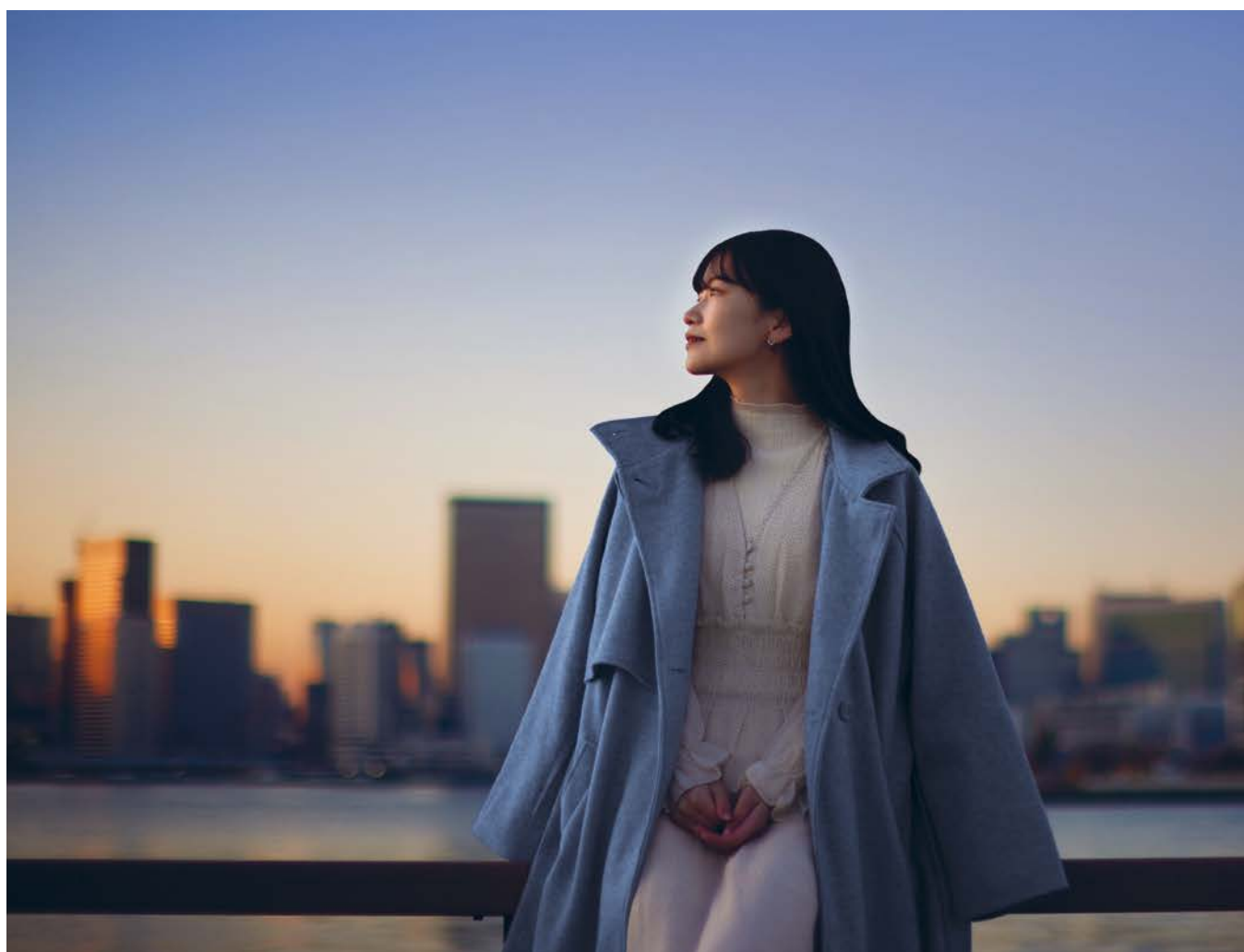




Annual Report 2024

Connecting the world's most dynamic markets



Connecting the world's most dynamic markets

Standard Chartered is a global bank connecting corporate, institutional and affluent clients to a network that offers unique access to sustainable growth opportunities across Asia, Africa and the Middle East.

Our strategy combines differentiated cross-border capabilities and leading wealth management expertise. Our purpose is to drive commerce and prosperity through our unique diversity.

This is underpinned by our brand promise, here for good.

Financial KPIs¹

Return on tangible equity (RoTE)

11.7% ↑160bps

Underlying basis

9.7% ↑130bps

Reported basis

Common Equity Tier 1 ratio (CET1)

14.2% ↑19bps

Above our 13-14% target range

Total shareholder return

47.5% 2023: 9.4%

Non-financial KPIs²

Diversity and inclusion: women in senior roles⁴

33.1% ↑0.6ppt

Mobilising sustainable finance

\$121bn ↑\$34bn

Employee net promoter score (eNPS)

20.44 ↓5.42 points

Other financial measures^{1,3}

Operating income

\$19,696m ↑14%

Underlying basis

\$19,543m ↑10%

Reported basis

Profit before tax

\$6,811m ↑21%

Underlying basis

\$6,014m ↑19%

Reported basis

Earnings per share

168.1 cents ↑39.2 cents

Underlying basis

141.3 cents ↑32.7 cents

Reported basis

Tangible net asset value
per ordinary share

1,541 cents ↑148 cents

¹ Reconciliations from underlying to reported and definitions of alternative performance measures can be found on pages 54 to 56.

² For more information on our culture of inclusion see page 40, and for more on our Sustainability Aspirations see page 64.

³ Year-on-year growth on Operating income and Profit before tax is on constant currency basis.

⁴ Senior leadership is defined as Managing Directors and Band 4 roles (including the Group Management Team).

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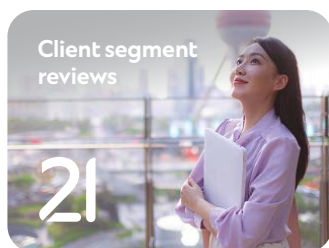
Group Chief Executive's review



Our strategy



Client segment reviews



Stakeholders



Sustainability review



About this report

Sustainability and ESG reporting

The Group includes Environmental, Social and Governance (ESG) and sustainability information in this Annual Report, providing investors and stakeholders with an understanding of the implications of relevant sustainability-related risks and opportunities and progress against our objectives.

We have observed our obligations under: (i) sections 414CA and 414CB of the UK Companies Act 2006; (ii) the UK's Financial Conduct Authority's Listing Rules in respect of climate-related disclosures; and (iii) the ESG Reporting Guide contained in Appendix C2 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited. We have made disclosures consistent with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations and recommended disclosures throughout this Annual Report.

In preparing this report we have given consideration to (but do not align in full with) the guidance provided by the International Sustainability Standards Board (ISSB) Standards finalised in 2023: IFRS S1 and IFRS S2, noting that IFRS S2, although largely based on TCFD, requires a more granular level of disclosure. IFRS S1 and S2 are voluntary standards and compliance is not yet required in the Group's listing locations.

Additionally, we publish an ESG reporting index against the voluntary Global Reporting Initiative (GRI) Universal Standards and select GRI Topic Standards, and the World Economic Forum Stakeholder Capitalism Metrics framework.

+ The Group's sustainability-related disclosures can be accessed via sc.com/sustainabilitylibrary

Alternative performance measures

The Group uses a number of alternative performance measures in the discussion of its performance. These measures exclude certain items which management believes are not representative of the underlying performance of the business and which distort period-on-period comparison. They provide the reader with insight into how management measures the performance of the business.

+ For more information on Standard Chartered please visit sc.com

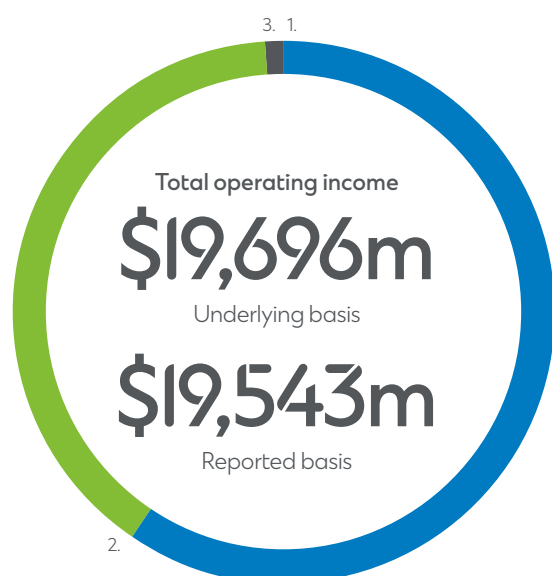
All information presented in the Group Chairman's statement, and Group CEO and CFO reviews are on an underlying basis unless otherwise stated. A reconciliation from underlying to reported and definitions of alternative performance measures can be found on pages 54 to 56.

Unless another currency is specified, the word 'dollar' or symbol '\$' in this document means US dollar and the word 'cent' or symbol 'c' means one-hundredth of one US dollar. Disclosures in the Strategic report, Financial review, Sustainability review, Directors' report, Risk review and Capital review and Supplementary information are unaudited unless otherwise stated. Unless context requires within the document, 'China' refers to the People's Republic of China and, for the purposes of this document only, excludes Hong Kong Special Administrative Region (Hong Kong), Macau Special Administrative Region (Macau) and Taiwan. 'Korea' or 'South Korea' refers to the Republic of Korea. Asia includes Australia, Bangladesh, Brunei, Cambodia, India, Indonesia, Laos, Malaysia, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Thailand, Vietnam, China, Hong Kong, Japan, Korea, Macau and Taiwan; Africa includes Botswana, Côte d'Ivoire, Egypt, Ghana, Kenya, Mauritius, Nigeria, South Africa, Tanzania, Uganda and Zambia. The Middle East includes Bahrain, Iraq, Oman, Pakistan, Qatar and Saudi Arabia and the UAE. Europe includes Belgium, Falkland Islands, France, Germany, Jersey, Luxembourg, Poland, Sweden, Türkiye and the UK. The Americas includes Argentina, Brazil, Colombia and the US. Within the tables in this report, blank spaces indicate that the number is not disclosed, dashes indicate that the number is zero and 'nm' stands for not meaningful. Standard Chartered PLC is incorporated in England and Wales with limited liability, and is headquartered in London. The Group's head office provides guidance on governance and regulatory standards. Standard Chartered PLC Stock codes are: LSE STAN.LN and HKSE 02888.

Who we are and what we do

Our client segments

We serve three client segments, with support from seven global functions.



Client segment

1. Corporate & Investment Banking (CIB)

Supports large corporations, development organisations, governments, banks and investors in accessing cross-border trade and investment opportunities.

2. Wealth & Retail Banking (WRB)

Serves the local and international banking needs of clients across the wealth continuum from Personal to Priority and Private Banking, as well as small and medium enterprises.

3. Ventures

Promotes a culture of innovation across the Group, investing in disruptive financial technology and creating alternative financial service business models, as well as growing our digital banks — Mox and Trust.

4. Central & Other Items

Operating income

\$11,818m

Underlying basis

\$11,863m

Reported basis

\$7,816m

Underlying basis

\$7,839m

Reported basis

\$183m

Underlying basis

\$183m

Reported basis

\$(121)m

Underlying basis

\$(342)m

Reported basis

Global functions

Our client-facing businesses are supported by our global functions, which work together to ensure the Group's operations run smoothly.

Group Chief Financial Office (GCFO)	Partners with the business and collaborates with other functions to execute on the Group strategy. GCFO comprises four areas: Finance, Treasury, Investor Relations and Corporate Development.
Strategy & Talent	Brings together the Corporate Strategy, Group-wide Transformation, Corporate Affairs, Brand & Marketing, Corporate Real Estate Services, Human Resources, Supply Chain Management and Fit for Growth programme teams. The function plays a critical role in how we develop, execute and communicate our strategy and build and deploy our skills and resources to transform the Bank and achieve sustainable growth.
Technology & Operations	Responsible for reshaping the Group's systems and technology platforms to ensure we provide robust, responsive and innovative technology and digital solutions. Also manages all client operations, seeking to provide an optimal client service and experience across the board.
Group Internal Audit	An independent function with the primary role of supporting the Board and Management Team, and protecting the assets, reputation and sustainability of the Group.
Compliance, Financial Crime & Conduct Risk (CFCR)	Partners internally and externally to achieve the highest standards in conduct and compliance to enable a sustainable business and to fight financial crime.
Legal	Provides legal advice and support to the Group in managing legal risks and issues.
Risk	Provides oversight and challenge on the Group's risk management, ensuring that business is conducted in line with regulatory expectations.

Our culture

With our focus on cross-border banking and helping generations of families grow their wealth – we remain the bank we set out to be over 170 years ago.

Our distinctive culture has been developed in pursuit of our purpose – to drive commerce and prosperity through our unique diversity. We deliver innovative solutions that create long-term value for our clients and the communities within which we operate.

We're committed to promoting equality and inclusion, as it's our diversity – of people, cultures and networks – that sets us apart and helps us drive business growth.

We are guided by our valued behaviours, our Stands and our brand promise, here for good.

Valued behaviours

Our valued behaviours are key to delivering on our strategy. As the guiding principles for the way we do business every day, they help us learn from our successes and take on new challenges.

When we live our valued behaviours, we question, innovate and make bold decisions, allowing us to take opportunities to go above and beyond for our clients.



Do the right thing

Doing the right thing means acting in the best interests of our clients, colleagues and stakeholders.



Never settle

We're ambitious in our constant pursuit of excellence and market-leading innovation.



Better together

We build relationships with our clients and each other so we can share our unique capabilities.

Our Stands

We set long-term ambitions to address some of the most pressing societal challenges of our time.

Climate change, deepening inequality and the inequities of globalisation remain as urgent today as ever before.



Read more on our Stands
[sc.com/who-we-are](https://www.sc.com/who-we-are)



Accelerating Zero



Lifting Participation



Resetting Globalisation

Where we operate

We operate in the world’s most dynamic markets, which set the pace for global growth and prosperity.

Our locations

Our unique geographic footprint connects high-growth and emerging markets in Asia, Africa and the Middle East with more established economies in Europe and the Americas, allowing us to channel capital to where it’s needed most. For more than 170 years, we have used the power of our network to maximise opportunities for people and businesses who trade, operate or invest in these regions. Our diverse experience, capabilities and culture set us apart.

Americas

- Argentina
- Brazil
- Colombia
- US

Europe

- Belgium
- Falkland Islands
- France
- Germany
- Jersey
- Luxembourg
- Poland
- Sweden
- Türkiye
- UK

Middle East

- Bahrain
- Iraq
- Oman
- Pakistan
- Qatar
- Saudi Arabia
- UAE

Africa

- Botswana
- Côte d’Ivoire
- Egypt
- Ghana
- Kenya
- Mauritius
- Nigeria
- South Africa
- Tanzania
- Uganda
- Zambia

Asia

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

Markets across the world

53

Together, we run further

Our marathon series covered new ground in 2024.

