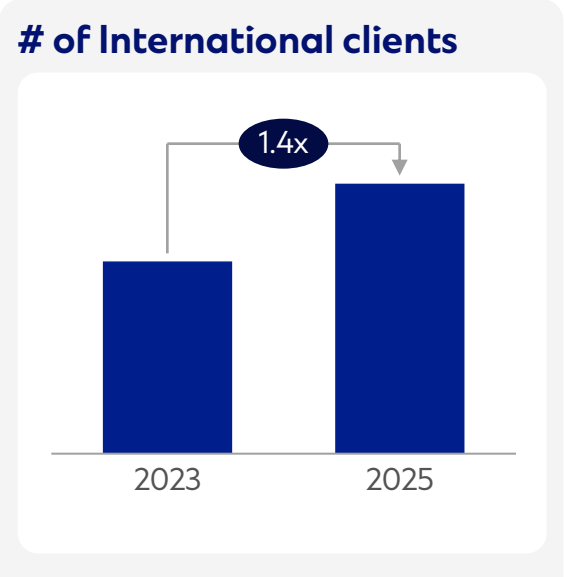
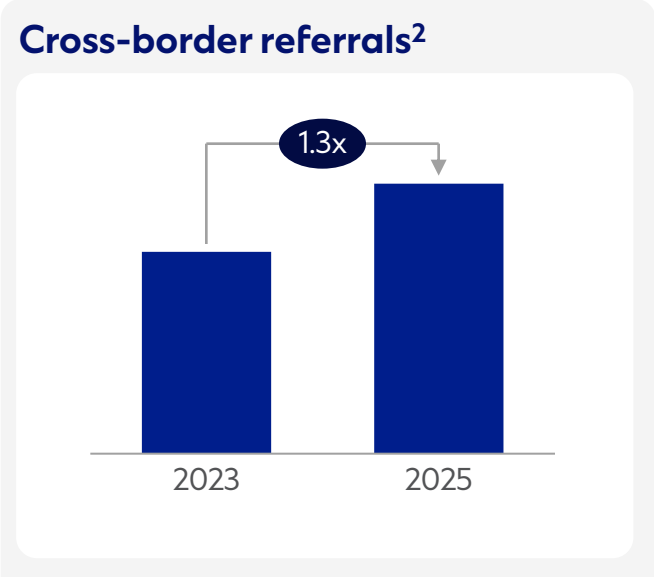
1. International clients comprise private clients who are multi-jurisdictional in our booking centres in Hong Kong, Singapore, UAE and UK, as well as priority and priority private clients who are non-resident or resident foreigners (expats) banking with us in Hong Kong, Singapore, UAE, Jersey, and India | 2. Others include Deposits & Mortgages, CCPL & Other Unsecured Lending, and Treasury & Other income

International Banking driving accelerated Affluent growth

4 international wealth hubs

- Hong Kong
- Singapore
- UAE
- Jersey

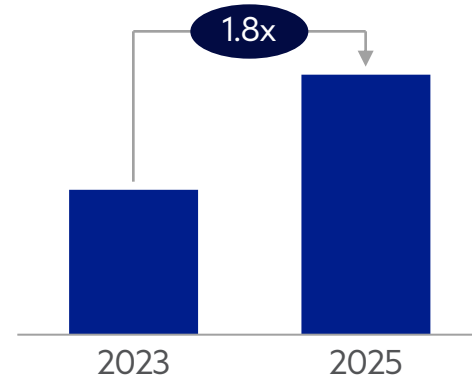
...with **~400k** international clients¹, of which 1/3rd are multi-market



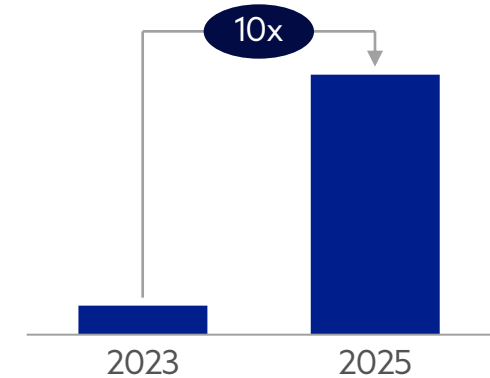
Priority Private is an attractive segment with compelling economics

- We have launched Priority Private (PP) in top 7 markets with 20 PP wealth centres
- Around three-quarter of PP clients upgraded from within, creating a highly scalable model
- It is the highest-returning segment with materially higher AUM and wealth penetration

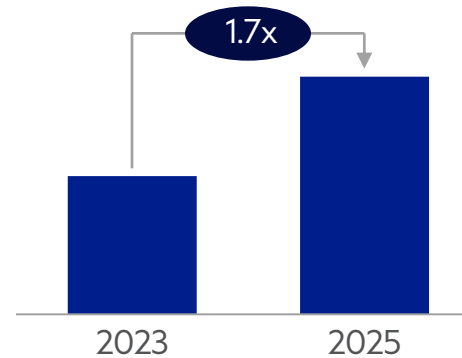
Income



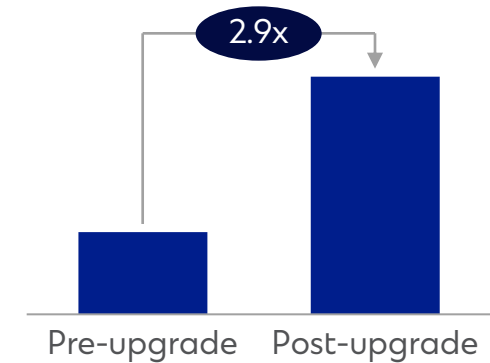
Net new money



of clients



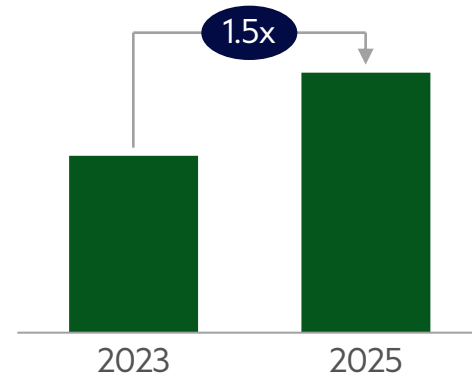
Priority Private AUM per client



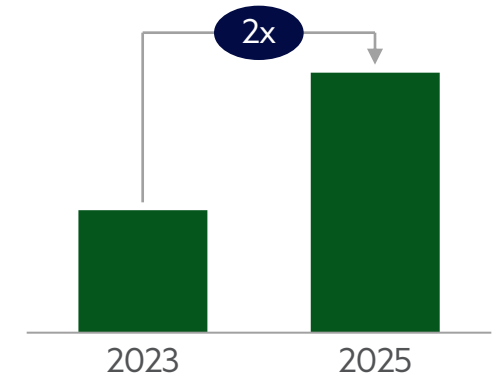
Fast-scaling Private Bank, climbing from #8 to #5 in Asia

- We are now the 5th largest Private Bank in Asia
- We have invested in talent. RM base has increased by 30% and UHNW client base by 80% over the last 2 years
- Private Bank has superior client economics, is profitable and generates strong returns
- Cross referrals from Private to CIB, and CIB to Private are growing at double-digit rates
- Private Banking clients with CIB relationships generate 4x larger AUM

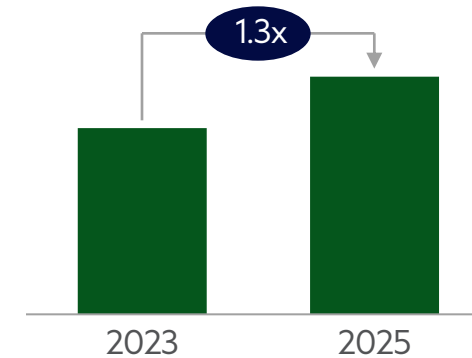
Income



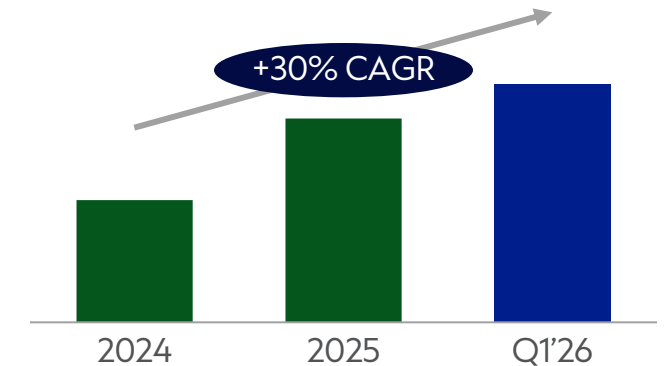
Net new money



Relationship Managers



Client referrals to CIB



Note: Rank based on APB Asia survey, #8 rank in 2023 and #5 rank in 2025



Built a high-performing and sustainable RM advantage

We are hiring experienced, high quality RMs...