We launched the 10th race in our global marathon portfolio, the Standard Chartered Hanoi Marathon Heritage Race, which commemorates our 120-year presence in Vietnam.

At a special edition race in Hong Kong, we gave runners a once-in-a-lifetime opportunity to race on the runway at Hong Kong International Airport.

Across the year, more than 244,000 participants took part in our marathons and races from Shanghai to Nairobi.

Our global marathon series demonstrates our presence, network and experience in the world's most dynamic markets.

Read more at sc.com/marathons



Group Chairman's statement

“The strength of our performance reflects not only the progress we are making but stronger external confidence and understanding of our business”

Dr José Viñals
Group Chairman



Throughout 2024, we made demonstrable progress in delivering on our strategy, as evidenced by our financial performance for the full year. Our high-growth markets, where we have prioritised investment, continue to deliver strongly and provide the basis for us to pursue our role as a super connector across the established and emerging global corridors of trade, investment and wealth.

This performance was achieved in a year when the geopolitical environment saw the transition and transfer of power as roughly half the world's population participated in the global election 'super cycle', with approximately two billion eligible voters in over 70 national elections. Despite many changes, and in some cases disruption, our strategy endures. This has been driven by our own internal discipline as well as our tireless execution in delivering outstanding service to our clients. The leadership of our Group Chief Executive, Bill Winters, and his Management Team continues to inspire confidence and focus across the organisation. Their expertise and dedication remain essential to our success, and my deepest thanks go to each of them and their teams.

The refinement of our strategy announced with our Q3 2024 results brings together two complementary strengths of our business, which are well positioned as drivers of future growth: the pursuit of **cross-border** opportunities through our corporate and investment banking capability and network; and an unrelenting focus on the fast-growing **affluent** segment of clients through our leading wealth management offering.

In sharpening our focus, it has likewise been necessary to make changes to our business model, including the decision to reshape our mass retail business to focus on developing our pipeline of future affluent and international banking clients, and optimise our resource allocation by exiting some markets. While such changes are difficult, particularly where our presence has been longstanding, we must consider where we can have the greatest impact and where our capabilities can be delivered both efficiently and effectively in service of future growth, value creation and the evolving needs of our clients.

Performance with purpose

In my statement last year, I highlighted that our growth must be achieved in a strong, safe and sustainable manner, while

maintaining both cost and capital discipline. I am delighted to say that 2024 saw us maintain this level of rigour in our approach. This led to an improvement in our return on tangible equity reaching 11.7 per cent, which sets a notable milestone for us ahead of our 2026 target of approaching 13 per cent. When combined with income growth of 14 per cent on a constant currency basis it becomes clear that our underlying business is connected to meaningful opportunities across our markets.

The strength of our performance in 2024 has also been observed in our share price over the period, which not only reflects the progress we are making, but the renewed confidence and understanding of our business in the eyes of our investors and external stakeholders. The Board and Group Management Team are pleased to see such results flow through and remain committed to building on this further. This year, we are pleased to be able to provide an increased full-year dividend of 37 cents per share (a 37 per cent increase) and are announcing a further share buyback of \$1.5 billion, in addition to the \$2.5 billion already announced over the course of the year. Overall, this amounts to a total of \$4.9 billion announced since full-year 2023 results.

Across both Corporate & Investment Banking (CIB) and our Wealth & Retail Banking (WRB) businesses, we are focused on driving income growth in high-returning areas. In CIB, our commitment to deepening our relationship with financial institutions and leveraging our unique network in support of our corporate client base was underpinned by strong growth in both our Global Markets and Global Banking business. While in WRB, our decision to make a \$1.5 billion investment commitment in service of the affluent client segment underlines our role as a Bank that offers services throughout the full wealth continuum. We are targeting \$200 billion in net new money and double-digit CAGR in Wealth Solutions income over the next five years, a business which saw a record performance in 2024, up 29 per cent at constant currency when compared with 2023, with double-digit growth in both Investment Products and Bancassurance.

Beyond financial performance, our purpose and brand promise, here for good, remain critically important in defining who we are as a business. They aid us in determining our ambition and help guide our decision making. As a Group, we continue to play our part in helping to address some of the most pressing

societal changes through our Stands: Accelerating Zero, Lifting Participation and Resetting Globalisation.

In this report we outline further progress against our net zero roadmap as we disclose the interim targets and science-based methodologies for our financed emissions in all 12 of the high-emitting sectors as defined by the Net-Zero Banking Alliance. The addition of a target for the Agriculture sector fulfils our commitment to target setting in support of our clients as they navigate the transition of the real-world economy. As a reminder, 2025 is also the year in which we aim to be net zero in our Scope 1 and 2 emissions, an important milestone in our own net zero journey as a Group.

This year we also published the Group's inaugural Transition Plan which outlines our approach to deliver this change and achieve net zero by 2050, demonstrating to clients, suppliers, customers and other key stakeholders that the bank has a clear plan to deliver on the commitments we have made. Our sustainable and transition finance capabilities are a significant part of our commercial offering and demonstrate the value of our deep expertise in this space as a trusted, expert adviser. The growth of this business and the broadening diversity of our product offering give us a leading advisory capability that is in high demand in our markets, as they look to deliver progress against their own adaptation, transition, and sustainability ambitions.

Confident and accountable

As a Board, our role is to ensure the highest standards in corporate governance and to take a long-term view on how we can responsibly achieve success for the Group, through both our oversight and constructive partnership with the Group Management Team.

As I reach the end of my nine-year term and prepare to step down from the Board after this year's Annual General Meeting (AGM), I am especially proud that my successor comes from our existing non-executives. I have every confidence that Maria Ramos will build on the constructive partnership we have built with the Group Management Team and in her ability to lead the Group in its next phase of growth. Under her stewardship, I believe that the Group will continue to seek out opportunity, leverage the talent of our people, remain client-centric and resilient, and ensure we can successfully navigate the challenges that may lie ahead.

In reflecting on my time with the Group, I look back to my original priorities when joining. These were to deliver long-term value by helping the Bank achieve its potential, safeguard and strengthen its resilience; and to leave in place an enhanced model of governance. By these measures, I am proud of what we have achieved, and grateful for the contribution of the many colleagues and partners over the years who were integral in helping us to, collectively, make credible progress.

While such work is never complete in any organisation, our financial performance highlights the value of our franchise. And as we look to the future, we must set a renewed level of ambition. Our ability to adapt and evolve in a fast-changing external and competitive environment will be the measure of our long-term success.

I would like to acknowledge the contribution of my fellow Board members during my tenure, and thank those who retired from the Board. Since our last AGM, David Conner stepped down in December 2024 after nine years. During his tenure we greatly benefited from his insights and expertise gained over many years of working across some of our key markets. He has likewise played a key role as a member of the Board and our committees and led the Board Risk Committee with distinction. Importantly, we also welcomed new members to the Board. This includes Diane Jurgens, who was announced last year, and subsequently joined the Board in March 2024, as well as Lincoln Leong, who joined the Board in November 2024.

Each of our Board members brings valuable personal perspectives and the weight of their experience in terms of expertise in markets and industries. The multi-faceted

diversity of our Board remains critically important, and while all appointments are based on merit, they must also be representative of the diverse clients we serve and markets in which we operate.

From possibilities to prosperity

The early months of 2025 have already proven that, alongside growth, success and opportunity, there is always risk. Circumstances can and will change and what we consider to be norms cannot always be taken for granted. As a Group, it is incumbent on us to aid our clients through such circumstances, to help them navigate the possibilities that provide a pathway to growth and prosperity.

The world is in a period of transition, from a western-led and progressively more integrated global economy to an era of 'multi-alignment' where major players may act more independently and assertively. The long-running trends of environmental, technological and demographic change are being brought into sharper relief by these tensions. This is re-shaping the way markets interact – and, in turn, the where, how and who of globalisation.

In 2024, we saw profound changes across geopolitics, technology, and the need for a better and more sustainable model of growth. The full scale of the AI opportunity started to dawn on businesses and governments alike, with greater appreciation for how incremental investments can drive near-term growth and impact. In the context of ongoing climate negotiations, the planet exceeded the 1.5C warming threshold for the first time, bringing us close to a long-term trend that may be irreversible.

Our role is to help our clients, communities and stakeholders navigate transition with confidence, underpinned by the belief that change is most powerful and inclusive when it is delivered in partnership. Although we expect global growth to slow slightly in 2025, on the back of strong activity in Asia, Gulf Cooperation Council markets and the US, there is persistent uncertainty in the outlook, in large part because of the geopolitical context.

This uncertainty will create new risks, but also new opportunities in fast-growing trade corridors, sustainable development, and cross-border wealth. This context isn't new: in recent years, trade routes have been rewired, with many of our markets acting as a channel between east and west. There are opportunities for our business, anchored in our footprint markets. And also for the world at large, as we have seen concerted efforts to improve supply chain resilience, including reducing carbon footprints.

At the same time, we must guard against unnecessary friction that raises costs for all involved. We should all remember that, over the last half a century, trade has been a key driver in powering global economic growth, improving living standards and reducing household consumption costs. And open trade and investment will be crucial if we are to leverage the full benefits of the global technology transformation, and to continue to invest in addressing climate change – including in the resilience of markets most exposed to its impacts.

I remain optimistic that, working together, businesses and governments around the world can power world trade and the next wave of global growth. In that, our role as a super connector is critical in realising our value as a Group that operates in service of our clients and other stakeholders.



Dr José Viñals

Group Chairman

21 February 2025

Group Chief Executive's review

“Executing a clear strategy, delivering improving returns and increasing shareholder distributions”

Bill Winters
Group Chief Executive



Our team has worked hard to make our bank focused, strong and profitable. We made good progress over the past several years and 2024 marked further improvement. We have more that we can do and remain focused on further strengthening our business and growing our returns.

We are a global bank connecting corporate, institutional and affluent clients to a network that offers unique access to sustainable growth opportunities across Asia, Africa and the Middle East. This distinctive proposition puts us in good stead to help our clients navigate the dynamic conditions we saw throughout the year.

As a result, we performed strongly in 2024, delivering on our target to continue to increase our return on tangible equity (RoTE), posting 11.7 per cent for 2024, up 160 basis points on 2023, and we remain on-track to achieve our 2026 target of approaching 13 per cent.

Income of \$19.7 billion was up 14 per cent on a constant currency basis, supported by an encouraging performance across our big engines of non-net interest income, including a record performance in Wealth Solutions, with income up 29 per cent, and double-digit growth in Global Markets and Global Banking.

Good cost discipline has enabled us to generate positive income-to-cost jaws, even with continued underlying investments. Credit impairment rose 5 per cent year-on-year, mainly from higher charges in Wealth & Retail Banking (WRB), while Corporate & Investment Banking (CIB) benefitted from recoveries. The broader portfolios have proved resilient, and we remain vigilant in the face of a volatile global environment. All this has helped to increase underlying profit before tax by 21 per cent year-on-year to \$6.8 billion.

Our strategy of combining differentiated cross-border capabilities for corporate and institutional clients with leading wealth management expertise for affluent clients is working. In CIB, we have increased cross-border (network) income by 11 per cent compound annual growth rate (CAGR) since 2019,

and it is now 61 per cent of total CIB income. We also recently announced a long-term strategic partnership with Apollo to support and accelerate financing for infrastructure, clean transition and renewable energy globally. In WRB, we continue to build on our strengths in affluent, with \$44 billion of net new money in 2024, up 61 per cent on prior year. This is equivalent to a strong 16 per cent growth of affluent assets under management coming from net new money. Also, earlier in 2024 we set-up our first global variable capital company in Singapore, through which we offer hard-to-access custom-created investment strategies exclusively to our clients, and have subsequently launched two such sub-funds.

We remain highly liquid, with a diverse and stable deposit base, and a liquidity coverage ratio of 138 per cent. We are well capitalised, finishing the year with a Common Equity Tier 1 (CET1) ratio of 14.2 per cent, above our target range, allowing us to increase our full-year ordinary dividend by 37 per cent to 37 cents per share. With the proposed final dividend and the \$1.5 billion share buyback announced today, our total shareholder returns announced since the full-year 2023 results is \$4.9 billion, well on our way to the at least \$8 billion three-year cumulative target.

As we look to the year ahead, I would like to offer my thanks to our much valued and long-standing colleague, José Viñals, who will step down as our Group Chairman later this year. José has been a great partner to me and the members of our Board. During his tenure he has been a tireless advocate and champion of our business. Under his diligent stewardship as Chairman, he has helped steer the Group and made a meaningful contribution to the strong position we hold today. By embodying our brand promise, here for good, he has also played critical roles in contributing to the development of the international finance sector and in mobilising sustainable finance in service of our markets.

In wishing José a fond farewell, I would also like to extend a warm welcome to Maria Ramos who will succeed José as the Group Chair, subject to regulatory approval. Maria first joined

our Board as an Independent Non-Executive Director in January 2021, and she was appointed Chair of the Board Risk Committee and Senior Independent Director in 2022. Maria is a seasoned leader and former banker, with a wealth of experience from leadership positions within the private and public sectors. She also has extensive international non-executive and Chair experience as well as a deep understanding of operating across emerging and developing markets.

Taking action to concentrate resources on areas of greatest strength

Our strategy is designed to deliver our purpose, to drive commerce and prosperity through our unique diversity. This is underpinned by our brand promise, here for good. In our Q3'24 results, we set out a series of further actions to double down on our strategy of combining differentiated cross-border capabilities for corporate and institutional clients with leading wealth management expertise for affluent clients. We will concentrate capital and investment in our areas of greatest differentiation and competitive strength, further simplifying our business and helping us to generate higher quality growth, deliver sustainably higher returns and improve our RoTE over the medium term.

We have set ourselves ambitious goals that align to delivering this strategy and we also upgraded our 2026 RoTE target from 12 per cent to approaching 13 per cent. These goals, outlined below, supersede the commitments we previously announced with our 2023 results in February last year.

- In our CIB business, we will continue to sharpen our focus on serving the cross-border needs of our larger global corporate and financial institution clients. We are optimising resource allocation by reducing the number of clients whose needs do not play directly to our strengths.
- As a result of these actions, we are targeting to increase income from financial institution clients to around 60 per cent of CIB over the medium-term (51 per cent in 2024), and to increase the percentage of cross-border (network) income to around 70 per cent (61 per cent in 2024).
- In our WRB business, we are solidifying our position as a leading wealth manager in Asia, Africa and the Middle East with a differentiated, fast-growing and high-returning international affluent franchise. This will be enabled by investing \$1.5 billion over five years in our wealth and digital platforms, client centres, people and brand and marketing, to accelerate income growth and returns. This investment will be funded by reshaping our mass retail business to focus on developing a strong pipeline of future affluent and international clients.
- We are confident that our increased investment and greater concentration will help us to outperform the market in terms of asset gathering and income growth over the medium term, and we are therefore targeting \$200 billion of net new money from 2025 to 2029, a double-digit CAGR in Wealth Solutions income from 2024 to 2029, and for affluent income share of WRB income to reach 75 per cent by 2029, from 68 per cent in 2024.
- In Ventures, SC Ventures will continue to promote a culture of innovation across the Group, investing in disruptive financial technology and creating alternative financial services and business models. As our portfolio matures, we expect to generate gains on sales or mergers of our ventures and will increasingly obtain third party funding for expansion of ventures, demonstrating the economic value we are creating. And we expect our two digital banks, Mox and Trust, to be profitable in 2026.

Strong progress in our leading sustainability business

Our leading sustainability capabilities are an integral part of our client offering across all our business segments, and the Group as a whole. We have had another year of strong growth in Sustainable Finance income, which is up 36 per cent year-on-year in 2024, to \$982 million, and is very close to our 2025 target of over \$1 billion. We have mobilised \$121 billion of Sustainable Finance since the beginning of 2021, making good progress as we advance towards our \$300 billion target by 2030.

Looking forward, in CIB we will continue to scale Sustainable Finance and support our clients' transition journeys across our markets. In WRB, we will integrate sustainable investments into our Wealth Solutions propositions and leverage bank-wide sustainability capabilities as a key differentiator to our affluent clients.

Turning to our net zero roadmap, in 2024 we continued to deliver against our net zero commitments, completing the baseline and target setting for our 12 highest emitting sectors. But we also recognise that achieving our net zero by 2050 target requires active collaboration and engagement with our clients to support and accelerate their transition and I am therefore pleased to share that we have published our inaugural Transition Plan alongside this Annual Report.

This year, we also demonstrated our commitment to protecting and restoring nature by becoming an early adopter of the Taskforce on Nature-related Financial Disclosures. Building on our ambition to shift financial flows towards nature-positive outcomes, we also partnered with the Government of The Bahamas, The Nature Conservancy, the Inter-American Development Bank, and other financial partners to launch an innovative debt conversion, expected to generate \$124 million for marine conservation.

Improving operational leverage through the Fit for Growth programme

In February last year, we launched our bank-wide, three-year, Fit for Growth programme, which is focused on taking actions to transform the way we operate, addressing structural inefficiencies and complexity to simplify, standardise and digitise key elements of our business, setting the stage for accelerated growth.

This programme is targeting to deliver around \$1.5 billion of expense savings over three years, and we expect to incur a similar amount in terms of the cost to achieve these sustainable organisational and financial benefits, creating lasting capacity to reinvest in our growth.

Since its launch we have progressed the programme at pace, having mobilised over 200 projects during 2024, with initiatives that focus on sustainable structural improvements. We expect the majority of the \$1.5 billion of savings to ramp up from 2025, with a tail of efficiency effects continuing after 2026, albeit several projects executed in 2024 have achieved the equivalent of around \$0.2 billion of annualised savings. We expect to incur around 60 per cent of the \$1.5 billion cost-to-achieve by the end of 2025. We remain committed to delivering positive jaws each year on an underlying basis, and for costs to be below \$12.3 billion in 2026.

Delivering substantial shareholder distributions

Our equity generation and discipline on risk-weighted assets this year have created capacity for us to continue to deliver substantial shareholder distributions, and in our Q3'24 results we substantially increased our shareholder distribution target from at least \$5 billion to at least \$8 billion from 2024 to 2026.

We remain committed to sharing our success with our shareholders and will continue to actively manage our capital position with this objective in mind. We are therefore announcing today a further share buyback programme of \$1.5 billion, to commence imminently. This new share buyback, and a proposed final dividend of \$679 million, brings our total shareholder returns announced since the full-year 2023 results to \$4.9 billion, well on our way to our improved target of at least \$8 billion.

Optimistic outlook for the markets in our footprint

Looking forward, we expect the global growth rate to be broadly flat in 2025, moderating down slightly to 3.1 per cent from 3.2 per cent in 2024, but then accelerating in 2026 to 3.3 per cent. Support from looser financial conditions and expansionary fiscal policy may be partly offset by protectionist trade policies and interest rates that remain high.

Growth in our footprint markets across Asia, Africa and the Middle East, is set to outpace global growth, with Asia expanding by 4.8 per cent in 2025, Africa growing by 4.3 per cent and the Middle East (including Pakistan) by 3.6 per cent. We expect growth in the Association of Southeast Asian Nations (ASEAN) and India to remain healthy, despite the moderating outlook for key western trade partners, and we are uniquely positioned to take advantage of this with our unparalleled presence in all 10 ASEAN markets, as well as being one of the largest international banks in South Asia.

Our clients find immense value in partnering with us to solve complicated problems for them in the markets we call home. While we are anchored in Asia, Africa and the Middle East, our footprint is global and our deep knowledge of, and expertise in, doing business across our network is hard to replicate.

This is our time

We are a unique organisation – a diverse, global business with unparalleled cross-border reach and capabilities. As the world gets more complicated, we become more critical to our clients because we, like no other, understand how to navigate those complexities.

We have delivered a strong financial performance in 2024 demonstrating the value of our franchise and the strength of our strategy.

Looking forward, we are targeting a RoTE approaching 13 per cent in 2026, and for it to progress thereafter. We aim to deliver this through strong income growth, improving operational leverage aided by our Fit for Growth programme and maintaining our responsible approach to risk and capital.

Our recent success has made us ambitious and confident for more. My Management Team and I remain focused on delivering on our targets, seizing the structural underlying growth opportunities we have, transforming how we work, delivering better experiences for clients and colleagues, and creating exceptional long-term value for our shareholders.

Finally, I would like to acknowledge the remarkable efforts of our colleagues again this year. Their impressive dedication to our clients and the communities that we serve help to manifest our brand promise of here for good.



Bill Winters

Group Chief Executive

21 February 2025

Management Team



Bill Winters, CBE
Group Chief Executive



Diego De Giorgi
Group Chief Financial Officer



Alvaro Garrido
Interim Group Chief Information Officer



Roberto Hoornweg
Global Co-Head, Corporate & Investment Banking



Benjamin Hung
President, International



Judy Hsu
CEO, Wealth & Retail Banking



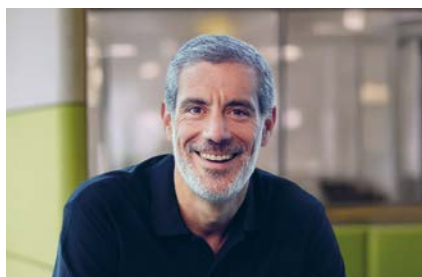
Mary Huen
CEO, Hong Kong and Greater China & North Asia



Tanuj Kapilashrami
Chief Strategy & Talent Officer



Sunil Kaushal
Global Co-Head, Corporate & Investment Banking



Alex Manson
CEO, SC Ventures



Sadia Ricke
Group Chief Risk Officer



Darrell Ryman
Interim Group Chief Operating Officer



Read more on the management team on [pages 110 to 112](#).

Key performance indicators

We measure our progress against Group key performance indicators (KPIs), as detailed below, as well as client KPIs, which can be found on pages 21 to 23. Our Group KPIs include non-financial measures reflecting our commitment to build an engaged, diverse and inclusive culture and support social and environmental outcomes.

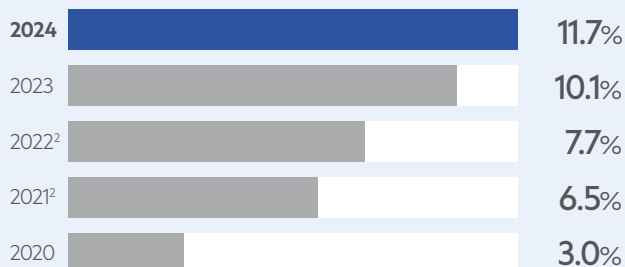
Financial KPIs



Underlying return on tangible equity (RoTE)¹ %

Alignment to remuneration

+160bps



Aim Deliver sustainable improvement in the Group's profitability as a percentage of the value of shareholders' tangible equity.

Progress in 2024 Our strategy to drive improved levels of return on tangible equity (RoTE) is working. RoTE for the year of 11.7 per cent is 160 basis points higher year-on-year.

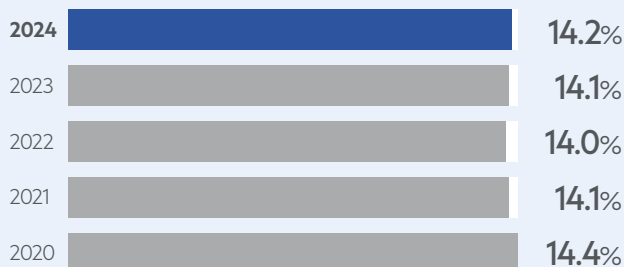
- 1 The underlying profit attributable to ordinary shareholders expressed as a percentage of average ordinary shareholders' tangible equity.
- 2 2021 and 2022 have been restated to reflect market and business exits announced in Q1 2023.



Common Equity Tier 1 ratio (CET1)¹ %

Alignment to remuneration

+19bps



Aim Maintain a strong capital base and Common Equity Tier 1 (CET1) ratio.

Progress in 2024 The Group remains well capitalised and highly liquid with a CET1 ratio of 14.2 per cent above our target range, enabling the Board to announce a 37 per cent increase in the full-year dividend and a \$1.5 billion share buyback programme to start imminently.



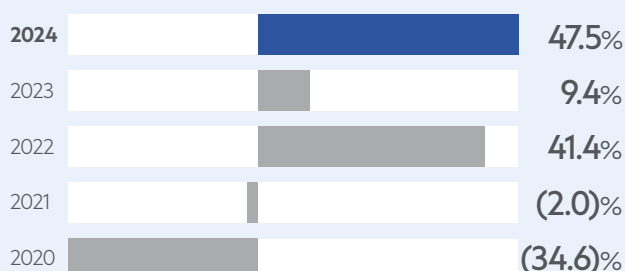
The components of the Group's capital are summarised in the Capital review on **pages 270 to 274**.



Total shareholder return (TSR)³ %

Alignment to remuneration

47.5%



Aim Deliver a positive return on shareholders' investment through share price appreciation and dividends paid.

Progress in 2024 Our total shareholder return for the full year was 47.5%.

- 3 Combines simple share price appreciation with dividends paid to show the total return to the shareholder and is expressed as a percentage total return to shareholders.

Alignment to remuneration

Reward for all Group employees, including executive directors, continues to be aligned to the Group's strategic priorities, through our annual and long-term incentive scorecards. Our approach to remuneration is consistent for all employees and is designed to create alignment with our Fair Pay Charter, which applies globally. However, our pay structures may vary according to location (to comply with local requirements). Variable remuneration falls into two categories: annual incentive and a long-term incentive plan (LTIP) which are aligned to the KPIs indicated.

Annual incentive is based on measurable performance criteria linked to the Group's strategy and assessed over a period of one year.

LTIP awards are granted to senior executives who have the ability to influence the long-term performance of the Group. Awards are performance dependent based on measurable, long-term criteria.

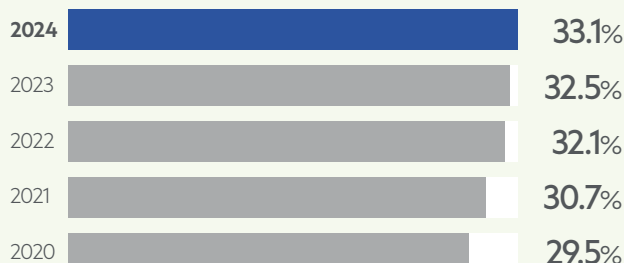
→ Read more in our [Directors' remuneration report](#) on [pages 143 to 174](#).

Non-financial KPIs

Diversity and inclusion: women in senior roles⁴ %

Alignment to remuneration

+0.6ppt



Aim Increase representation⁴ of women in senior leadership roles⁵ globally to 35 per cent by the end of 2025.

Progress in 2024 In 2024, the proportion of senior leadership roles occupied by women has increased to 33.1 per cent. This is up by 0.6 percentage points from December 2023 (32.5 per cent) and up 7.8 percentage points since December 2016 (25.3 per cent).

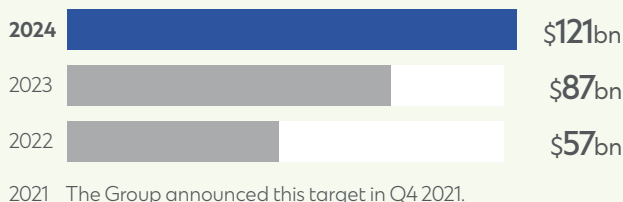
⁴ Subject to local legal requirements

⁵ Senior leadership is defined as Managing Director and Band 4 roles (including the Group Management Team).

Mobilisation of sustainable finance^{6,7}

Alignment to remuneration

+\$34bn



Aim Cumulative progress towards our commitment to mobilise \$300 billion between 2021 and 2030.

Progress in 2024 We made strong progress against this target during the year.

→ Read more on [pages 69 to 73](#)

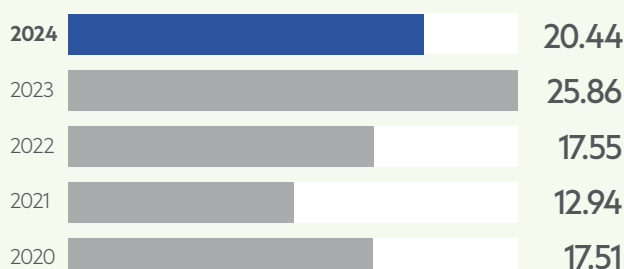
⁶ We define mobilisation of sustainable finance as any investment or financial service provided to clients that supports: (i) the preservation and/or improvement of biodiversity, nature or the environment; (ii) the long-term avoidance/decrease of GHG emissions, including the alignment of a client's business and operations with a 1.5 degree Celsius trajectory (known as transition finance); (iii) a social purpose; or (iv) incentivising our clients to meet their own sustainability objectives (known as sustainability-linked finance). It is a measure of total capital mobilised and considers the total value of the committed facilities provided.

⁷ Figures reflect cumulative sustainable finance mobilised since January 2021 up to September of each year.

Employee net promoter score (eNPS)⁸

Alignment to remuneration

-5.42 points



Aim Improve the overall employee experience across the Group by creating a better work environment for our colleagues that should translate into an improved client experience.

Progress in 2024 While the eNPS score dropped by 5.42 points to 20.44 from 25.86 in 2023 (which was our highest ever score), it continues to be stronger than previous years.