...and enabling them to stay, perform and grow with us

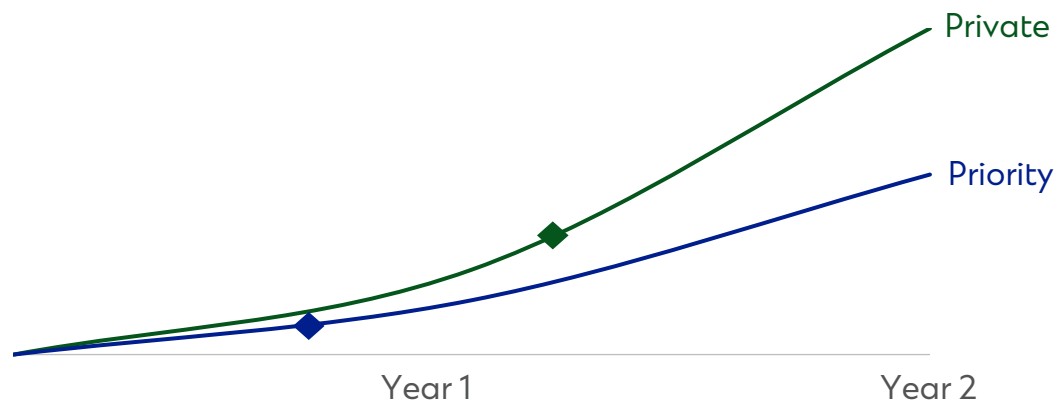
Growth in total RMs¹

+18%

Growth in senior RMs^{1,2}

+40%

Improved RM breakeven³

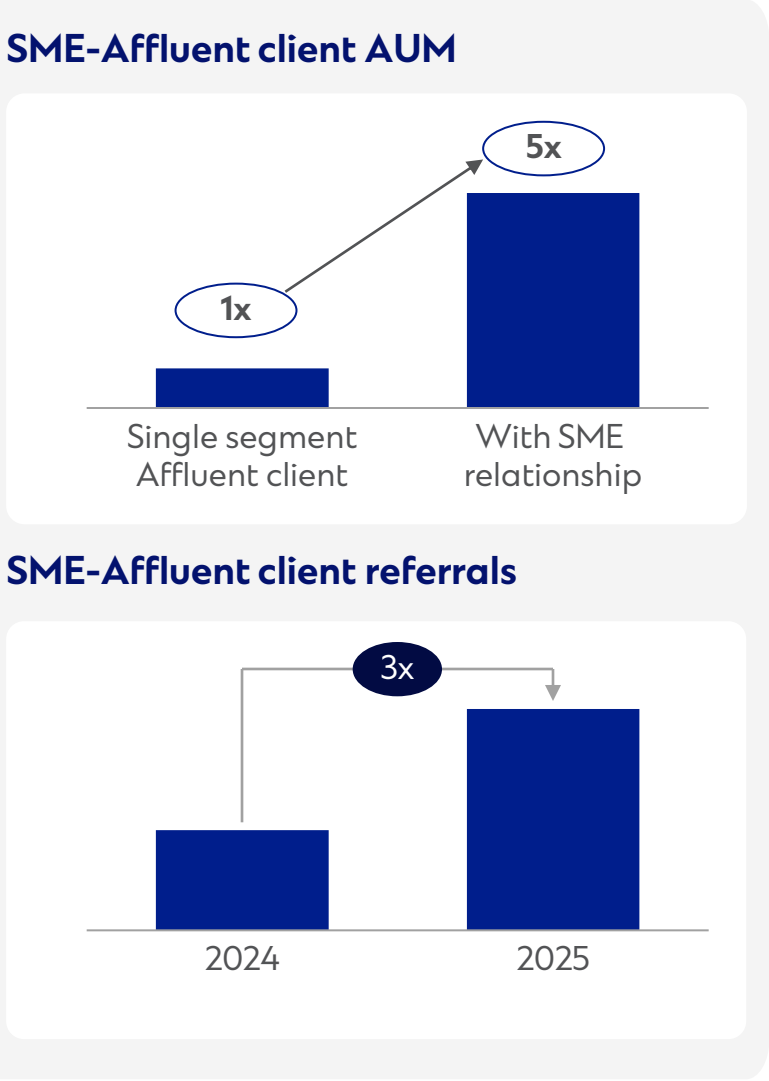
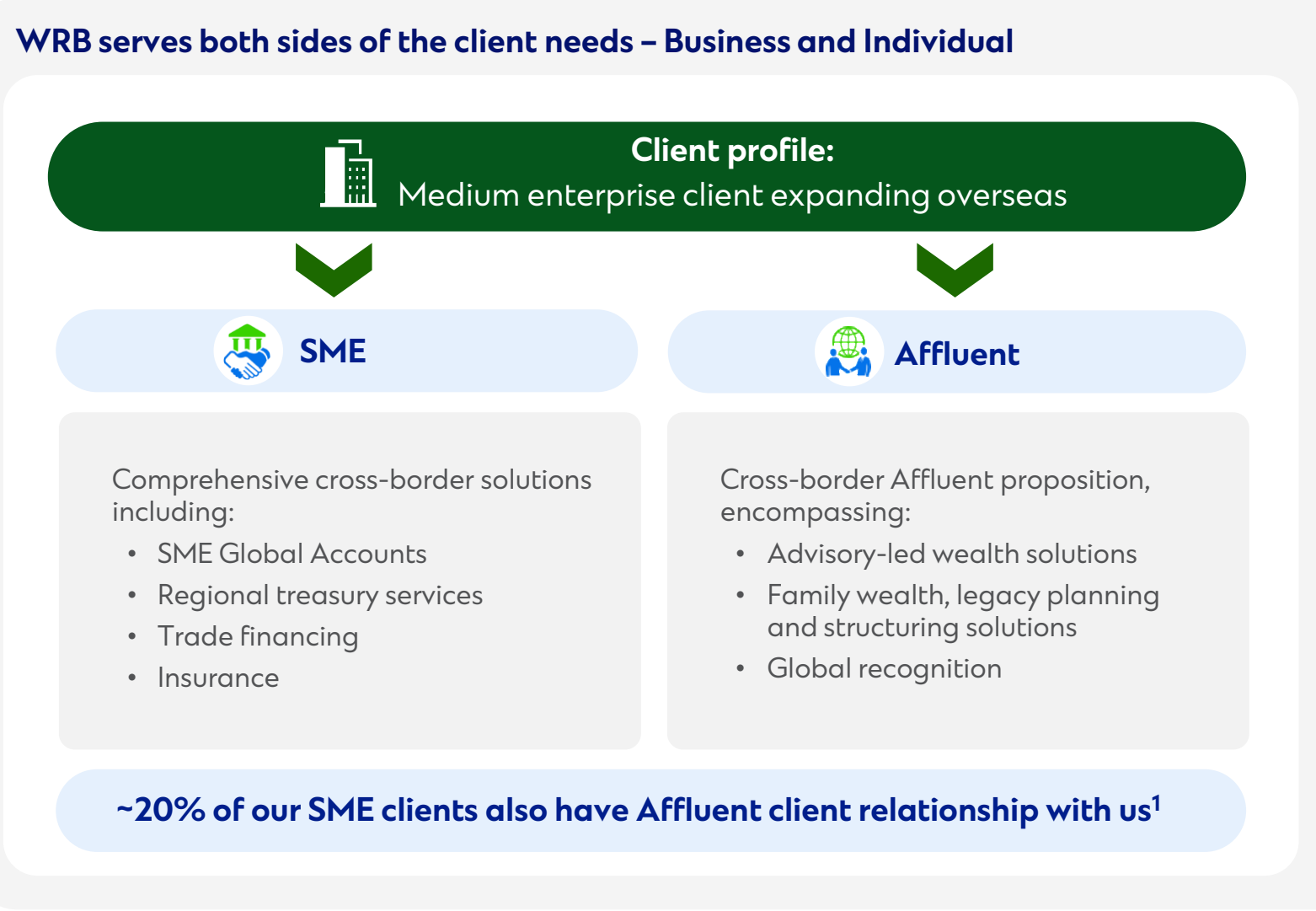


- Well managed attrition
- 1/3rd of our RMs are from internal referrals
- RM value proposition

- International and internal RM mobility
- RM development programmes
- Support through specialists, service managers and digital infrastructure
- Superior open architecture wealth solutions
- Network and client ecosystem




SME is an attractive source of HNW clients




1. Based on 6 key markets – Hong Kong, Singapore, China, India, Malaysia, Vietnam

Our Digital Banks – Mox & Trust as part of the client continuum




Accumulated
~2 million
clients



Captured
>16%
bankable population¹



>50k
Affluent-like
clients



~1 million
borrowing clients

Deposits (\$bn)



Year	Deposits (\$bn)
2023	2.9
2025	5.8

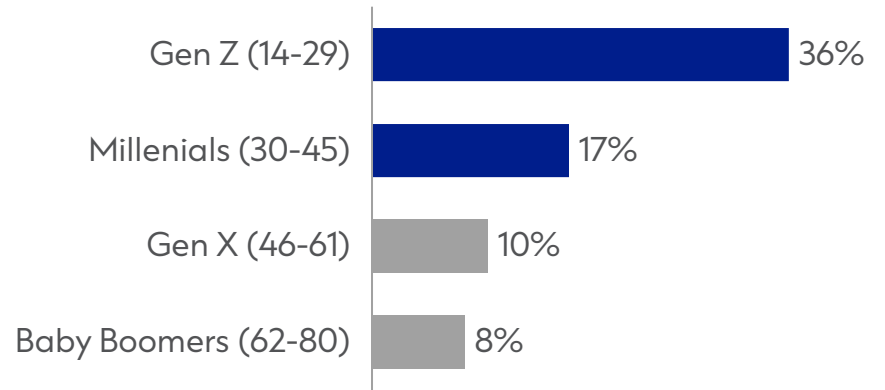
Loans (\$bn)