⁸ eNPS ranges from -100 to +100 and is based on a single question which measures whether colleagues would recommend working for the Bank. It is calculated by deducting the percentage of detractors from the percentage of promoters.

Market environment

Global macro trends: Macroeconomic factors affecting the global landscape

Trends in 2024

- Global GDP growth held at 3.2 per cent in 2024, the same as 2023, as central banks began to loosen policy in the face of declining inflation.
- Asia was the best-performing region, recording growth of 5.0 per cent as ASEAN economies in particular were supported by improving tourism and the semiconductor upcycle. Growth in China was slower relative to 2023, but appeared to have accelerated in Q4 helped by policy support. Growth in India normalised to 6.2 per cent from 8.2 per cent in 2023.
- Sub-Saharan Africa likely saw growth of 3.4 per cent in 2024, an improvement from 3.1 per cent in 2023, supported by easing global financial conditions, the region's continued recovery from COVID-19 crisis and country-specific factors.
- Among the majors, the US economy remained resilient, with growth improving to 2.7 per cent from 2.5 per cent in 2023, led by personal consumption, despite recent signs of softening in the labour market. Growth also recovered in the UK to 0.9 per cent in 2024 as inflation fell and demand recovered. The euro-area economy grew by 0.7 per cent in 2024, following 0.4 per cent growth in 2023, as growth was constrained by weak investment. In most majors, labour markets remained strong, but there are signs of softening.
- Major central banks like the Federal Reserve and European Central Bank started to loosen monetary policy from mid-2024 onwards as inflation showed clearer signs of returning to target levels, while fiscal policy remained accommodative in the US.

Outlook for 2025

- We expect global economic growth to be broadly flat in 2025, slowing slightly to 3.1 per cent from 3.2 per cent in 2024. Support from looser financial conditions and expansionary fiscal policy may be partly offset by protectionist trade policies and still-high interest rates in the US and elsewhere.
- The US economy is set to moderate in 2025, after a resilient 2024 performance despite elevated interest rates. The euro area continues to struggle; major European economies including Germany and France risk slipping into recession. Asia is relatively healthy, although growth at the regional level is set to moderate slightly in 2025 as both China and India slow. The Gulf Cooperation Council (GCC) should also remain a bright spot for global growth, with the region's non-oil growth exceeding overall global growth.
- The global economy is facing heightened uncertainty following the US elections. The risk of a tit-for-tat tariff war has increased with US tariffs on China already resulting in retaliatory tariffs on US imports. The US is also threatening to impose tariffs on other trading partners. Tariff wars are likely to result in further trade diversion and a reorientation of supply chains.
- Expectations of a shallower rate cutting cycle from the Fed is likely to translate into a stronger USD and a steeper US yield curve. Higher US rates and a stronger USD will make it harder for emerging market issuers to borrow in international capital markets, and could significantly reduce portfolio flows to emerging markets. In addition, emerging market central banks may be constrained from cutting rates meaningfully.
- On the geopolitical front, markets will be eager to see if President Trump is able to end the war in Ukraine and whether the cautious hope which has emerged on the Middle East's front outlook proves sustainable.

Medium- and long-term view

Broader global trends

- Long-term growth in the developed world is constrained by ageing populations and high levels of debt.
- Rising nationalism, anti-globalisation and protectionism are threats to long-term growth prospects in emerging markets.
- However, there are potential offsets. Higher capex to meet sustainability targets, and moves towards digitalisation could boost productivity growth, proving an antidote to economic scarring concerns. Within emerging markets, countries in Asia are best placed to take advantage of digitalisation, including generative artificial intelligence (AI).
- Relatively younger populations, and the adoption of digital technology, will allow emerging markets to become increasingly important to global growth.
- In order to meet net-zero targets, energy-related spending will have to increase significantly; headwinds include insufficient funds across emerging markets, labour shortages and supply chain constraints.

The world under Trump 2.0

- Trump's victory in the US elections is likely to have significant implications for the existing geopolitical environment through the impact for global climate policy, the UN, Bretton Woods institutions, and US relations with the EU.

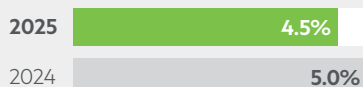
- Trump has pledged to use import tariffs to reduce the US trade deficit and bring production back to the US. While this process has begun, uncertainty around the scope and extent of tariff action from the US and likely retaliation by trade partners might act as drags on consumer and investor confidence, slowing growth.
- Global trade has remained resilient in the face of rising protectionism over the past decade. However, an escalation in tariff wars has the potential not only to accelerate the reorientation of supply chains already under way but also lead to lower global trade overall.
- Expectations of spending on defence and infrastructure together with possible tax cuts is likely to be inflationary and could see the Fed terminal rate settling at a higher level than in the pre-pandemic period.
- This would significantly change the global funding environment for emerging markets. The external funding environment for emerging markets will likely be tougher as US Money Market rates could stay elevated with a higher Fed terminal rate.
- Emerging market economies that are more domestically driven and have better fiscal and monetary buffers to offset external shocks are likely to be more resilient to external shocks.

Regional outlook

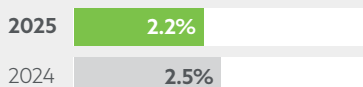
Greater China and North Asia

Actual and projected growth by market

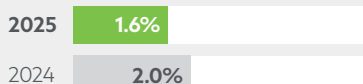
China



Hong Kong



Korea



- China is likely to bear the brunt of US tariff policy, with initial US tariffs being met by retaliatory tariffs from China. The authorities are preparing for the potential fallout by delivering additional stimulus to support the domestic economy. In late September, China pivoted towards more aggressive policy easing that helped generate a Q4 rebound. In December, the top planning meeting adopted a pro-growth stance for 2025, pledging to raise the deficit ratio and loosen monetary policy. The authorities appear determined to tap the policy space to offset a potentially sharp increase in the US tariffs, focusing more on consumption than investment.
- Net exports have contributed significantly to China's growth in 2024; this contribution is expected to decline substantially in 2025. However, the real-estate sector – which has weighed heavily on growth for the past few years – is likely to be less of a drag in 2025 as supportive policies take effect.
- While The People's Bank of China is expected to keep monetary policy loose, expansionary fiscal policy will be the biggest source of support for 2025 growth, in our view. We expect China's economy to grow 4.5 per cent in 2025.
- Hong Kong is likely to be disproportionately affected by outsized US trade measures targeted against China. The US–China trade war under Trump 1.0 pushed Hong Kong to trade more with China and ASEAN (at the expense of trade with the US and Europe); this secular trend could accelerate as global supply chains reorient around new US tariff threats. We believe Hong Kong still has a key role to play as China's 'super-connector' as South–South trade and investment links expand in an increasingly fragmented world.
- Growth in South Korea is likely to slow in 2025, reflecting rising uncertainty on external demand due to likely protectionist policies under Trump 2.0. This may weigh heavily on firms' investment incentives, particularly in export-driven industries.

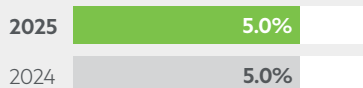
ASEAN and South Asia

Actual and projected growth by market

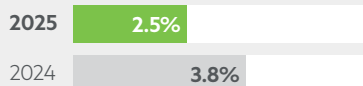
India



Indonesia



Singapore

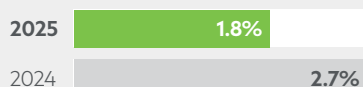


- India's growth has likely moderated to 6.2 per cent in 2024 and 6.5 per cent in 2025 from 8.2 per cent in 2023, owing to a cyclical slowdown in urban demand, and delays in the private sector investment cycle. However, the likelihood of more measures to improve INR liquidity, a shallow rate cutting cycle and a large income tax cut delivered in the recent budget are likely to provide a floor. The government remains focused on fiscal consolidation, albeit gradually amid slowing domestic growth and external uncertainty.
- We expect growth in ASEAN to remain healthy but slow slightly in 2025 versus 2024 due to the effects of monetary tightening and the moderating economic outlook for key trade partners – namely the US, the euro area and China. Trade-reliant economies like Singapore, Vietnam, Malaysia and Thailand are exposed to US trade policies. Even if they are not directly targeted by tariffs or other measures, Asia's small, open economies could be hit by spillover from China in the short term.
- Larger and more domestically driven economies – including India, Indonesia and the Philippines – may be less affected but are not immune to a significant hit to China and/or global trade. Over the medium term, however, we expect ASEAN to continue to attract strong foreign direct investment flows as investors seek to diversify their operational capacity and tap new markets.
- Asian central banks focused on FX stability are likely to scale back their rate-cutting cycles due to sharply reduced Fed easing expectations, the spectre of a stronger USD in 2025, and an uncertain Asian trade environment. For India, we maintain our call for 50bps of rate cuts; we think monetary policy will focus more on the growth and inflation impact of US trade policies than on FX concerns. For the region's small, open economies, negative currency spillover may have less influence on policy decisions in the coming year. Singapore has already eased monetary policy in January and we expect Thailand to lower rates further in 2025.

Americas

Actual and projected growth by market

US



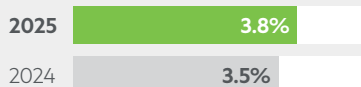
- The US economy is likely to stay on a healthy footing, with layoffs remaining low and consumer and business sentiment staying strong. Tighter financial conditions towards end-2024 could bring some growth softness in H1 2025 before returning to trend in H2 2025.
- Slowing growth and a softening labour market should allow the Fed to continue with cautious easing.
- Trade and fiscal policies pledged by the incoming administration increase uncertainty around monetary policy decisions in the wider region; the Fed may have to tighten slightly in 2026 when the impact of stimulus and tariffs hits.
- A more accommodative regulatory environment in the US could further boost investment sentiment and productivity growth.
- In Latin America, rising fiscal risks have weighed on investor sentiment towards the region. High borrowing costs, legislative uncertainty and lacklustre growth momentum are likely to continue challenging the fiscal outlook.

Regional outlook

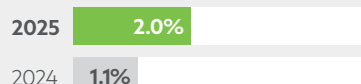
Africa

Actual and projected growth by market

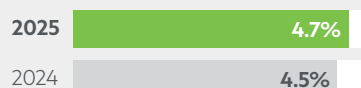
Nigeria



South Africa



Kenya

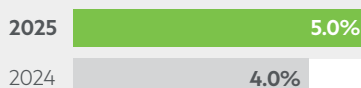


- While escalating global trade tensions and higher US Treasury yields are downside risks to Sub-Saharan Africa, stepped-up fiscal stimulus in China may eventually support the region's commodity-dependent economies. Sub-Saharan Africa trade dependency on the US has declined in recent years, reflecting greater US energy self-sufficiency; the EU is the region's largest trading partner, followed by China.
- Domestic reform momentum remains strong in South Africa and Nigeria, the region's two largest economies; this may provide a buffer against global uncertainty. South Africa's Government of National Unity has invested significant political capital in ensuring that growth-boosting structural reforms yield meaningful dividends. South Africa may adopt a formal rule to limit its fiscal deficit and reassure on debt levels in 2025 and eventually a lower inflation target, as it aims to regain its investment-grade status in the medium term. Faster growth will be critical to stabilising South Africa's debt.
- Nigeria has embarked on contentious fuel subsidy and FX liberalisation reforms, triggering higher inflation. 2025 should bring greater FX and price stability, as well as offshore investor interest in Nigeria's local-currency debt market. However, Nigeria remains exposed to a material decline in oil prices, which could negatively impact oil revenues and FX earnings.
- 2025 should also see the rehabilitation of economies that have recently concluded debt restructuring agreements. While final agreements with non-Eurobond creditors are still awaited in Zambia and Ghana, the economic outlook for both countries is set to stabilise. Zambia should see significant growth gains following a recent drought. Ghana's inflation should stabilise somewhat after the country's December 2024 elections; post-election years are often characterised by greater fiscal restraint (but also slower growth momentum).
- While new external debt restructurings in the region look unlikely in 2025, liquidity pressures – and how they are navigated – will be closely watched. Dependence on international financial institutions for liquidity support has increased in recent years in economies such as Kenya. Kenya is now likely to focus on attracting greater private flows, with a reliance on public-private partnerships to boost capital spending.

Middle East

Actual and projected growth by market

UAE

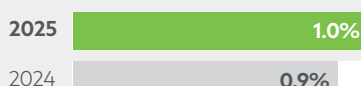


- Despite some pressure on the energy sector, we expect the GCC to remain a bright spot for global growth in 2025, with the region's non-oil growth exceeding overall global economic growth. With the exceptions of Saudi Arabia and Bahrain, most of the region's fiscal breakeven oil prices remain low. In some cases they have declined; for Oman, this has prompted consecutive credit rating upgrades. Investment in the non-oil sector will continue to drive economic activity in 2025, while lower interest rates should benefit interest rate-sensitive sectors such as housing in Saudi Arabia, the UAE and Qatar.
- Lower geopolitical risk and supported oil prices should bode well for the Middle East and North Africa (MENA) region in 2025. De-escalation of the regional conflict should have positive ramifications for external funding in Egypt and Lebanon. On the trade front, the GCC – and the UAE in particular – will continue to benefit from rising South–South trade as global trade is re-routed in a more fragmented world.

Europe

Actual and projected growth by market

UK



Euro area



- The Euro area economy is likely to struggle in the face of structural headwinds – including poor competitiveness and high energy costs – as well as external pressures from possible US trade protectionist measures. While there are recession risks in Germany and France, private consumption should help to keep overall European growth positive as interest rates fall and labour markets remain tight.
- The ECB is set to continue cutting into accommodative territory as inflation returns to target and growth is weak. Fiscal policy is unlikely to offer a significant tailwind to growth as countries must adhere to EU rules, although flexibility could be applied if growth weakens significantly.
- UK growth should be supported in 2025 as the Bank of England continues to cut interest rates and the government pursues pro-growth reforms alongside an improvement in trading relations with the EU. However, the government is also likely to tighten spending in the coming months, to ensure it keeps within its own fiscal rules.
- In Central and Eastern Europe, external spillovers weigh on domestic growth, while labour market tightness and fiscal pressures delay central bank easing. Presidential elections in Poland and legislative elections in Czechia this year pose uncertainty for investors.

Highlighting the impact of extreme weather and climate change

The Standard Chartered Weather Photographer of the Year competition highlights captivating weather and climate images by amateur and professional photographers.

In 2024, our Malaysian colleague Nur Syaireen Natasya Binti Azaharin came first in the smartphone category, with her image 'Volcanoes'.

The other winners were:

- Main prize: Wang Xin, from China; 'Sprites Dancing in the Dark Night'
- Youth prize: Angelina Widmann, from Austria; 'Rain Aria'
- Public vote and Climate Award: Gerson Turelly from Brazil; 'Rowing'.

Organised by the UK's Royal Meteorological Society, the competition helps to raise awareness about the impact of extreme weather and the changing climate across our markets.

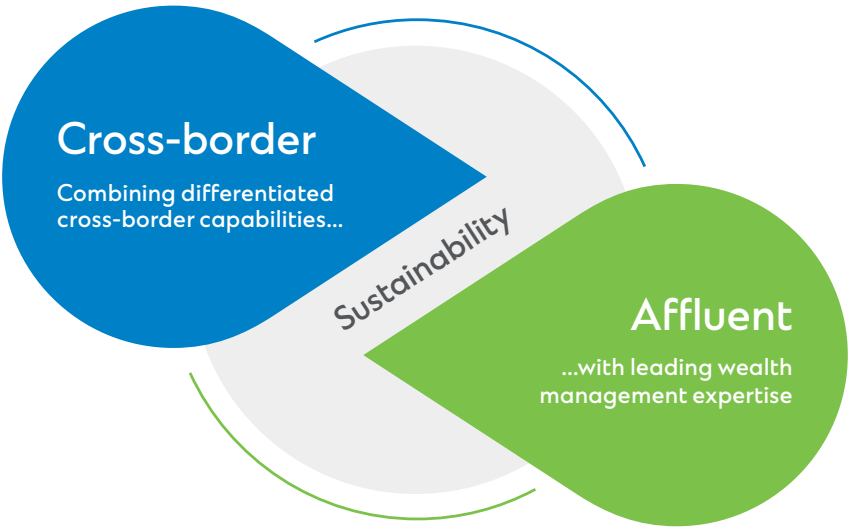
Read more at sc.com/scwpy

Image credit: 'Volcanoes' by Nur Syaireen Natasya Binti Azaharin









Our strategy

Our strategy is designed to deliver our purpose: to drive commerce and prosperity through our unique diversity. This is underpinned by our brand promise, here for good.

We are a global bank connecting corporate, institutional and affluent clients to a network that offers unique access to sustainable growth opportunities across Asia, Africa and the Middle East.



Strategic priorities

Cross-border		Affluent	
	Continue to sharpen our focus on serving the cross-border needs of our larger global corporate and financial institution clients		Solidify our position as a leading wealth manager in Asia, Africa and the Middle East with a differentiated, fast-growing and high-returning international affluent franchise
	Concentrate our efforts on enhancing our cross-border product and advisory suite to meet our clients' complex needs		Invest \$1.5 billion over five years in our wealth and digital platforms, client centres, people, brand, and marketing, to accelerate income growth and returns
	Optimise resource allocation by reducing the number of clients whose needs do not play directly to our strengths		Reshape our mass retail business to focus on developing a strong pipeline of future affluent and international banking clients
	Continue to scale sustainable finance and support to our clients' transition journeys across our markets		Integrate sustainable investments into our Wealth Solutions propositions and leverage bank-wide sustainability capabilities as a key differentiator to our affluent clients
Cross-border income: ~70% of CIB in medium term	Income from financial institution clients: ~60% of CIB in medium term	Affluent income: ~75% of WRB by 2029	Wealth Solutions income: Double-digit CAGR from 2024 to 2029

Our business model

Our business model reflects our strategy of combining differentiated cross-border capabilities with leading wealth management expertise.

Our business segments

Corporate & Investment Banking (CIB)

Supports large corporations, development organisations, governments, banks and investors in accessing cross-border trade and investment opportunities.

[→ Read more on page 21](#)



Wealth & Retail Banking (WRB)

Serves the local and international banking needs of clients across the wealth continuum from Personal to Priority and Private Banking, as well as small and medium enterprises.

[→ Read more on page 22](#)



Ventures

Promotes a culture of innovation across the Group, investing in disruptive financial technology and creating alternative financial service business models, as well as growing our digital banks – Mox and Trust.

[→ Read more on page 23](#)



Our key products and services

Global Markets & Global Banking

- Macro, Credit & Commodities Trading
- Lending & Financial Solutions
- Capital Markets & Advisory

Transaction Services

- Payments and Liquidity
- Trade & Working Capital
- Securities & Prime Services

Wealth Solutions

- Investments
- Bancassurance
- Wealth advice
- Portfolio management

Retail Products

- Deposits
- Mortgages
- Credit cards
- Personal loans

Our leading Sustainability business is an integral part of our client offering across all our business segments, and the Group as a whole.

[→ Read more on page 57](#)



Responsible business practices

We strive to be a responsible business by operationalising our net zero targets, managing environmental and social risks, and acting transparently.



Bespoke sustainable finance solutions

We offer sustainable finance solutions designed to help our clients address environmental and social challenges and achieve sustainable growth.



Innovation in service of our markets

We advocate in service of our markets to unlock the areas where capital is not flowing at scale or not at all and to help drive economic inclusion.

Our resources provide the strong foundation that helps us deliver our strategy

Human capital

Diversity differentiates us; it is in our purpose statement. Delivering our strategy rests on how we continue to invest in our people, the employee experience and culture.

Brand recognition

We are a leading international banking group with 170 years of history. In many of our markets we are a household name.

International network

Our network is our unique competitive advantage and connects corporates, financial institutions, individuals and small and medium enterprises across some of the world's fastest-growing and most dynamic markets.

Financial strength

With our solid balance sheet and prudent financial management, we are a strong and trusted partner for our clients.

Local expertise

We are deeply rooted in the markets where we operate, offering us insights that help our clients achieve their ambitions locally and across borders.

Technology

Our foundations in technology and data act as key enablers in providing world class client services.

We create long-term value for a broad range of stakeholders



Clients

We deliver banking solutions for our clients across our network both digitally and in person. We help individuals grow and protect their wealth while connecting corporates and financial institutions to opportunities across our network.



Employees

We believe that employee experience drives client experience. We want all our people to pursue their ambitions, deliver with purpose and have a rewarding career enabled by great people leaders.



Suppliers

We partner with diverse suppliers, locally and globally, to provide efficient and sustainable goods and services for our business.



Investors

We aim to deliver robust returns and long-term sustainable value for our investors.



Regulators and governments

We play our part in supporting the effective functioning of the financial system and the broader economy by proactively engaging with public authorities.



Society

We strive to operate as a sustainable and responsible company, working with local partners to promote social and economic development.

Client segment reviews

Corporate & Investment Banking

Profit before taxation

\$5,581m

↑ 4% underlying basis

\$5,378m

↓ 6% reported basis

Risk-weighted assets (RWA)

\$157bn

↑ \$15bn

Return on tangible equity (RoTE)

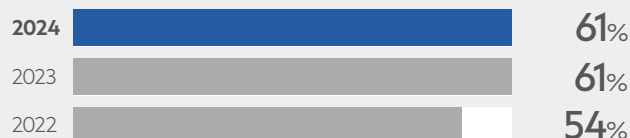
19.0%

↓ 50bps underlying basis

18.4%

↓ 227bps reported basis

Network income as % of total CIB income



Aim: Drive cross-border income by focusing on strategic corridors with growth potential

Analysis: Share of network income improved from 54 per cent in 2022 to 61 per cent in 2023 and 2024 as we focus on serving the cross-border needs of our large global corporate and financial institution clients

Contributions of Financial Institutions segment as % of total CIB income



Aim: Drive growth in high-returning Financial Institutions segment

Analysis: Share of Financial Institutions income improved to 51 per cent in 2024 as we applied continued focus to this segment to drive income and returns

Segment overview

Corporate & Investment Banking (CIB) supports local and large corporations, governments, banks and investors with their transaction services, banking, and financial market needs. We provide differentiated cross-border capabilities to over 17,000 clients in some of the world's fastest-growing economies and most active trade corridors. Our clients operate or invest in 47 markets across the globe.

Our strong and deep local presence enables us to co-create bespoke financing solutions and connect our clients multilaterally to investors, suppliers, buyers and sellers. Our products and services enable our clients to move capital, manage risk and invest to create wealth. Our clients represent a large and important part of the economies we serve. CIB is at the heart of the Group's shared purpose to drive commerce and prosperity through our unique diversity.

We are also committed to promoting sustainable finance in our markets and channelling capital to where the impact will be greatest. We are delivering on our ambition to support sustainable economic growth, increasing support and funding for financial offerings that have a positive impact on our communities and environment.

Strategic priorities

- Deliver sustainable growth for clients by leveraging our network to facilitate trade, capital and investment flows across our footprint markets.
- Generate high-quality returns by improving income mix, growing capital-lite income and driving balance sheet velocity, while maintaining disciplined risk management.
- Be a digital-first and data-driven bank that delivers enhanced client experiences.
- Accelerate our sustainable finance offering to our clients through product innovation and enabling transition to a low-carbon future.

Progress

- Our underlying income performance was driven by our diversified product suite, expanded client solutions and optimised resource allocation by focusing on clients whose cross-border needs played directly to our strengths. Our cross-border income contributed to 61 per cent of total CIB income with growth across strategic corridors.
- Resilient balance sheet quality with investment-grade net loans and advances to customers represented 66 per cent of total corporate net loans and advances to customers (2023: 65 per cent).

- We increased the share of income from our financial institution clients as a percentage of total CIB income, from 49 per cent in 2023 to 51 per cent in 2024.
- Active management of pass-through rates helped us to maintain a balance between pricing and deposit attrition.
- Client Digital Transaction Initiation stood at 68.3 per cent (2023: 64.5 per cent) largely in Cash, Trade and FX. Client experience remained at the centre of our digital transformation, with our Customer Satisfaction Score at 72 per cent (2023: 61 per cent).
- We are well on our way towards delivering our target of \$1 billion income from our Sustainable Finance franchise by 2025, and have mobilised \$121 billion against our \$300 billion commitment in sustainable financing by 2030.

Performance highlights

- Underlying profit before tax of \$5,581 million increased by 4 per cent at constant currency (ccy) driven by higher income, partially offset by higher operating expenses and other impairment charge.
- Underlying operating income of \$11,818 million increased by 6 per cent at ccy primarily driven by strong performance in Global Markets and Global Banking. Global Markets grew by 15 per cent, supported by double-digit growth in both flow and episodic income. Global Banking also saw a 15 per cent increase due to higher loan origination volumes from strong pipeline execution, coupled with improved Capital Markets activities. Transaction Services remained flat, as 12 per cent increase in Securities & Prime Services income, driven by higher fees and deposit balances were offset by lower margins in Payments and Liquidity, and Trade & Working Capital products.
- Underlying operating expenses were up by 9 per cent at ccy largely due to investments and higher performance-related pay, partly offset by disciplined hiring and control over discretionary spending.
- Credit impairment was a net release of \$106 million, benefitting from client recoveries, partly offset by a \$58 million overlay for clients who have exposure to Hong Kong's commercial real estate sector. Other impairment charge primarily related to the write-off of software assets.
- Risk-weighted assets of \$157 billion were up \$15 billion mainly driven by asset growth and higher market RWA.

Wealth & Retail Banking

Profit before taxation

\$2,463m

↓ 1% underlying basis

\$2,193m

↓ 10% reported basis

Risk-weighted assets (RWA)

\$50.5bn

↓ \$1bn

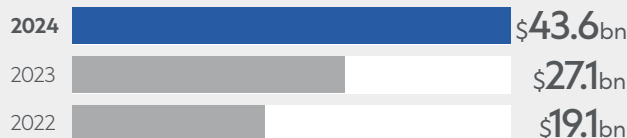
Return on tangible equity (RoTE)

24.4%

↓ 90bps underlying basis

21.7%

↓ 301bps reported basis

Affluent Net New Money (NNM)¹¹ Net New Money is shown at YTD constant currency FX rates**Aim:** Achieve NNM¹ from new and existing affluent clients, via innovation, and advisory-led and digital-first Wealth propositions**Analysis:** Affluent NNM increased by 61 per cent year-on-year in 2024, supported by strong new-to-bank client acquisition momentum, cross-border referrals and digital-driven client engagement

International affluent clients in wealth hubs

**Aim:** To solidify our position as a leading international wealth manager by leveraging our client continuum, global network and expertise in wealth solutions**Analysis:** International affluent clients increased 18 per cent year-on-year in 2024, delivering ~50 per cent of the three-year growth target set in 2023

Segment overview

Wealth & Retail Banking (WRB) serves more than 13 million individuals and small businesses, with a focus on the affluent segment which encompasses Private Bank, Priority Private, Priority Banking, and Premium. In the mass retail space, we are focused on emerging affluent clients who will progress in their wealth journey with us and form the pipeline of future affluent clients.

We are a leading wealth manager in Asia, Africa and the Middle East, as our deep local presence and international network enables us to capture the strong structural tailwinds which are driving cross-border wealth flows.

Our comprehensive product propositions span across deposits, payments, financing, advisory, investments and bancassurance. In particular, our open product architecture allows us to collaborate and innovate with product partners to offer best-in-class and first-to-market wealth solutions to our clients. We also support our small business clients with their trade, working capital and other banking needs.

WRB is closely integrated with the Group's other client segments; for example, we offer employee banking services to CIB clients, and we also provide a source of high-quality liquidity for the Group.

Strategic priorities

- Solidify our position as a leading international wealth manager and capture Global Chinese and Global Indian opportunities, by leveraging our client continuum, global network and expertise in wealth solutions.
- Accelerate our investment in affluent frontline teams, wealth and digital platforms, and client centres, as well as brand and marketing, to drive income growth and higher returns.
- Deliver differentiated and advisory-led wealth propositions with digital-first and personalised experiences, leveraging an open architecture platform.
- Enable access to sustainable investments by integrating ESG into our Wealth Solutions propositions.
- Reshape our mass retail business to focus on building a strong pipeline of future affluent and international banking clients.
- Improve client experience and efficiency via continuous innovation, digitisation, data analytics and process simplification.

Progress

- Strong momentum in client growth with the addition of 265,000 new-to-bank affluent clients, and Net New Money¹ across Priority Banking and Private Bank reached \$43.6 billion, up by 61 per cent year-on-year.

- Strengthened cross-border and cross-segment collaboration across our global network to deliver robust growth in international clients (up 18 per cent year-on-year), resulting in 325,000 new international clients and a significant contribution to Assets Under Management.
- Continued to launch differentiated wealth solutions such as our exclusive Signature Select and Signature CIO funds.
- Digitised and enhanced wealth client journeys with new self-service capabilities, streamlined processes, and more comprehensive portfolio advisory capabilities for both clients and frontline teams.
- Developed our relationship teams to be better wealth advisers, with about 1,100 frontline relationship managers, team leaders and specialists trained in the Standard Chartered-INSEAD Wealth Academy programmes since launch.
- Up-tiered 295,000 individual clients through our wealth continuum across and within personal and affluent segments, by tailoring propositions and service models to the needs of our clients.
- Recognised for excellence in private banking, digital wealth and other capabilities, with over 30 industry awards received in 2024.