Year	Loans (\$bn)
2023	1.0
2025	2.7

Create a wealth incubator and future Affluent client pipeline


% who begin investing in university or early adulthood²




Offer a scaled entry-wealth platform for young investors



Digital Assets³



Fractional
Equity Trading⁴



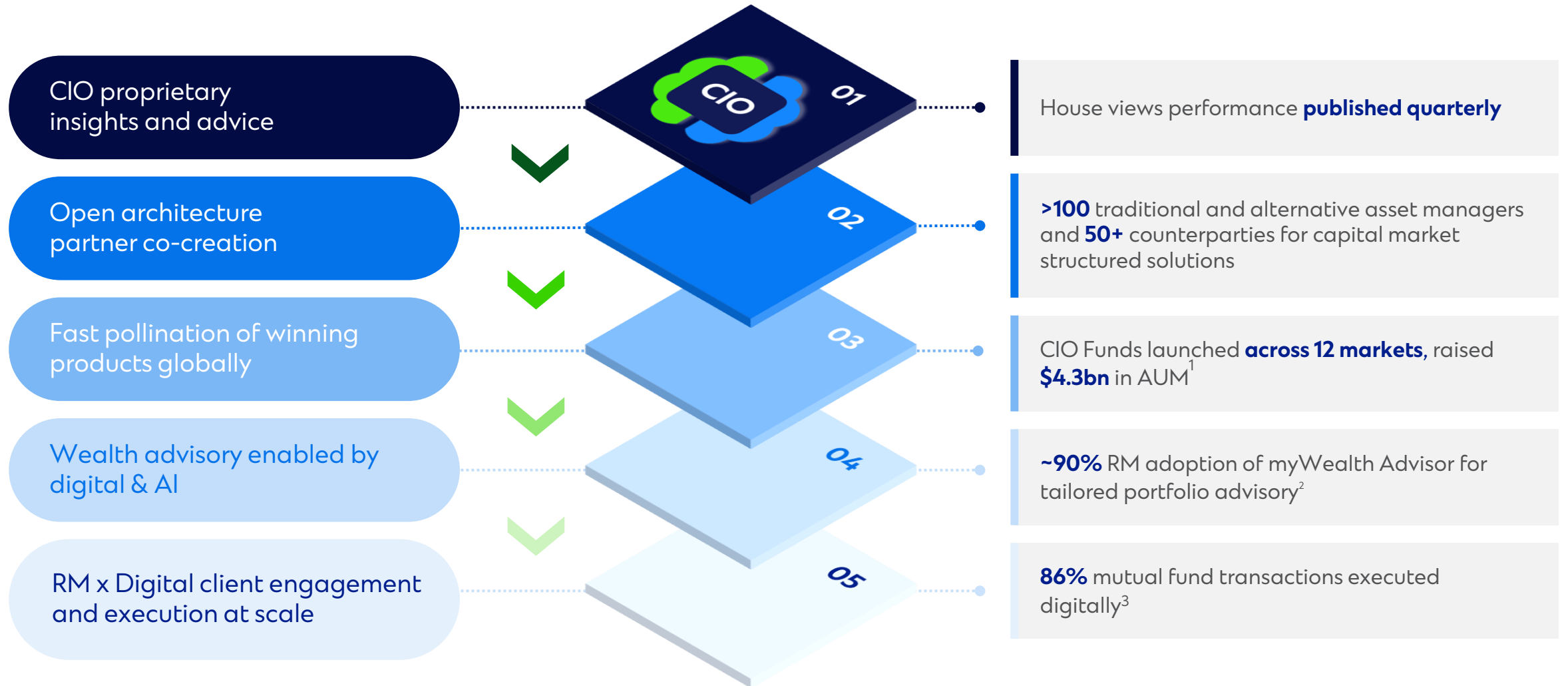
Funds and
Insurance



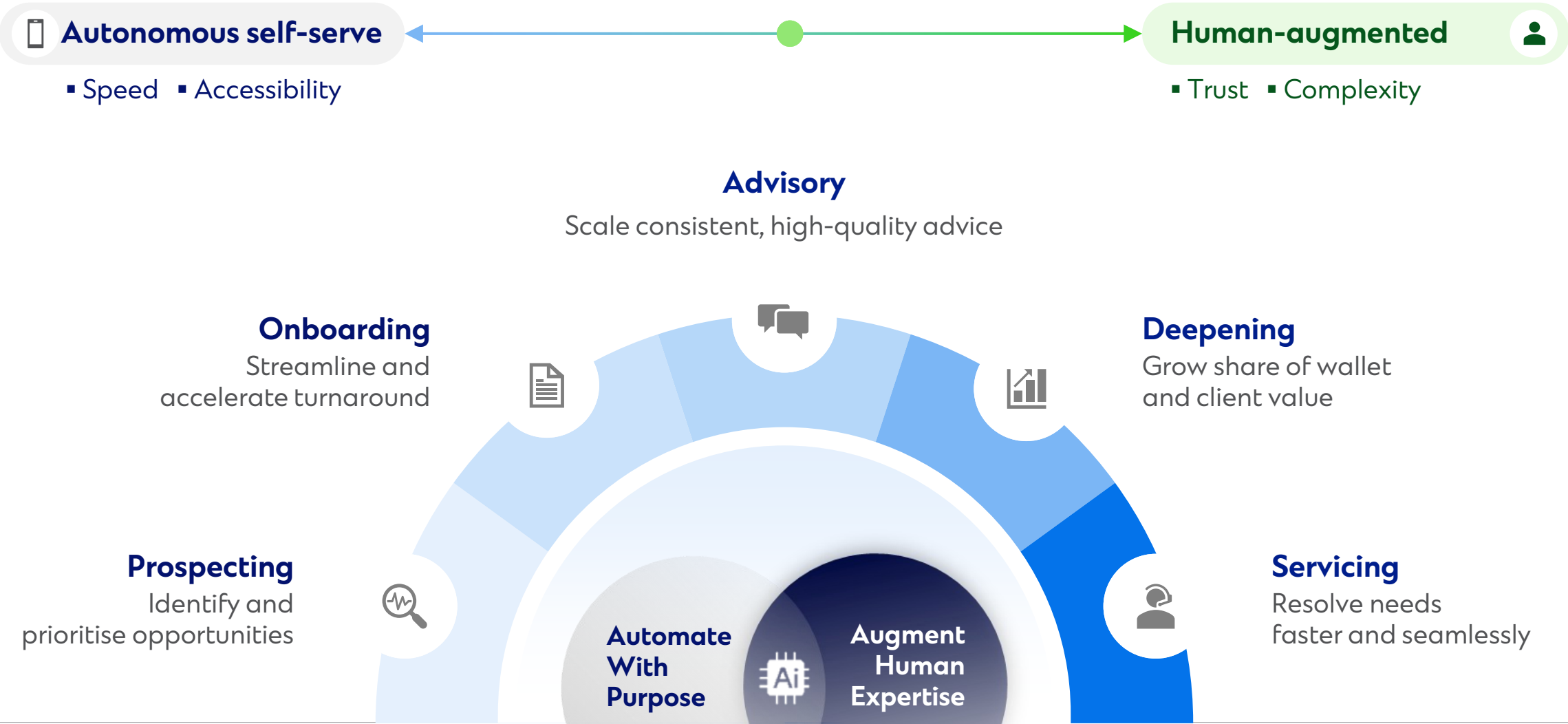
¹ Hong Kong bankable population and Singapore adult population | ² World Economic Forum Global Retail Investor Outlook 2024 | ³ Digital assets offered only in Mox | ⁴ Fractional Equity Trading is for US stocks only

Leading wealth engine

Driving speed, scaled delivery and performance for clients



We are rewiring our Affluent and Wealth franchise



We are bringing our targets one year forward



Metrics	Existing target (2025-2029)	Revised target
Net new money Cumulative	\$200bn in 5 years	\$200bn in 4 years (2025-2028)
Wealth income CAGR	Double-digit 5-year CAGR	Double digit 3-year CAGR (2026-2028)
Affluent as a % of WRB income	75% by 2029 ¹	75% by 2028 ¹
Investment in Affluent Cumulative	\$1.5bn over 5 years	\$1.5bn over 5 years (2025-2029)



1. Excluding digital banks



Investor Event

Breakout session: GCNA and RMB Markets

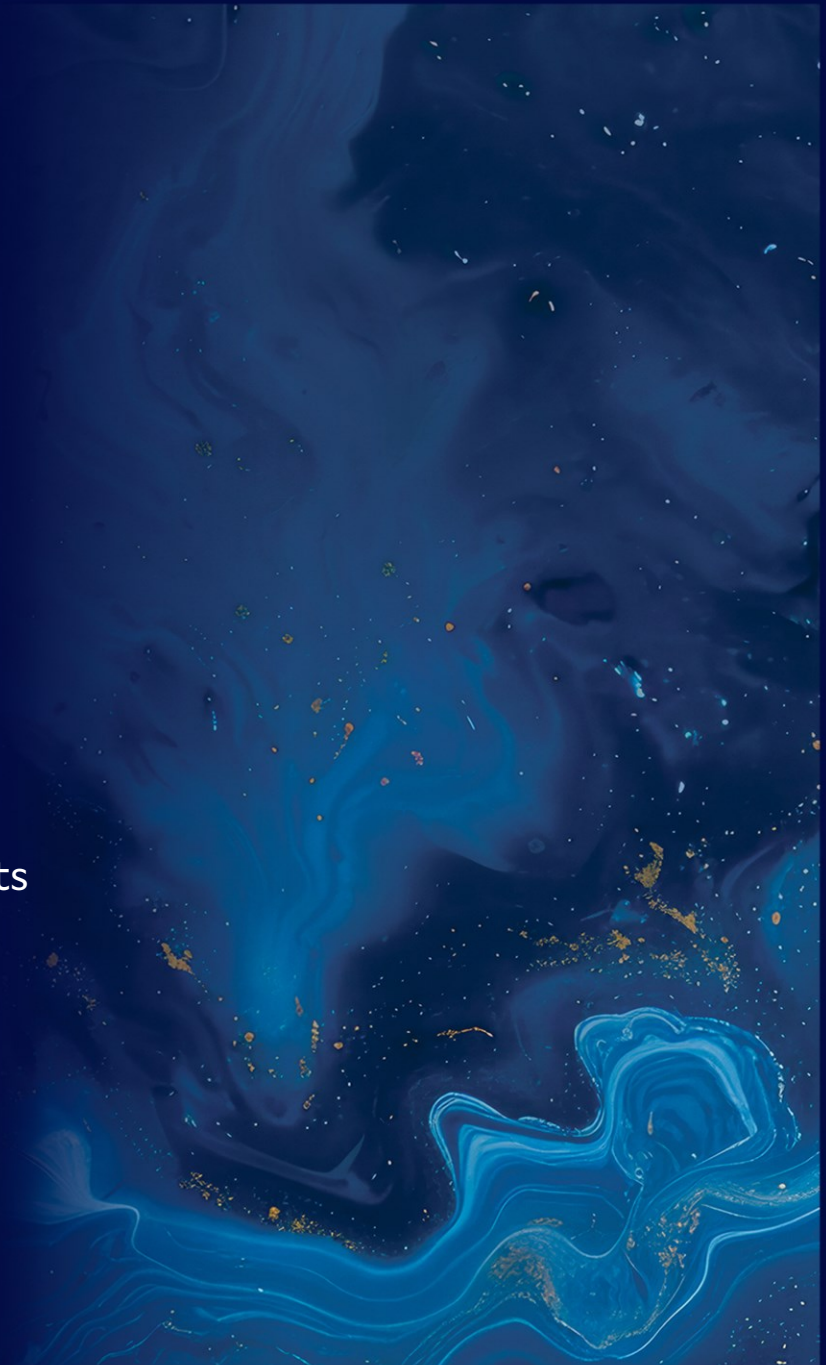
John Thang

Head, Markets, Hong Kong & GCNA

Henry Hung

MD, Offshore CNY Rates Trading, Markets

19 May 2026



GCNA Global Markets overview

An overview of GCNA¹ Global Markets



Trading floors in
Hong Kong | Shanghai | Seoul | Taipei | Tokyo



Largest Global Markets
business in the Group



Risk management hub for Macro products
in all GCNA currencies including RMB

Structural growth in RMB with market leading franchise

- Deeply rooted franchise with industry recognition
- Leadership in RMB access and ecosystem
- Scaling platform to support more flows, financing and investments

Our CNH FX turnover up by
14% CAGR over 2022-2025

Consistent outperformance in EM with strong quality of growth

- Network and product capabilities underpin outperformance across EM products including both flow and structured solutions
- Client-led model: segment and product specialized sales teams deployed in all onshore and offshore locations

EM Macro Trading income CAGR **+11%** vs.
Industry Pool for APEJ +5% over 2022-2025²



Leading Global Markets franchise in the region



Thought leadership

Trusted partner with regulators supported by thought leadership; proven track record in spearheading market innovation ahead of peers



Onshore-offshore capabilities

Enabled by exclusive local licenses combined with strong offshore hub in HK



Client centricity

Increasing wallet shares across all client segments underpinned by ability to meet client needs



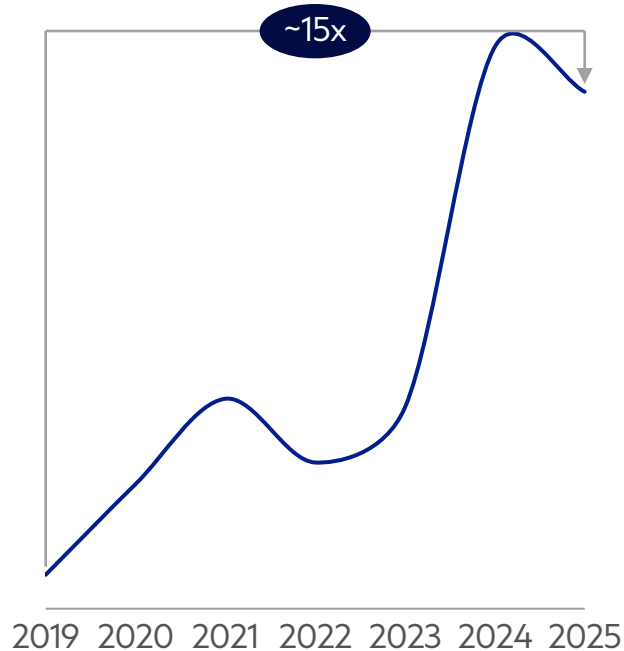
One-team model

Aligned incentives for Sales & Trading to deliver most optimal outcomes for both clients and shareholders

The RMBI journey – A Macro trader’s observation

From EM to DM in breadth, depth, and liquidity

CNH bond transaction volume at SC

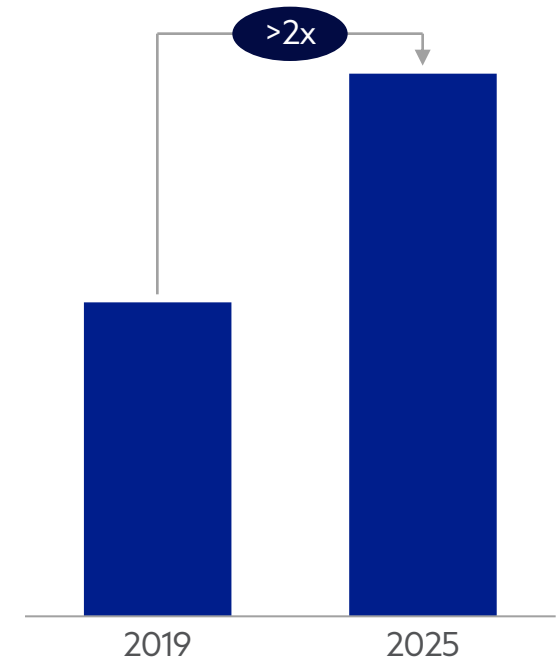


China vs. US bond markets

	China Government Bond (CGB)	US Treasury (UST)
Outstanding (2025)	~\$25tn ¹	~\$30tn ²
Maturity spectrum	Up to 50Y	Up to 30Y
Bid-offer spread	0.1-0.2bps for 10Y	0.1-0.2bps for 10Y

From a “rounding error” to half a billion mark, and onto the next billion

RMB Global Markets income



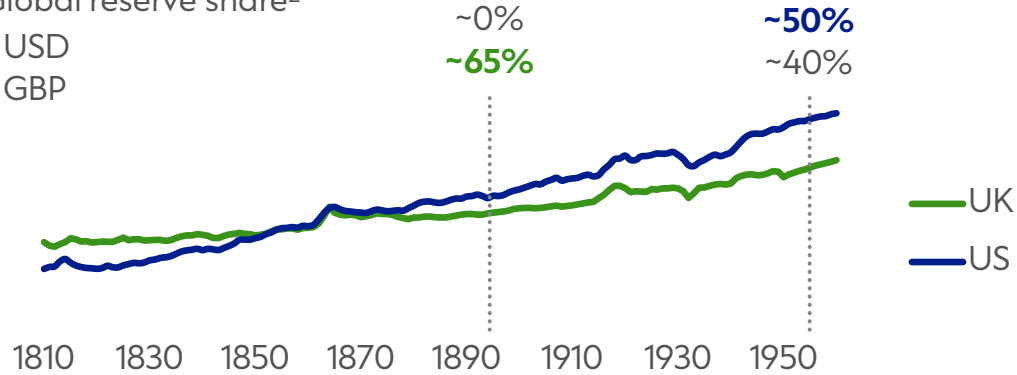
The RMBI journey – A Macro trader’s observation