Performance highlights

- Underlying profit before tax of \$2,463 million decreased by 1 per cent at constant currency (ccy) primarily driven by increased operating expenses, higher credit and other impairment charge partially offset by higher income.
- Underlying operating income of \$7,816 million was up 11 per cent at ccy, driven primarily by Wealth Solutions, up 29 per cent. This growth was broad-based across markets and products, driven by continued momentum in Affluent new-to-bank onboarding and net new money. CCPL & Other Unsecured Lending income increased by 3 per cent supported by higher volumes from Partnership-led growth. Deposits income rose by 4 per cent driven by higher deposit volumes. Mortgage & Other Secured Lending income was up by 3 per cent benefitting from higher upfront fees due to new sales momentum in Korea and Hong Kong, along with improving margins due to lower HIBOR.
- Underlying operating expenses increased by 9 per cent in ccy, primarily driven by inflation and investment in business growth initiatives including the strategic hiring of Affluent relationship managers.
- Credit impairment charge increased \$290 million to \$644 million mainly from the higher interest rate environment impacting repayments on credit cards and personal loans, the growth and maturity of the digital partnership portfolios in China and Indonesia as well as \$21 million overlay relating to Korea eCommerce platforms. Other impairment charge primarily related to the write-off of software assets.

Ventures

Loss before taxation

\$390m

↓ 4% underlying basis

External funds raised

\$60m

↓ 7%

Risk-weighted assets (RWA)

\$2.4bn

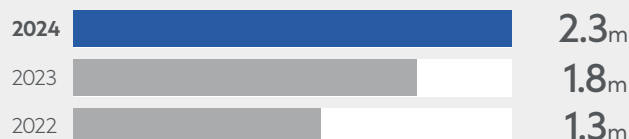
↑ \$0.5bn

Customers

2.3m

↑ 0.5m

Customers



Segment overview

Formed in 2022, the Ventures client segment is a consolidation of SC Ventures and its related entities as well as the Group's two majority-owned digital banks Mox in Hong Kong and Trust in Singapore.

- SC Ventures is the platform and catalyst for the Group to promote innovation, invest in disruptive financial technology and explore alternative business models. It represents a diverse portfolio of almost 30 ventures and more than 30 investments.
- Mox, a cloud-native, mobile only digital bank, was launched in Hong Kong as a joint venture with HKT, PCCW and Trip.com in September 2020.
- Trust Bank is Singapore's first digitally native bank, launched in partnership with FairPrice Group in September 2022. It has become one of the world's fastest-growing digital banks, rapidly expanding to 974,000 customers in Singapore by the end of 2024 and building a wide range of innovative products and services.

Strategic priorities

- SC Ventures' focus is on building and scaling new business models – across the three themes of Digital Banking & Lifestyle, Trade & Supply Chains and Digital Assets, enabled by artificial intelligence, Web3/Blockchain, ESG and Quantum. We do this by connecting ecosystems, partners and clients to create value and new sources of revenues, providing optionality for the Bank. We advance our fintech agenda by identifying, partnering and making minority investments in companies that provide technology capabilities, which can be integrated into the Bank and Ventures. Our focus is on innovative, fast growing, technology-focused companies that can accelerate transformation in the financial services sector.
- Mox aims to become the leading digital bank globally. Its vision is to set the global benchmark for digital banking, focusing on cards, digital lending, deposits and wealth management. Mox plans to enhance its offering with insurance services and a broader range of digital financial solutions to cater to customer needs in a competitive market.
- Trust Bank aims to establish itself as one of the main retail banks in Singapore, creating new standards of customer experience. Key near-term priorities are to continue to deepen engagement with existing customers and to launch a wealth management proposition.

Progress

- In 2024, SC Ventures maintained positive momentum, further enhancing its business performance. It launched four new ventures, raised funds amid a challenging environment, and expanded its geographical reach. As a result, the SC Ventures customer base grew by 13 per cent year-on-year to reach 660,000. SC Ventures' presence in the Middle East expanded its network of partners and stakeholders in the region, while our Singapore-based digital infrastructure platform, Olea Global, secured a \$100 million warehouse financing facility from HSBC and Manulife.

SC Ventures' portfolio of compliant and bank-grade platforms continues to prove our commitment to building infrastructure that will enable institutional adoption of digital assets. In 2024, Zodia Custody's client base significantly expanded, and the digital asset custodian is now backed by four major financial institutions: Standard Chartered, Northern Trust, SBI Holdings, and NAB. Libeara is powering the SGD Delta Fund (managed by Fundbridge Capital), which received Moody's first ever rating of a tokenised bond.

- In 2024, Mox had around 650,000 customers, penetrating over 10 per cent of Hong Kong's total bankable population. Mox continued to achieve strong performance, supported by an engaged customer base with an average 3.1x products and average log in of 15 times per active customer every month. Mox delivered 15 per cent year-on-year growth in revenue and 57 per cent year-on-year growth in deposits. Mox Card is a runaway success, with more than 100 million transactions to date. In 2024, Mox was the first digital bank in Hong Kong to offer Asia Miles as part of its customer value proposition and has distributed a total of 500 million Asia Miles to date. By the first half of 2024, Mox's market share had reached 27 per cent (was ranked #1) and 26 per cent (was ranked #2) in lending and deposits respectively, among all Hong Kong digital banks.

Mox was recognised for its excellence by various global named agencies, such as the Best Digital Bank in Hong Kong by The Asian Banker, Best Digital Bank for CX in Hong Kong and in Asia Pacific by The Digital Banker Digital CX Awards, Virtual Bank of the Year – Hong Kong by Asian Banking & Finance. Besides, Mox has established a strong connection with Hong Kong customers since its launch – the bank's app is currently the highest-rated digital banking app in Hong Kong, achieving a score of 4.8 out of 5 in the Apple App Store.

- Trust Bank continued its rapid growth during 2024, with customer numbers reaching 974,000, equivalent to an 18 per cent share of the adult population in Singapore. Customer referrals remain the main source of this growth, keeping customer acquisition costs low. Alongside this customer growth, Trust Bank significantly expanded its customer proposition during the year, launching several innovative products including split purchase and balance transfer loans, a cashback credit card and a proposition for mass affluent customers called Trust+. Customer engagement levels remain high with credit card customers making an average of 21 transactions each month. The resulting financial progress has been strong, with deposit balances doubling to \$2.8 billion and customer lending balances increasing 149 per cent to \$0.6 billion. 2024 revenue increased 160 per cent compared with 2023 while costs rose only 5 per cent. Loan impairments remained well controlled.

During the year, Trust Bank received extensive industry awards and recognition, including the best digital bank in Singapore by The Asian Banker and was named the best mobile banking app globally by The Digital Banker. It remains a top-rated bank in Singapore on the Apple App Store. Building on the success of Trust+, Trust Bank is building its first investment solutions product called TrustInvest, which it plans to launch in the first quarter of 2025.

Performance highlights

- Underlying loss before tax decreased by \$18 million to \$390 million reflecting the Group's continued commitment to investing in transformational digital initiatives. Income rose by 16 per cent at ccy to \$183 million, driven primarily by a 60 per cent growth in the Digital Banks. This growth was fuelled by strong growth in customer numbers and volumes in both digital banks – Mox and Trust.
- Operating expenses increased by 8 per cent due to continued investment in new and existing ventures.
- Credit impairment decreased from \$85 million to \$74 million, mainly due to delinquency rates improving in Mox.
- Risk-weighted assets of \$2.4 billion have increased \$0.5 billion mainly due to continued investment in new and existing ventures and minority interests.

Group Chief Financial Officer's review

"Strong growth leveraging our unique footprint"

Diego De Giorgi
Group Chief Financial Officer



Summary of financial performance

All commentary that follows is on an underlying basis and comparisons are made to the equivalent period in 2023 on a constant currency basis, unless otherwise stated.

The Group delivered a strong performance in 2024, recording a return on tangible equity (RoTE) of 11.7 per cent, up 160 basis points year-on-year. A record performance in Wealth Solutions, and strong double-digit growth in Global Markets and Global Banking, drove operating income growth of 14 per cent to \$19.7 billion. Operating income was up 12 per cent excluding two notable items relating to gains on revaluation of FX positions in Egypt and hyperinflationary accounting adjustments in Ghana, as well as adjusting for the reclassification of deposit insurance to expenses (the reclassification). Operating expenses grew 7 per cent or 6 per cent excluding the reclassification, resulting in positive income-to-cost jaws of 6 per cent excluding both notables and the reclassification. The credit impairment charge of \$557 million was equivalent to an annualised loan-loss rate of 19 basis points while the other impairment charge of \$588 million mostly related to the write-off of software assets with no impact on capital ratios. This resulted in an underlying profit before tax of \$6.8 billion, up 21 per cent.

The Group remains well capitalised and highly liquid with a strong and diverse deposit base. The liquidity coverage ratio of 138 per cent reflects disciplined asset and liability management. The Common Equity Tier 1 (CET1) ratio of 14.2 per cent is above the Group's target range of 13 per cent to 14 per cent, enabling the Board to announce a \$1.5 billion share buyback programme to commence imminently.

- **Operating income** of \$19.7 billion increased by 14 per cent or 12 per cent excluding the benefit of two notable items and the reclassification. The double-digit growth was driven by record performance in Wealth Solutions and strong double-digit growth in Global Markets and Global Banking.

- **Net interest income (NII)** increased 10 per cent, benefitting from the roll-off of short-term hedges of \$455 million, and improved asset mix from a reduction in treasury assets to fund the trading book. This was partly offset by lower average interest earning asset volumes and the impact of elevated pass-through rates on deposit margins. Excluding the reclassification, NII was up 8 per cent.
- **Non NII** increased 20 per cent. This was driven by a record performance in Wealth Solutions with broad-based growth across products, strong performance in Global Markets with double-digit growth in both flow and episodic income and strong performance in Global Banking from higher origination volumes. Excluding two notable items of \$295 million, non NII increased 16 per cent.
- **Operating expenses** excluding the UK bank levy increased 7 per cent, or 6 per cent excluding the reclassification. This was largely driven by inflation, strategic investments and continued investments into business growth initiatives, including strategic hiring of Relationship Managers in Wealth & Retail Banking (WRB) and coverage bankers in Corporate & Investment Banking (CIB), partly offset by efficiency saves. The Group generated 7 per cent positive income-to-cost jaws and the cost-to-income ratio improved by 4 percentage points to 59 per cent.
- **Credit impairment** of \$557 million in 2024 was up 5 per cent year-on-year. WRB impairment of \$644 million was up \$290 million, mainly from the higher interest rate environment impacting repayments on credit cards and personal loans, and the growth and maturation of the digital partnership portfolios in China and Indonesia. This was partly offset by a \$106 million net recovery in CIB.
- **Other impairment** of \$588 million of which \$561 million relates to write-off of software assets, with no impact on capital ratios.

- **Profit from associates and joint ventures** was down 47 per cent to \$50 million mainly reflecting lower profits at China Bohai Bank.
- **Restructuring, other items and Debit Valuation Adjustment (DVA)** totalled \$797 million. Restructuring of \$441 million reflects the impact of actions to transform the organisation to structurally improve productivity, of which \$156 million relates to the Fit for Growth programme, partly offset by gains on the remaining Principal Finance portfolio. Other items of \$332 million includes losses related to the sale of Zimbabwe of \$172 million, Angola of \$26 million and Sierra Leone of \$19 million all primarily from the recycling of FX translation losses from reserves into the income statement, with no impact on tangible equity or capital. There was also a \$100 million charge booked for participation in a compensation scheme recommended by the Korean Financial Supervisory Service. Movements in the DVA were a negative \$24 million.
- **Taxation** was \$1,972 million on a reported basis, with an underlying effective tax rate of 30.6 per cent up from 29.1 per cent in the prior year reflecting deferred tax not recognised for UK losses, US tax adjustments, lower tax-exempt income and a change in the geographic mix of profits.
- **Underlying RoTE** increased by 160 basis points to 11.7 per cent mainly reflecting an increase in profits.
- **Underlying basic earnings per share (EPS)** increased 39.2 cents or 30 per cent to 168.1 cents and reported EPS increased 32.7 cents or 30 per cent to 141.3 cents.
- A final **ordinary dividend** per share of 28 cents has been proposed taking the full-year dividend to 37 cents per share, a 37 per cent increase year-on-year. The Group completed a \$1 billion share buyback programme during the first half of the year and the \$1.5 billion share buyback programme announced on 30 July 2024 was completed on 30 January 2025. The increased dividend, along with a new share buyback programme of \$1.5 billion to be commenced imminently, takes the total shareholder distributions announced since the full year 2023 results to \$4.9 billion.
- **Assets and RWA:**
 - Low single-digit percentage growth in underlying loans and advances to customers and RWA
 - Basel 3.1 day-1 impact expected to be close to neutral
- Continue to expect the loan loss rate to normalise towards the historical through-the-cycle 30 to 35 basis points range.
- **Capital:**
 - Continue to operate dynamically within the full 13-14 per cent CET1 ratio target range
 - Plan to return at least \$8 billion to shareholders cumulative 2024 to 2026
 - Continue to increase full-year dividend per share over time
- RoTE approaching 13 per cent in 2026 and to progress thereafter.