Benchmarking RMBI to the rise of USD from 1890s to 1950s

Nominal GDP at logarithmic scale¹

Global reserve share²

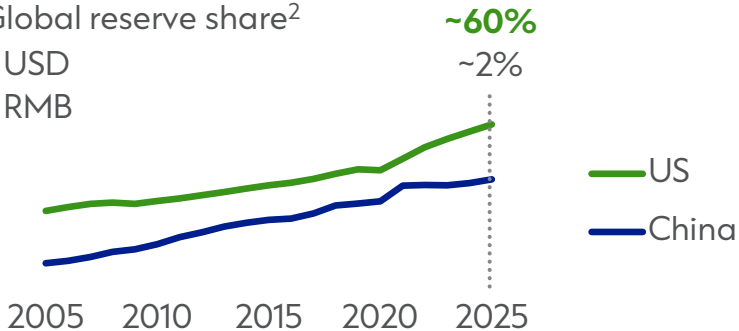
USD
GBP



Nominal GDP³

Global reserve share²

USD
RMB



International yet local; sizeable but nimble



International banks

Chinese banks

Time zone

24 hours

24 hours

Mainly Asia time zone

Products

Strong across FX, Rates, Bonds and Derivatives

Mainly just FX after Asian hours

FX and Bonds

Liquidity

Across full spectrum of maturity

Mainly up to 1-year after Asian hours

Very limited liquidity provider to global clients



Investor Event

Breakout session: Our CIB coverage model

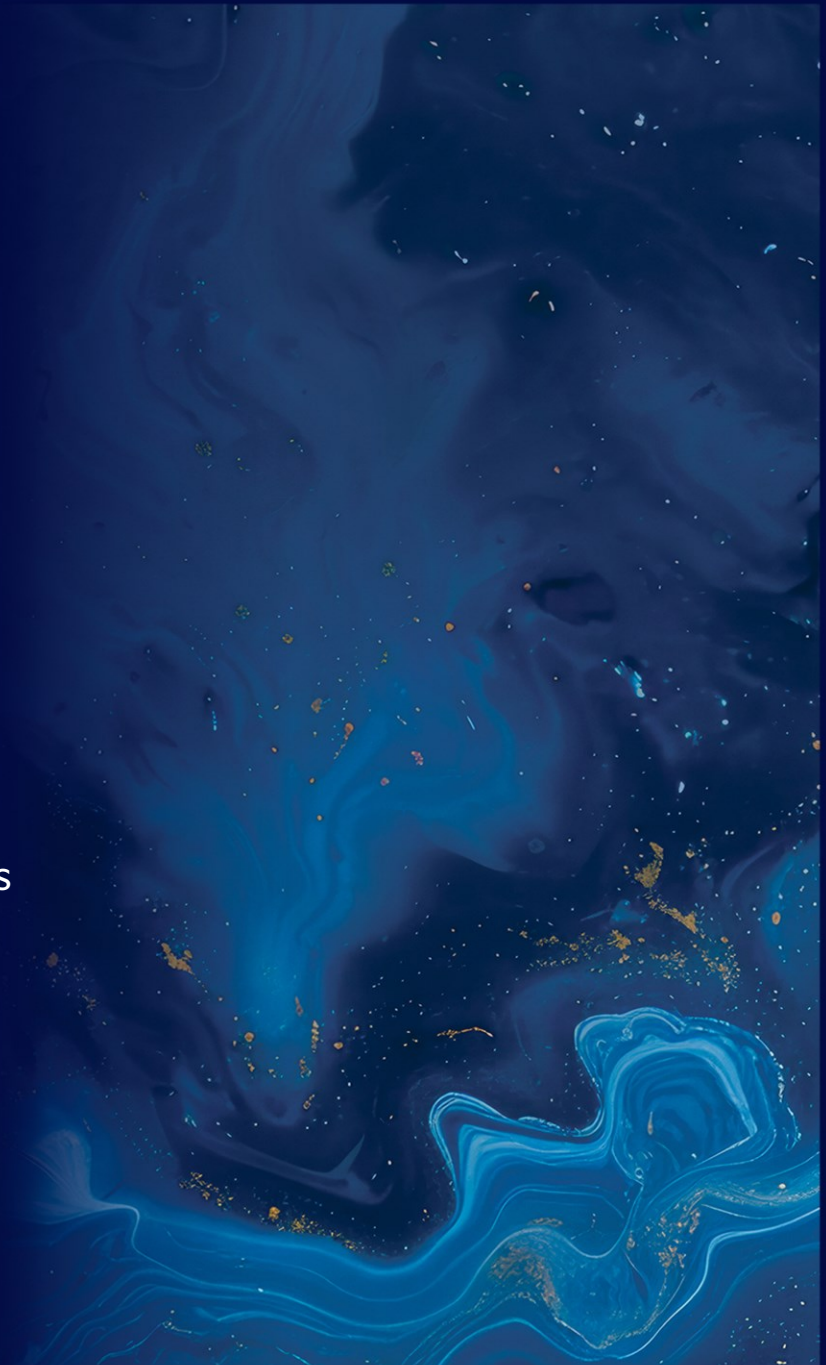
Jerry Zhang

Global Head, BBD &
Head of Coverage, GCNA

Stella Choe

Global Head, International Corporates

19 May 2026









Integrated coverage model underpinned by local origination

CIB Client Coverage model (illustrative)



How we deliver our model

-  Single global client ownership
-  Local business origination scaled globally
-  Global account planning approach
-  Integrated CIB client experience
-  Global capital allocation decisions
-  Client onboarding strategy defined globally

Investing resources to target key growth areas across our franchise

Client acquisition

Targeted and disciplined franchise expansion by winning the right clients



Selective new client acquisition



Onboarding strategy anchored around network needs



Focus on future growth engines

Scaling growth businesses

Doubling down on high-growth products and segments with strong returns



Capital-light business



Originate-to-Distribute



Balance sheet discipline

Banker capability

Upgrading origination to drive and convert client opportunities



Corridor Banker investment



Sector coverage strengthening



FinTech segment setup

Client case study: Financial Institutions

We supported a Financial Institution client in a challenging environment, leveraging our strength as a connector



Client profile and strategic challenge

- » Chinese bank with 30+ year relationship
- » Long lasting margin compression onshore
- » Overseas expansion needs constrained by limited international experience and geopolitical complexity
- » Abundant RMB liquidity seeking efficient cross-border deployment






How SC delivered value

- » One-stop multi-currency clearing across markets
- » Global network sourcing offshore assets and yield enhancement instruments
- » Integrated custody platform across multiple markets
- » RMB solutioning connecting liquidity with financing needs
- » Trusted core partner across clearing, investment, custody and funding



Outcome

- » **200%** Income and Balances
- » **40%** transactions
- » **10+** structured deals delivered in 2025
- »  landmark transaction
- »  joint global coordinator for bond issuances
- »  selected as a sub-custodian bank

Client case study: Global Corporates

We elevated our relationship with a Global Corporate client through our network and product capabilities



Client profile and strategic challenge

- » American consumer goods company
- » Relationship with the client and their ecosystem in 33 markets
- » Execution of a complex, multi-region growth strategy
- » Scaling while managing execution risk, balance sheet needs and market complexity



How SC delivered value

- » Differentiated expertise amid the scale-back of international banks
- » Funding support across ecosystem in seven Africa markets
- » Partnership to develop digital assets capabilities
- » Economic Research insights across Rates, FX and Commodities
- » Ecosystem ownership transition support



Outcome

27 → 33 markets deepening of our relationship



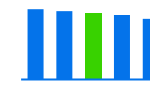
ecosystem banking partner



first time part of the client's global treasurer forum



global arranger role for the client's ecosystem



one of the top global FX counterparties

Core priorities for our coverage model



Strengthening coverage with a skill-based workforce



Focusing on a set of high-conviction sectors



Driving cross-border growth via priority corridors



Increasing the share of Financial Institutions in CIB



Expanding our franchise in the West



Investor Event

Speed dating: AI Empowering Affluent and Wealth

Mohamed Keraine

Group Enterprise Co-head of AI
and Global Head of Digital

Lay Choo Ong

Global Head of Segments,
Sales and Client Propositions

AI as a structural advantage for sustained and scaled growth

A hybrid engagement model powered by AI, purpose-built for affluent clients with sophisticated, cross-border wealth needs

Augment Human Expertise

- Relationships
- Trust
- Complexity

Automate With Purpose

- Speed
- Accuracy
- Scale

— Bringing our AI approach to life —

Augmenting
Relationship Managers

01

Differentiating
Client Experience

02

Empowering
Client Action

03

AI-orchestrated workflow driving client penetration and productivity



AI prioritises clients, surfaces insights, guides advice and automates follow through

Higher productivity per RM



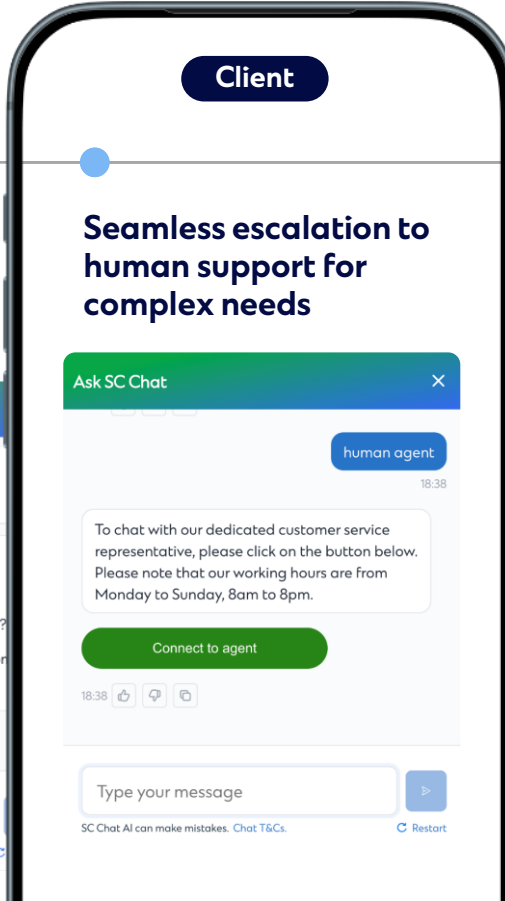
More active clients per RM



Differentiating the client experience with smarter, seamless service

01 Resolving more client needs through digital self-service

Expanding end-to-end resolution through natural dialogue



Client

Ask SC Chat

Hello! I am an AI-powered chatbot. Need a helping hand with your banking journey?

Get started by asking a question, such as:

- How can I open a new savings account?
- Which credit card is the best for cashback?
- How do I report a fraudulent transaction on my credit card?

Type your message

SC Chat AI can make mistakes. [Chat T&Cs](#)

Seamless escalation to human support for complex needs

Ask SC Chat

human agent

To chat with our dedicated customer service representative, please click on the button below. Please note that our working hours are from Monday to Sunday, 8am to 8pm.

Connect to agent

Type your message

SC Chat AI can make mistakes. [Chat T&Cs](#)

02 Elevating human support for when it matters most

Contact Centre Agent

Kate Tan Priority Banking
Hong Kong • Female • 19 Jan 1990 • 7020000052483

Contextual answers, next steps and prompts

Capacity for empathy and client interaction

Live Conversation

Hi, I need some advice. I've got a fair bit of cash sitting idle. What should I do with it?

Generated Response

Hi Kate, I can help with that. Cash currently makes up close to 50% of your portfolio and there are opportunities to diversify your wealth in a way that aligns with your goals. Would you like me to walk you through a few recommendations?

[Signature CIO Funds](#) [Endowment Plan](#)

Active Case Number
SCB-000019283-2025

Customer Issue
Investment Advice

Automated Summary

- Holds two deposit accounts, a credit card and unit trusts
- Consistent transaction activity
- Conservative risk profile
- Limited exposure to growth assets

Overall Customer Sentiment Score

Satisfied Appreciative Happy

Total Call Time 10m20s
Priority queue

Recommended solution

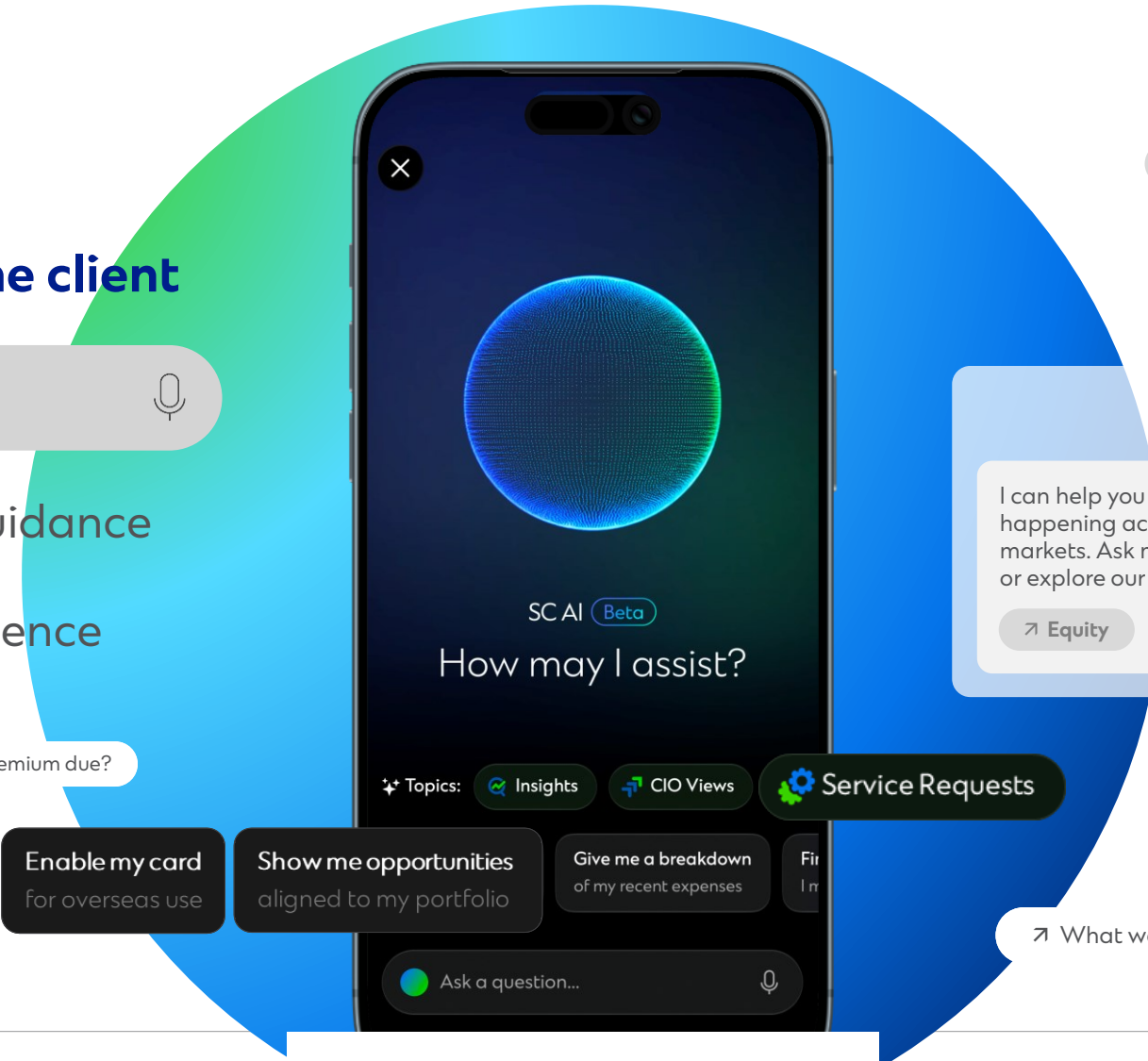
- Reaffirm understanding of client priorities
- Explain trade-offs of holding excess cash
- Encourage a low-risk first step towards diversification

Always-on intelligence enabling faster, better client decisions

AI in the palm of the client

Ask a question...

Combining insight, guidance and action in a single conversational experience



Insights

Idle Cash

Make your cash work harder
You have SGD1.2M in cash – explore investment options to boost your returns.

CIO Views

I can help you make sense of what's happening across global financial markets. Ask me about market trends or explore our CIO views:

Equity USD Gold

Service Requests

When is my insurance premium due?

I want to grow my money

Enable my card for overseas use

Show me opportunities aligned to my portfolio

Give me a breakdown of my recent expenses

Fir I r

Do I have enough to retire now?

What was that \$88 charge last Tuesday?



Where AI creates value for the business

Velocity

Speed of doing business

Reduction in onboarding time

Faster time to market for new capabilities



Accuracy

Quality of insights and advice

Increase in wealth AUM per client

Stronger risk management and controls

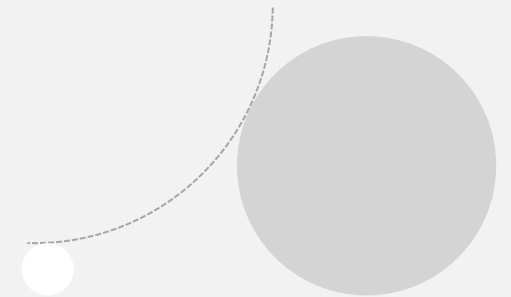


Scalability

Growth with the same capacity

Higher income per RM

More active wealth clients per RM



Speaker bios



Bill Winters
Group Chief Executive

Bill Winters is Group Chief Executive at Standard Chartered, appointed in June 2015.

Bill has had a distinguished career in banking. In 2013, he was awarded a CBE for his services to the UK economy and financial services. Bill was the only career banker to be invited to be a committee member of the UK Independent Commission on Banking, where he recommended ways to improve competition and financial stability in banking. Subsequently, he served as advisor to the UK Parliamentary Commission on Banking Standards and was asked by the Court of the Bank of England to complete an independent review of the Bank of England's liquidity operations.

Bill is deeply engaged in driving the climate finance agenda. He is a member of the GFANZ Principals Group and a founding member of the World Bank Private Sector Investment Lab.



Manus Costello
Interim Group Chief Financial Officer

Manus Costello was appointed Group Chief Financial Officer, Executive Director of the Board, and a member of the Group Management Team in May 2026, subject to regulatory approval.

Manus is based in London and leads the Group's Finance, Treasury, Investor Relations and Corporate Development functions.

Manus joined Standard Chartered in 2024 as Global Head of Investor Relations, where he was responsible for managing the Group's relationships with institutional investors and analysts, communicating financial performance and strategy to the market, and supporting the Bank's engagement with shareholders.

He has 25 years of experience in financial services, including as a founding partner and Global Head of Research at Autonomous. Before that, he spent 10 years in equity research at Merrill Lynch, based in London and New York.



Tanuj Kapilashrami
Group Chief Operating Officer

Tanuj Kapilashrami is Group Chief Operating Officer, appointed in May 2026. She was appointed as a member of the Group Management Team in January 2019 and is based in the UK.

Tanuj has over two decades of experience in the global financial services sector.

Prior to Standard Chartered, she built her career at HSBC, in a range of country, regional and global leadership roles across multiple markets, including Hong Kong, Singapore, India, Dubai and London. She is often featured in leading global media including the Economist, Financial Times, Bloomberg and the BBC, as well as in publications such as the Harvard Business Review, on a range of topics including culture, leadership, inclusion, and skills.