Diego De Giorgi

Group Chief Financial Officer

21 February 2025

Guidance

The 2025 and 2026 guidance is as follows:

- **Income:**
 - Operating income to increase 5-7 per cent CAGR in 2023-2026 at constant currency (ccy) excluding the reclassification, currently tracking towards the upper end of the range
 - 2025 growth expected to be below the 5-7 per cent range at ccy excluding notable items
- **Expenses:**
 - Operating expenses to be below \$12.3 billion in 2026 at ccy, now including the UK bank levy and the ongoing impact of the reclassification; there has been no change to the 2026 guidance on a like-for-like basis
 - Expense saves of around \$1.5 billion and cost to achieve of no more than \$1.5 billion from the Fit for Growth programme
 - Positive income-to-cost jaws in each year at ccy, excluding notable items

Summary of financial performance

	2024 \$million	2023 \$million	Change %	Constant currency change ¹ %
Underlying net interest income	10,446	9,557	9	10
Underlying non NII	9,250	7,821	18	20
Underlying operating income	19,696	17,378	13	14
Other operating expenses	(11,700)	(11,025)	(6)	(7)
UK bank levy	(90)	(111)	19	19
Underlying operating expenses	(11,790)	(11,136)	(6)	(7)
Underlying operating profit before impairment and taxation	7,906	6,242	27	28
Credit impairment	(557)	(528)	(5)	(5)
Other impairment	(588)	(130)	nm	nm
Profit from associates and joint ventures	50	94	(47)	(47)
Underlying profit before taxation	6,811	5,678	20	21
Restructuring ⁴	(441)	(14)	nm	nm
Goodwill and Other impairment ⁵	-	(850)	100	100
DVA	(24)	17	nm	nm
Other items ³	(332)	262	nm	nm
Reported profit before taxation	6,014	5,093	18	19
Taxation	(1,972)	(1,631)	(21)	(24)
Profit for the year	4,042	3,462	17	17
Net interest margin (%) ²	1.94	1.67	27	
Underlying return on tangible equity (%) ²	11.7	10.1	160	
Underlying earnings per share (cents)	168.1	128.9	30	

1 Comparisons presented on the basis of the current period's transactional currency rate, ensuring like-for-like currency rates between the two periods

2 Change is the basis points (bps) difference between the two periods rather than the percentage change

3 Other items 2024 includes \$100 million charge relating to Korea equity linked securities (ELS) portfolio, \$172 million primarily relating to recycling of FX translation losses from reserves into P&L on the sale of Zimbabwe, \$26 million loss on sale of Angola, \$19 million loss on Sierra Leone Partial exit and \$15 million loss on the Aviation business disposal

4 Restructuring 2024 includes \$156 million of Fit For Growth costs that are primarily severance costs, costs of staff working on FFG initiatives and legal and professional fees

5 Goodwill and other impairment include \$850 million impairment charge relating to the Group's investment in its associate China Bohai Bank (Bohai)

Reported financial performance summary

	2024 \$million	2023 \$million	Change %	Constant currency change ⁶ %
Net interest income	6,366	7,769	(18)	(17)
Non NII	13,177	10,250	29	30
Reported operating income	19,543	18,019	8	10
Reported operating expenses	(12,502)	(11,551)	(8)	(9)
Reported operating profit before impairment and taxation	7,041	6,468	9	10
Credit impairment	(547)	(508)	(8)	(7)
Goodwill and Other impairment	(588)	(1,008)	42	42
Profit from associates and joint ventures	108	141	(23)	(24)
Reported profit before taxation	6,014	5,093	18	19
Taxation	(1,972)	(1,631)	(21)	(24)
Profit for the year	4,042	3,462	17	17
Reported return on tangible equity (%) ⁷	9.7	8.4	130	
Reported earnings per share (cents)	141.3	108.6	30	

6 Comparisons presented on the basis of the current period's transactional currency rate, ensuring like-for-like currency rates between the two periods

7 Change is the basis points (bps) difference between the two periods rather than the percentage change

Group Chief Risk Officer's review

“Managing our risks and focusing on business resilience and strategy, amidst persistent and evolving macroeconomic and geopolitical risks.”

Sadia Ricke
Group Chief Risk Officer



The Group's strong performance in 2024 is underpinned by our commitment to effective risk management amid complex geopolitical and macroeconomic challenges across many of our markets. The first half of the year saw sustained inflation levels, high interest rates and uncertainties around the pace of rate cuts, abated by the Fed's gradual rate reductions in the second half of 2024, with many central banks following suit. Political developments remained a key focus, with many national elections taking place globally and civil unrest in several key markets requiring close monitoring. We proactively considered the potential downside impact in our credit impairment outlook. In the Middle East, heightened tensions and the risk of a broader regional conflict prompted us to strengthen crisis management measures and assess spillover risks. The Group continues to have limited direct exposure to Ukraine and to the countries in the Middle East which are currently most impacted by conflicts. In China, the improving outlook in 2025 following rounds of government stimulus measures in 2024 has helped stabilise China's real estate sector. Nonetheless, we remain watchful of China's policy response to boost trade and domestic consumption, as well as the persistent challenges in the property sector in terms of asset devaluation and destocking process by the major developers.

We remained vigilant in managing persistent and evolving geopolitical and macroeconomic risks while keeping our focus to the Group's strategy. This included monitoring volatility in commodity markets and assessing both direct and second order impacts across our segments and vulnerable sectors. Further details on the Topical and Emerging Risks which we are monitoring are detailed on page 29.

Corporate & Investment Banking (CIB)

Our CIB credit portfolio remained resilient with overall good asset quality as evidenced by our largely investment grade corporate portfolio (31 December 2024: 74 per cent, 31 December 2023: 73 per cent). In consideration of the macroeconomic challenges, portfolio and thematic reviews were conducted throughout 2024. These included: (i) stresses

on extreme movements in commodity prices; (ii) a global commercial real estate (CRE) stress test, including a review of indirect exposures where the Group may be exposed to; and (iii) thematic reviews of select geographies/portfolios. Our proactive risk management helped us to identify vulnerable industry sectors and clients which could potentially come under stress. The outcomes from these reviews include closer monitoring of impacted industries and clients, placement of accounts on Early Alert, credit grade adjustment or taking proactive limit or exposure reduction actions, as appropriate.

Wealth & Retail Banking (WRB)

The WRB credit portfolio continued to demonstrate resilience amid the economic uncertainties and geopolitical challenges in 2024. Slowing economic growth in China and other challenges persisted in our larger markets (Hong Kong, Korea and Singapore), as prolonged higher interest rates maintained pressure on our retail customers' debt servicing capacity and translated into higher delinquencies and impairments. Across our consumer credit portfolios, we monitored customer affordability, proactively adjusted our origination criteria and refined our portfolio management and collections strategies. The WRB strategy was refreshed to pivot our product offerings across our markets to focus on affluent segments. While credit impairment increased in 2024, we expect improvement in credit performance in 2025 as the impact of credit actions taken and pivot to affluent segments materialise across the portfolios. We will continue to monitor changes in the macroeconomic environment, including disruptions caused by increasing market and rates volatility, regional conflicts and rising geopolitical and trade tensions, through scenario analyses and portfolio reviews.

Treasury Risk

Our liquidity and capital risks are managed to ensure a strong and resilient balance sheet that supports sustainable growth. Funding markets and liquidity conditions have generally been stable in 2024 compared to 2023. We continue to have a clear focus on Treasury risks including capital, liquidity and Interest

Rate Risk in the Banking Book and enhance the Treasury Risk framework as required. We maintained a resilient liquidity position across the Group and major legal entities throughout 2024 with Group liquidity coverage ratio (LCR) at 138 per cent (31 December 2023: 145.4 per cent), a surplus to both Risk Appetite and regulatory requirements. Common Equity Tier 1 (CET1) ratio was 14.2 per cent as of December 2024 (31 December 2023: 14.1 per cent) while Leverage ratio was 4.8 per cent (31 December 2023: 4.7 per cent).

→ Further details on Risk Management for our Principal Risk Types in [page 196](#)

→ Further details on Managing Climate Risk can be found in [page 256](#)

An update on our risk management approach

Our Enterprise Risk Management Framework (ERMF) sets out the principles and minimum requirements for risk management and governance across the Group. The ERMF is complemented by frameworks, policies and standards which are mainly aligned to the Principal Risk Types (PRTs) and is embedded across the Group, including its branches and subsidiaries¹.

The ERMF enables the Group to manage enterprise-wide risks, with the objective of maximising risk-adjusted returns while remaining within our Risk Appetite (RA).

¹ The Group's ERMF and System of Internal Control applies only to wholly controlled subsidiaries of the Group, and not to Associates, Joint Ventures or Structured Entities of the Group.

Principal Risk Types and Risk Appetite

PRTs are those risks that are inherent in our strategy and business model and have been formally defined in the Group's ERMF. These risks are managed through distinct Risk Type Frameworks which are approved by the GCRO.

The table below details the Group's current PRTs and their corresponding RA statements.

Principal Risk Type	Definition	Risk Appetite Statement
Credit Risk	Potential for loss due to failure of a counterparty to meet its agreed obligations to pay the Group.	The Group manages its credit exposures following the principle of diversification across products, geographies, client segments and industry sectors.
Traded Risk	Potential for loss resulting from activities undertaken by the Group in financial markets.	The Group should control its financial markets activities to ensure that market and counterparty credit risk losses do not cause material damage to the Group's franchise.
Treasury Risk	Potential for insufficient capital, liquidity, or funding to support our operations, the risk of reductions in earnings or value from movements in interest rates impacting banking book items and the potential for losses from a shortfall in the Group's pension plans.	The Group should maintain sufficient capital, liquidity and funding to support its operations, and an interest rate profile ensuring that the reductions in earnings or value from movements in interest rates impacting banking book items do not cause material damage to the Group's franchise. In addition, the Group should ensure its pension plans are adequately funded.
Operational and Technology Risk	Potential for loss resulting from inadequate or failed internal processes, technology events, human error, or from the impact of external events (including legal risks).	The Group aims to control operational and technology risks to ensure that operational losses (financial or reputational), including any related to the conduct of business matters, do not cause material damage to the Group's franchise.
Information and Cyber Security (ICS) Risk	Risk to the Group's assets, operations, and individuals due to the potential for unauthorised access, use, disclosure, disruption, modification, or destruction of information assets and/or information systems.	The Group aims to mitigate and control ICS risks to ensure that incidents do not cause the Bank material harm, business disruption, financial loss or reputational damage – recognising that while incidents are unwanted, they cannot be entirely avoided.
Financial Crime Risk²	Potential for legal or regulatory penalties, material financial loss or reputational damage resulting from the failure to comply with applicable laws and regulations relating to international sanctions, anti-money laundering and anti-bribery and corruption, and fraud.	The Group has no appetite for breaches of laws and regulations related to Financial Crime, recognising that while incidents are unwanted, they cannot be entirely avoided.
Compliance Risk	Potential for penalties or loss to the Group or for an adverse impact to our clients, stakeholders or to the integrity of the markets we operate in through a failure on our part to comply with laws, or regulations.	The Group has no appetite for breaches of laws and regulations related to regulatory non-compliance; recognising that while incidents are unwanted, they cannot be entirely avoided.
Environmental, Social and Governance and Reputational (ESGR) Risk	Potential or actual adverse impact on the environment and/or society, the Group's financial performance, operations, or the Group's name, brand or standing, arising from environmental, social or governance factors, or as a result of the Group's actual or perceived actions or inactions.	The Group aims to measure and manage financial and non-financial risks arising from climate change, reduce emissions in line with our net zero strategy and protect the Group from material reputational damage by upholding responsible conduct and striving to do no significant environmental and social harm.
Model Risk	Potential loss that may occur because of decisions or the risk of misestimation that could be principally based on the output of models, due to errors in the development, implementation, or use of such models.	The Group has no appetite for material adverse implications arising from misuse of models or errors in the development or implementation of models; while accepting some model uncertainty.

² Fraud forms part of the Financial Crime RA Statement but, in line with market practice, does not apply a zero-tolerance approach

As of November 2024, the Climate Risk RA statement was integrated into the ESGR PRT.

→ Further details on our Risk Management Approach can be found on [pages 196 to 206](#).

Topical and Emerging Risks (TERs)

Topical Risks refer to themes that may have emerged but are still evolving rapidly and unpredictably. Emerging Risks refer to unpredictable and uncontrollable outcomes from certain events which may have the potential to adversely impact our business.

As part of our ongoing risk identification process, we have updated the Group's TERs from those disclosed in the 2024 Half-Year Report. These remain relevant with nuances in their evolution noted where pertinent. Below is a summary of the TERs, and the actions we are taking to mitigate them based on our current knowledge and assumptions. This reflects the latest internal assessment by senior management.

The TER list is not exhaustive and there may be additional risks which could have an adverse effect on the Group. There are some horizon risks that, although not highly likely at present, could become threats in the future and thus we are monitoring them. These include future pandemics and the world's preparedness for them, and potential cross-border conflicts. Our mitigation approach for these risks may not eliminate them but demonstrates the Group's awareness and attempt to reduce or manage their impact. As certain risks develop and materialise over time, we will take appropriate steps to mitigate them based on their materiality to the Group.

Macroeconomic and geopolitical considerations

There is a complex interconnectedness between risks due to the direct influence of geopolitics on macroeconomics, as well as the global or concentrated nature of key supply chains for energy, food, semi-conductors and critical minerals.

The Group is exposed to these risks directly through investments, infrastructure and employees, and also indirectly through its clients. While the primary impact is financial, there may be other ramifications such as reputational, compliance or operational considerations.

Expanding array of global tensions and transition of the international order

The international order is undergoing a transition, with a shift towards a multi-aligned global system resulting in more transactional and less predictable interactions between global powers. This can give rise to new and more fluid political and economic alliances, accelerated by the increasing number of conflicts, specifically those in Ukraine and the Middle East.

While the Group has limited direct exposure to the countries which are currently involved in conflicts, it may be impacted by second order effects on its clients and markets such as agricultural commodities, oil and gas. The threat of escalation to the wider Middle East region remains present, despite a Gaza ceasefire agreement being reached in January 2025, and could affect markets in the Group's footprint. Regional volatility has increased following the collapse of the Assad regime in Syria.

The positioning of 'middle powers' is complex and evolving, and there is a rise in 'mini-lateral' groupings of countries that are ideologically or geographically aligned. The negotiating power of exporters of key resources has grown and can shape global markets.

Expanding power blocs such as BRICS may coalesce and become more effective at exercising their increased collective influence, such as establishing parallel financial infrastructures (payment system, development bank, credit rating agency) to support their trade. Other coalitions between more actively anti-Western regimes such as Russia, North Korea, Syria and Iran could prove more volatile in their attempts to shift the axis of power.

The 2024 global election cycle culminated with the US elections in November. Donald Trump's victory signals forthcoming changes to relationships with traditional allies such as Europe, given the focus on NATO spending and trade surpluses. Tariffs may also be implemented in response to non-economic issues such as immigration.

There have also been notable shifts in government composition in France, UK, South Africa, Bangladesh and Sri Lanka, as well as political crises in Canada, South Korea and Germany. Amid changes in governments, there is a growing worldwide trend for short-term populist measures that are outweighing longer-term political necessities, such as addressing climate change or demographic transitions.

Relations between the West, led by the US and the EU, and China are in a state of flux. Tariffs, embargos, sanctions, and restrictions on technology exports and investments are expected to increase in pursuit of both economic and security goals.

The malicious use of AI enabled disinformation could continue to cause disruption and undermine trust in the political process. This, combined with already fractured societies and persistent inequality, may lead to heightened societal tensions. Terrorism and cyber warfare are also ongoing threats, with unpredictability exacerbated by the wider range of ideologies at play. Cyber attacks can disrupt infrastructure and institutions in rival countries.

A more complex and less integrated global political and economic landscape could challenge cross-border business models but also provide new business opportunities.

Uncertain interest rate trajectory and credit downturn

Although rate cuts have been enacted by all major central banks, with further cuts signalled, the scale and pace of cuts are still highly uncertain. Structurally higher deficits, continued supply disruptions, military spending and other inflationary pressures, such as additional tariffs, may keep rates higher.