Her first book *The Skills-Powered Organization – The Journey to the Next Generation Enterprise* was published by the MIT Press in 2024.

Speaker bios



Noelle Eder
Group Head, Technology & Operations

Noelle Eder is Group Head, Technology & Operations. Noelle's extensive career spans more than 30 years, across financial services, financial technology, healthcare, and hospitality.

She has deep experience in areas from modernising global technology to driving core innovation, as well as in data and analytics, cyber security, product management and software development.

Prior to joining the Bank, Noelle was the Executive Vice President and Global Chief Information Officer at The Cigna Group. Before that, her previous roles include Chief Information and Digital Officer at Hilton Worldwide Holdings, and Chief Card Customer Experience Officer for Capital One Financial Corporation.

She also held leadership roles at Intuit and Teknowledge. She was named one of the top 50 leaders in technology on the Forbes CIO Next List in 2023 and was listed in WomenTech network's 100 Executive Women in Tech to Watch for 2025.



Roberto Hoornweg
CEO, Corporate & Investment Banking

Roberto Hoornweg sits on the Group Management Team as CEO, Corporate & Investment Banking. He also has Management Team responsibility for the Group's activities in Europe, the Americas, the Middle East and Africa.

He joined Standard Chartered in 2017 as Global Head of Financial Markets, leading the teams who help some of the world's largest corporates and financial institutions with risk management, transaction services, financing and research in fixed income, currencies, commodities across more than 50 markets.

Prior to joining the Bank, Roberto led the Liquid Portfolio Strategies funds business at Brevan Howard Asset Management. He previously held senior roles at UBS Investment Bank, including leading global Securities Distribution and co-heading Fixed Income, Currencies and Commodities, and spent 17 years at Morgan Stanley in senior leadership roles across global markets.

Roberto's banking experience was honed during his 17-year career at Morgan Stanley, where he held various senior roles in fixed income derivatives, led the global Emerging Markets Fixed Income & FX business, and was latterly Head of Global Interest Rates, Credit and Currencies.

Speaker bios



Judy Hsu
CEO, Wealth & Retail Banking

Judy Hsu is CEO, Wealth & Retail Banking. She is a member of the Group Management Team and is based in Hong Kong. In addition, she has responsibility for our ASEAN, South Asia, Greater China & North Asia markets.

Previously, Judy was Regional CEO, ASEAN & South Asia, a position she held from 2018, and she was CEO, Singapore from 2015 to 2018. Judy joined the Bank in 2009 as Global Head of Wealth Management and led the strategic advancement of the division. Judy's banking career spans more than 30 years, including various leadership roles in Asia with global, regional and market responsibilities.

She has deep experience in retail banking, wealth management and in developing affluent client strategies, and is passionate about building diverse teams to drive resilience, adaptability and innovation.



Raymond Ang
Global Head, Private Bank and Affluent Clients, and Head, Wealth & Retail Banking, Greater China and North Asia

Raymond joined Standard Chartered in July 2021. His banking career spans over 30 years, having held various senior leadership positions in Asia with extensive regional and country responsibilities.

He has deep experience in Private and Affluent Banking, servicing clients across the wealth continuum.

Raymond joined from UBS AG where he was their Singapore Private Banking Location Head. During the nine years at UBS, he held a number of senior roles, including Head of North Asia, Japan and Indonesia, Head of Ultra High Net Worth Southeast Asia, and Head of Sales for Asia Pacific.

Before joining UBS, Raymond was with The Carlyle Group focused on leveraged buyout in North Asia. He also spent eight years in DBS Bank at the group level and was instrumental in building out their wealth, priority banking and unsecured lending businesses across Asia in the early 2000s. He began his career at Citibank NA in 1994 as a management associate in the consumer banking franchise.

Select technical and abbreviated terms

Term	Definition
Access trade	An example of an access trade is an international financial institution entering into a total return swap structure booked offshore that relates to an underlying comprising a locally issued government bond
ADGM	Abu Dhabi Global Market
Adj.	Adjustments
ADT	Average daily turnover
Affluent Clients	Refers to clients within our Premium, Priority, Priority Private and Private segment with specific AUM and or networth according to specific segment proposition.
AI	Artificial Intelligence
AIEA	Average interest earning assets
AME	Africa and the Middle East
APAC	Asia-Pacific
APE	Annual premium equivalent
API	Application Programming Interface (API) set of rules and specifications that allows different software applications to communicate and exchange data
ASEAN	Association of Southeast Asian nations
Atomic settlement	The execution of a transaction where the transfer of assets and the corresponding payment occurs simultaneously and irreversibly
AUC	Assets under custody
AUD	Australian dollars
AUM	Assets under management
Avg.	Average
B/(W)	Better/(Worse)
BBD	Banks & broker dealers
Blockchain	A distributed digital ledger that secures transactions across a network of computers in a secure, transparent, tamper-resistant way. Transactions are grouped into blocks and validated through consensus mechanisms rather than a central authority
bn	Billion
bps	Basis points
BTC (Bitcoin)	The first cryptocurrency, often viewed as digital store-of-value or cited as "digital gold", and is the largest cryptocurrency by market cap
BUIDL	BlackRock's BUIDL is a tokenised treasury fund
C&O	Central & Others
CAGR	Compound annual growth rate
CASA	Current accounts and savings accounts
CBDC	Central Bank Digital Currencies: a digital form of sovereign money issued by a central bank, representing a direct claim on the state
CCPL	Credit cards and personal loans
CCS	Carbon capture and storage
Ccy	Constant currency. A performance measure on a constant currency basis is presented such that comparative periods are adjusted for the current year's functional currency rate. Better/(Worse)
CET1	Common equity tier 1. A measure of CET1 capital as a percentage of RWA

Term	Definition
CG	Credit grade. Credit grades are indicators of likelihood of default. Credit grades 1 to 12 are assigned to performing customers, while credit grades 13 and 14 are assigned to non-performing or defaulted customers
CGB	China government bond
CHIPS	Clearing House Interbank Payments System (is a private clearing house in the US that facilitates large-value wire transfer transactions)
CIB	The Group's Corporate & Investment Banking client segment
CIO	Chief Investment Office
CIPS	Cross Border Interbank Payment System, is a Chinese payment system designed for cross boarder renminbi (RMB) payments and trade
CNH	Offshore Chinese Yuan
CNY	Chinese Yuan, the official currency of China
Corporate functions	Defined as non-frontline support services headcount (year end) plus non-outsourced non-employed workers (NEW)"
CPI	Consumer prices index
CPM	Credit Portfolio Management
Cryptocurrencies	Digital native assets (e.g. Bitcoin, Ethereum) that operate on blockchain rails and are not issued by banks or governments
CTA	Cost to achieve
DA	Digital Assets
DCM	Debt capital markets
DeFi	Decentralised Finance - blockchain-based financial activity (lending, trading, liquidity) that operates on public protocols rather than traditional intermediaries
D-FMI	Digital Financial Market Infrastructure
DIFC	Dubai International Financial Centre
DM	Developed markets
DPS	Dividend per share
DVA	Debit valuation adjustment: the Group calculates DVA on its derivative liabilities to reflect changes in its own credit standing
EA (NPP)	Early alerts (non-purely precautionary) A borrower's account which exhibits risks or potential weaknesses of a material nature requiring closer monitoring, supervision, or attention by management. If the symptoms present an imminent credit concern, an account will be considered for classification as non-purely precautionary
e-CNY	China's central bank digital currency, issued by People's Bank of China
e-HKD	Hong Kong's central bank digital currency, issued by the Hong Kong Monetary Authority
eIRS	Electronic interest rate swap (eIRS) system
ELS	Equity-linked securities
EM	Emerging Markets
eNaira	Nigeria's central bank digital currency, issued by the Central Bank of Nigeria
EPS	Earnings per share
ESG	Environmental, social and governance
ETFs	Exchange traded funds



Select technical and abbreviated terms

Term	Definition
ETH (ether)	The native currency of the Ethereum network and is the second largest cryptocurrency by market cap
Ethereum	A blockchain network that supports cryptocurrencies and programmable financial applications
EUR	Euro
Exp.	Exposure
FCA	Financial Conduct Authority
FDI	Foreign direct investment
FFG	Fit for Growth
FI	Financial Institutions
FICC	Fixed income, currencies and commodities
Fintech	Financial technology companies
FMI	Financial market infrastructure
FPS	Faster payment system
FSS	Financing and security services
FTE	Defined as headcount (year-end) plus non-outsourced non-employed workers (NEW) and SC Ventures headcount
FVOCI	Fair value through other comprehensive income
FVTPL	Fair value through profit or loss
FX	Foreign exchange
FXO	Foreign exchange options
FY	Full year
GB	Global banking
GBA	Greater bay area
GCC	Gulf cooperation council
GCNA	Greater China and North Asia
GDP	Gross domestic product
GM	Global Markets
G-SIB	Global systemically important bank
HIBOR	Hong Kong interbank offered rate
HKD	Hong Kong Dollars
HKEX	Hong Kong Exchanges and Clearing Limited
HKMA	Hong Kong monetary authority
HKSFC	Securities & Futures Commission of Hong Kong
HNW	High-net-worth
HNWI	High-net-worth individual
HQLA	High-quality liquid assets
HTC/HTM	Held to collect/Held to maturity
I/G	Investment grade: Debt security, treasury bill or similar instrument with a credit rating measured by external agencies of AAA to BBB.
International clients	Comprise private clients who are multi-jurisdictional in our booking centres in Hong Kong, Singapore, UAE and UK, as well as priority and priority private clients who are non-resident or resident foreigners (expats) banking with us in Hong Kong, Singapore, UAE, Jersey, and India

Term	Definition
IPO	Initial public offering
ISO	International Organization for Standardization
KPIs	Key Performance Indicators
L&A	Loans and advances
LAF	Leveraged and acquisition finance
LCMM	Local Corporates & Middle Markets: A sub-segment of Corporate clients with group sales turnover greater than \$100m but less than \$1.5bn on an annual basis
LCR	Liquidity coverage ratio
Loan loss rate (LLR)	Credit Impairment Profit & Loss on Loans & Advances to Banks & Customers over Average Loans and Advances to Banks and Customers
LTV	Loan-to-value
m	million
M&A	Mergers and acquisitions
mBridge	Multi central bank digital currency platform
MDA	Maximum distributable amount
MENAP	Middle East, North Africa, Pakistan
min.	Minimum
MM	Money markets
MNC	Multinational corporation
Mox	Digital Bank in Hong Kong
MREL	Minimum requirement for own funds and eligible liabilities
MT700	MT700 message is a standard SWIFT message used by banks to issue a documentary credit (a letter of credit) in international trade
MTM	Mark-to-market
Multimarket Clients	International clients with accounts in more than 1 market
n.m.	Not meaningful
NBFI	Non-bank financial institution
NDFs	Non-deliverable forwards
Net nominal	The aggregate of loans and advances to customers/loans and advances to banks, restricted balances with central banks, derivatives (net of master netting agreements), investment debt and equity securities, and letters of credit and guarantees
NII	Net interest income
NIM	Net interest margin
NNM	Net new money. This represents fresh inflow into affluent client deposits and investment assets (including dividends and interest) minus any outflows in these asset classes for the reporting period. Impact due to market movements or currency fluctuations is excluded from NNM computation
NNS	Net new sales
Non-II	Non-interest income



Select technical and abbreviated terms

Term	Definition
Non-outsourced NEWs	Are resources engaged on a time and materials basis where task selection and supervision is the responsibility of the Bank, such as agency workers
Notable	Reflect accounting adjustments, gain/loss on sale of businesses or assets, legal charges & provisions, and goodwill impairment
NPL	Non-performing loans
NPS	Net promoter score
NSFR	Net stable funding ratio
NTB	New-to-bank
NTD	New Taiwan Dollar
O2D	Originate-to-distribute
OP	Operating Profit
OTC Clearing	Over-the-Counter clearing is a process where bilateral OTC derivative transactions are "novated" to a central counterparty (CCP)
Other International	Includes Global Indian, ASEAN, GCC, African and rest of international clients
Outbound income	Income generated on a client group (ultimate parent) from the market or location where they are domiciled
PAT	Profit after tax
PBT	Profit before tax
PD	Probability of default
PRA	Prudential regulation authority
Private blockchain	Permissionless network that is fully decentralised and relies on consensus mechanisms
Programmable Assets	Assets represented on a blockchain that embed rules, logic and conditions directly into their structure via code, known as smart contracts
Protocol	A foundational set of rules, procedures, and standards that govern a decentralised network, such as a blockchain
PSDO	Public sector development organisations
PTR	Passthrough rates
Public blockchain	Restricted, permissioned network controlled by a single organisation or a group of trusted participants. Access, transaction validation and governance are limited to approved entities, enabling greater control and privacy relative to public blockchains
PvB	Private banking
QoQ	Quarter-on-quarter
Repo	Repurchase agreement, a form of secured short-term borrowing
RMB	Renminbi, also known as RMB, is the official currency of China
RMBI	Internationalisation of Renminbi usage
RMs	Relationship managers
RoRWA	Income Return on risk-weighted assets

Term	Definition
RoTE	Return on tangible equity
RoW	Rest of the world
RWA	Risk-weighted assets. A measure of a bank's assets adjusted for their associated risks, expressed as a percentage of an exposure value in accordance with the applicable standardised or IRB approach provisions
SBL	Securities based lending
SCV (Ventures)	SC Ventures
Seasoned RMs	Identified based on vintage with the bank that represents maturity of their client portfolios
Senior RMs	Are more experienced RMs identified based on internal employee grade
SF	Sustainable Finance
SFC	Securities and futures commission
SME	Small and medium enterprise
SOFR	Secured Overnight Financing Rate
Stablecoins	Digital currencies designed to maintain a stable value, typically linked to fiat currencies such as the US dollar, and widely used for payments and settlement
Sukuk	A Sukuk is an Islamic financial certificate; similar to a bond in Western finance, that complies with Islamic religious law commonly known as Sharia
SWIFT	Society for worldwide interbank financial telecommunication
TBFC	Trading book funding cost
TD	Term/Time deposits
TF	Transition Finance
TMT	Technology media & telecom
tn	Trillion
Trust	Digital bank in Singapore
TS	Transaction services
TVL	Total value locked: The total value of assets deposited into decentralised finance protocols
UHNW	Ultra-high net worth
Uniswap	Decentralised exchange that operates on Ethereum blockchain allowing users to swap tokens without intermediaries: https://app.uniswap.org
USD	United States Dollar
USDC	USD Coin is a digital stablecoin pegged to the US dollar on a 1:1 basis
VaR/SVaR	Value at risk/Stressed Value at Risk
VCC	Variable capital company. New corporate entity that enables the Bank to launch a series of funds to give its clients exclusive access to unique investment strategies.
WAM	Weighted average maturity
WRB	The Group's Wealth & Retail Banking client segment
YoY	Year-on-year. YoY variance is better/(worse) other than assets and liabilities which is increase/(decrease)
YTD	Year-to-date
ZAR	South African rand
%pts	Percentage points



Important notice

Forward-looking statements

The information included in this document may contain ‘forward-looking statements’ based upon current expectations or beliefs as well as statements formulated with assumptions about future events. Forward-looking statements include, without limitation, projections, estimates, commitments, plans, approaches, ambitions and targets (including, without limitation, ESG commitments, ambitions and targets). Forward-looking statements often use words such as ‘may’, ‘could’, ‘will’, ‘expect’, ‘intend’, ‘estimate’, ‘anticipate’, ‘believe’, ‘plan’, ‘seek’, ‘aim’, ‘continue’ or other words of similar meaning to any of the foregoing. Forward-looking statements may also (or additionally) be identified by the fact that they do not relate only to historical or current facts.

By their very nature, forward-looking statements are subject to known and unknown risks and uncertainties and other factors that could cause actual results, and the Group’s plans and objectives, to differ materially from those expressed or implied in the forward-looking statements. Readers should not place reliance on, and are cautioned about relying on, any forward-looking statements.

There are several factors which could cause the Group’s actual results and its plans and objectives to differ materially from those expressed or implied in forward-looking statements. The factors include (but are not limited to): changes in global, political, economic, business, competitive and market forces or conditions, or in future exchange and interest rates; changes in environmental, geopolitical, social or physical risks; legal, regulatory and policy developments, including regulatory measures addressing climate change and broader sustainability-related issues; the development of standards and interpretations, including evolving requirements and practices in ESG reporting; the ability of the Group, together with governments and other stakeholders to measure, manage, and mitigate the impacts of climate change and broader sustainability-related issues effectively; risks arising out of health crises and pandemics; risks of cyber-attacks, data, information or security breaches or technology failures involving the Group; changes in tax rates or policy; future business combinations or dispositions; and other factors specific to the Group, including those identified in Standard Chartered PLC’s Annual Report and the financial statements of the Group. To the extent that any forward-looking statements contained in this document are based on past or current trends and/or activities of the Group, they should not be taken as a representation that such trends or activities will continue in the future.

No statement in this document is intended to be, nor should be interpreted as, a profit forecast or to imply that the earnings of the Group for the current year or future years will necessarily match or exceed the historical or published earnings of the Group. Each forward-looking statement speaks only as of the date that it is made. Except as required by any applicable laws or regulations, the Group expressly disclaims any obligation to revise or update any forward-looking statement contained within this document, regardless of whether those statements are affected as a result of new information, future events or otherwise.

Please refer to Standard Chartered PLC’s Annual Report and the financial statements of the Group for a discussion of certain of the risks and factors that could adversely impact the Group’s actual results, and cause its plans and objectives, to differ materially from those expressed or implied in any forward-looking statements.

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This document may contain: (a) financial measures and ratios not specifically defined under: (i) International Financial Reporting Standards (IFRS) (Accounting Standards) as adopted by the European Union; or (ii) UK-adopted International Accounting Standards (IAS); and/or (b) alternative performance measures as defined in the European Securities and Market Authority guidelines. Such measures may exclude certain items which management believes are not representative of the underlying performance of the business and which distort period-on-period comparison. These measures are not a substitute for IAS or IFRS measures and are based on a number of assumptions that are subject to uncertainties and change. For further information, please refer to Standard Chartered PLC’s Annual Report and the financial statements of the Group and, specifically in relation to adjusted net interest income and adjusted non-interest income, please refer to the footnote beneath the “Net interest income and non-interest income” section on page 6 of Standard Chartered PLC’s Q1’2026 results announcement.

Financial instruments

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