A 'higher-for-longer' rate environment would continue to stretch companies and sovereigns alike, with the global corporate default rate remaining well above the post-financial crisis average in 2024. Stress has continued in the global commercial real estate sector and may extend to fixed-rate mortgages. In contrast, aggressive cuts could renew inflation.

Despite this, markets have remained surprisingly resilient to adverse geopolitical conditions and inflation forecasts. The conflicts in the Middle East and Russia have not had a material impact on commodity prices and the wider global economy. However, oil price volatility could re-emerge should the US strengthen sanctions enforcement. While credit spreads remain below those observed at the outbreak of the Russia–Ukraine conflict, volatility and abrupt changes in sentiment remain a risk.

Economic challenges in China

China's growth rate looks unlikely to return to pre-pandemic levels. Although preliminary figures reported 2024 growth at 5 per cent, the IMF forecast is for a drop to 4.5 per cent in 2025. As a result of the subdued growth rate, China announced a co-ordinated package of stimulus measures in the second half of 2024 to boost the economy with a focus on the stressed real estate and local government sectors.

Competition with the US and the EU is intense, particularly around modern technologies. Areas such as electric vehicles and AI are key battlegrounds. China's industrial overcapacity leads to increased search for export markets; electric vehicles and steel are prime examples. This is stoking trade-related frictions and provoking economic counter measures such as tariffs announced by the US and the EU, with the new Trump administration's plans to impose further trade barriers on China also looming.

To combat this China has sought agreements with other nations, such as the Association of Southeast Asia Nations (ASEAN)–China Free Trade Agreement. As well as strengthening economic ties, they allow Chinese companies to establish manufacturing overseas, potentially circumventing the worst of the restrictions.

China is also urging partners to increase the use of renminbi (RMB) in trade. In the first half of 2024, RMB's share of global payments was 4.7 per cent, over double that of a year earlier, making it the fourth most used currency for global payments by value.

Given China's importance to global trade, a prolonged slowdown would have wider implications across the supply chain, especially for its trading partners, as well as for countries which rely on it for investment, such as those in Africa. However, opportunities arise from the diversification of intra-Asia trade and other global trade routes, and growth acceleration in South Asia, especially India.

Sovereign risk

While a number of markets remain in debt distress, emerging markets have proven resilient in 2024. Despite continued higher rates, the last notable request for debt relief was made in early 2023. Progress has also been observed with Zambia and Sri Lanka's debt exchanges.

However, bond issuance remains high, with global government debt set to exceed \$100 trillion in 2024, and potentially reach 100 per cent of global GDP by 2030. Markets are likely to find it difficult to reduce debt levels due to the prevailing political backdrop, weak GDP growth, demographic pressures and pressure to increase national security and defence.

While markets have remained opened for all categories of sovereign issuers, refinancing costs have been rising, and interest payments are an increasing burden on both emerging and developed markets. Emerging markets in particular will continue to be affected by US dollar strengthening, which has intensified since the US election. This would impact through multiple avenues, namely higher import prices, lower flexibility in monetary policy and making refinancing existing debt or accessing hard currency liquidity more challenging.

Some countries also face a heightened risk of failing to manage societal demands and increasing political vulnerability, as evidenced by France's recent downgrade. Food and security challenges exacerbated by armed conflict and climate change also have the potential to drive social unrest.

Debt moratoria and refinancing initiatives for some emerging markets are complicated by a larger number of financiers, with much financing done on a bilateral basis outside of the Paris Club. While the Global Sovereign Debt Roundtable has made some progress on coordinating approaches between the Paris Club and other lenders, their interests do not always match. This can lead to delays in negotiations on debt resolutions for developing nations.

Supply chain issues and key material shortages

While the initial disruption caused by the Russia–Ukraine and Middle East conflicts have somewhat abated, they highlighted the continued vulnerability of global supply lines.

There is growing political awareness around the need for key component and resource security at national level. Countries are enacting rules to 'de-risk' by reducing reliance on rivals or concentrated suppliers (for example, semi-conductors) and look to either re-industrialise or make use of near-shoring and friend-shoring production.

Countries' increased willingness to impose trade barriers to influence trading behaviour may disrupt exporters, strain relations with trade partners and add to inflationary pressures. A recent example is the EU probe into unfair commercial practices in the provision of renewable energy equipment, particularly subsidies related to offshore wind and solar energy.

The growing need for minerals and rare earth elements to power green energy technologies can be leveraged to achieve economic or political aims by restricting access. This can bolster the negotiating influence of the main refiners and producers, such as China, Indonesia and some African nations, while prompting some nations to slow down their green transition plans. Actions have already been taken in Western nations to de-risk through initiatives such as the Minerals Security Partnership.

How these risks are mitigated

- We remain vigilant in monitoring risk and assessing impacts from geopolitical and macroeconomic risks to portfolio concentrations.
- We explored the implications of a second Trump administration, evaluating policy direction under different scenarios, the potential outcomes and challenges associated with each.
- We maintain a diversified portfolio across products and geographies, with specific risk appetite metrics to monitor concentrations.
- We are performing targeted portfolio analyses to identify clients that may be impacted by a new wave of tariffs.
- Mitigations in our Wealth & Retail Banking segment include building a resilient revenue base and maintaining close relations with clients for the awareness of early alerts.
- Increased scrutiny is applied when onboarding clients in sensitive industries and in ensuring compliance with sanctions.
- We utilise Credit Risk mitigation measures including collateral and credit insurance.
- We conduct portfolio reviews as well as macroeconomic, thematic and event-driven stress tests at Group, country and business level, with regular reviews of vulnerable sectors, and undertake mitigating actions.

- We have a dedicated country risk team that closely monitors sovereign risk.
- We run a series of daily market risk stress scenarios to assess the impact of unlikely but plausible market shocks.
- We run a suite of management scenarios with differing severities to assess their impact on key risk appetite metrics.
- We regularly review our third-party arrangements to improve operational resilience.

ESG considerations

ESG risk

Higher frequencies of extreme weather events are observed each year and the cost of managing the climate impacts is increasing, with the burden disproportionately borne by developing markets, where we have a large footprint. Alongside climate, other environmental risks pose incremental challenges to food, health systems and energy security; for example, biodiversity loss, pollution, and depletion of water.

Modern slavery and human rights concerns are increasingly in focus with the scope expanding beyond direct operations to extended supply chains and vendors.

ESG regulation continues to develop across the world, often with differing taxonomies and disclosure requirements. This increased regulation is also generating stakeholder scrutiny on greenwashing risk, with ESG litigation being brought against corporations and governments in multiple markets.

However, a succession of political, social and economic disruptions in recent years have diverted attention and resources away from longer-term action on climate and sustainable development as competing spending demands are made of stretched budgets. This will be further exacerbated by the new Trump administration, which has rolled back green energy policies, and withdrawn the US from the Paris Agreement.

For companies and governments, the trade-off between pragmatism and environmentalism has crystallised with several delaying or rolling back targets. For example, there has been a significant reduction in the number of ESG-focused funds launched in 2024, and there has been a lack of progress at the recent COP meeting. Several US and Canadian banks have withdrawn from the Net-Zero Banking Alliance. A slower transition to low carbon business models may impact progress towards the Group's net zero targets and product roadmap.

How these risks are mitigated

- Climate Risk considerations are embedded across all relevant Principal Risk Types. This includes client-level Climate Risk assessments, including setting adequate mitigants or controls as part of decision making and portfolio management activities.
- We embed our values through our Position Statements for sensitive sectors and a list of prohibited activities. We also maintain ESG and Reputational Risk standards to identify, assess and manage these risks when providing financial services to clients.
- The management of greenwashing risks has been integrated into our ESG and Reputational Risk Framework, Reputational Risk policy, Sustainable Finance product greenwashing standard, and Corporate Affairs, Brand and Marketing standards for communications and segment campaigns.

- Detailed portfolio reviews and stress tests are conducted to test resilience to climate-related physical and transition risks and enhance modelling capabilities to understand the financial risks and opportunities from climate change.
- We assess our relevant corporate clients and suppliers against various international human rights principles, as well as through our social safeguards.

+ Modern slavery statement: [sc.com/modernslavery](https://www.sc.com/modernslavery)

+ Human Rights Position Statement: [sc.com/humanrights](https://www.sc.com/humanrights)

New business structures, channels and competition

Competition arising from technological developments and non-bank lending

Traditional banking faces challenges in its external competitive environment from a range of fintechs and private credit players, which disintermediate and cause disruption to traditional lenders as well as public markets. There are also 'digital enterprise' business models, which integrate financial services with emerging technologies like AI, big data analytics and cloud computing fostering financial disintermediation.

The rapid adoption of AI in particular raises a number of challenges. There has been a large increase of AI use in frauds and scams, and there are potential societal and economic impacts of the technology being used to replace jobs across most sectors. However, with AI tools and models being embedded into everyday life it is likely to become a foundational technology. Leveraging the benefits of augmented AI while managing these risks will be a core part of the Group's business model.

While there are challenges, banks themselves also have an opportunity to defend or leverage their competitive advantage by harnessing new technologies, partnerships or new asset classes.

In the longer term, increased adoption of stable coins and digital currencies could similarly create alternative deposit channels and bank disintermediation.

The rapid adoption of new technologies, partnership models or digital assets by banks brings a range of inherent risks, requiring clear operating models and risk frameworks. It is essential to upskill our people to develop in-house expertise and capabilities to manage associated risks, including model risks or managing external third parties which deliver these technologies. We must ensure that the people, process and technology agendas are viewed holistically to ensure the most effective and efficient implementation of new infrastructure.

Cyber security and data challenges

The Group's digital footprint is expanding. This increases inherent cyber risk as more services and products are digitised, outsourced and made more accessible. Highly interconnected and extended enterprises drive efficiencies but can expand the opportunities available for malicious actors to gain entry or access to corporate assets. This includes infrastructure such as cloud and third-party enabled services.

The risk of cyber incidents is amplified by highly organised and resourced threat actors including organised crime and nation states, with malicious activity made easier through the commoditisation or 'as a service' access to malicious tools and technologies. Emerging technology such as AI is enabling novel or augmented attack types, and cross-border tensions further drive the arms race to develop more capable and innovative cyber capabilities, both offensive and defensive.

Geopolitical dynamics are leading to progressively fragmented and divergent regulatory frameworks through which the Group must navigate. There are growing data sovereignty requirements to localise data, systems and operations, with data increasingly recognised as being at the centre of global trade.

How these risks are mitigated

- We monitor emerging technology trends, business models and opportunities relevant to the banking sector.
- We invest in our capabilities to prepare for and protect against disruption and new risks.
- We have established enhanced governance for novel areas, such as the Digital Asset Risk Committee and the Responsible AI Council.
- We manage data risks through our Compliance Risk Type Framework and information security risks through our Information and Cyber Security (ICS) Risk Type Framework. We maintain a dedicated Group Data Conduct Policy with globally applicable standards. These standards undergo regular review to ensure alignment with changing regulations and industry best practice.
- We augment our data risk management capabilities and controls, including through programmes to enhance data quality and compliance with Basel Committee of Banking Supervision 239 requirements and to address evolving legal and regulatory requirements relating to privacy and personal data protection, cross-border data transfers and the use of AI, with progress tracked at executive level risk governance committees.
- Risks embedded in key software programmes are continuously reassessed together with enhancements made in testing stages of new systems before they go live.
- The Group has implemented a 'defence-in-depth' ICS control environment strategy to protect, detect and respond to known and emerging ICS threats.
- New risks arising from partnerships, alliances, digital assets and generative technologies are identified through the New Initiatives Risk Assessment and Third-Party Risk Management Policy and Standards.
- Work is already under way to gauge the potential benefits and threats of nascent technologies such as quantum computing.

Regulatory considerations

Regulatory evolution and fragmentation

The regulatory framework for banks is expanding, becoming more complex and remains subject to continual evolution. Another outcome of the new Trump administration may be a relaxation of US regulation, and potentially a challenge to its adoption of Basel 3.1 rules. The UK has postponed its implementation of Basel 3.1 twice, with the current deadline being 2027.

Aside from changes in prudential, financial markets, climate and data regulations, we anticipate a rise in consultations and regulations relating to the use of AI, and particularly around its ethical application in decision-making.

Jurisdictional risk arises from internationally diverging regulations, with differing pace and scale of regulatory adoption, conflicting rules, extraterritorial and localisation requirements around data, staff, capital and revenues. Data sovereignty and ESG regulation are prime examples of jurisdictional risk.

This makes it challenging for multinational groups to manage cross-border activities, as well as adding complexity and cost. Such fragmented regulatory changes can also create frictions in the market as a whole.

How these risks are mitigated

- We actively monitor regulatory developments, including those related to sustainable finance, ESG, digital assets and AI and respond to consultations either bilaterally or through well-established industry bodies.
- We track evolving country-specific requirements, and actively collaborate with regulators to support important initiatives.
- We help shape regulation, particularly in new areas like AI and Central Bank Digital Currencies, through thought leadership, and actively engaging with policymakers and central banks.

Demographic considerations

Skills of the future

Evolving client expectations and the rapid development of technologies such as AI are transforming the workplace, and further accelerating changes to how people deliver outcomes, connect and collaborate. The skills needed to grow businesses and sustain careers are being disrupted as a result, with a balance of both technical and human skills becoming increasingly critical.

Workforce expectations also continue to evolve. 'What' work people do and 'how' they get to deliver it have become differentiators in attracting future-focused talent. There is greater desire to do work aligned to individual purpose and to have increasing expectations from employers to invest in skills and careers. These trends are even more distinct among Millennials and Gen Z who make up an ever-increasing proportion of the global talent pool, and as digital natives possess the attributes needed to pursue our strategy.

To sustainably attract, grow and retain the relevant skills and talent, we must continue to invest in building future-focused skills as well as further strengthen our Employee Value Proposition (EVP) and brand promise.

Demographic and migration trends

Divergent demographic trends across developed and emerging markets create contrasting challenges. Developed markets' state budgets will be increasingly strained by ageing and shrinking populations, while political stances reduce the ability to fill skills gaps through immigration. Conversely, emerging markets are experiencing fast-growing, younger workforces. While it is an opportunity to develop talent, population growth will put pressure on key resources such as food and water, as well as government budgets for education and health to capitalise on the 'demographic dividend'.

Population displacement is rising amid increased conflict and natural disasters, a lack of key resources, climate change, and disturbances in public order. This may increase the fragility of societal structures in vulnerable centres. The topics of both forced and economic migration are increasingly influential in political discourse and have been a major focus of the Trump administration's first weeks in office. Large scale movement, both internally displaced persons and cross border migration, could cause social unrest, as well as propagate disease transmission and accelerate the spread of future pandemics. The threat of terrorist activity has also increased in the latter half of 2024.

Additionally, net population growth for the 21st century will be in less-developed countries. Anticipating and proactively planning for these demographic shifts will be essential in maintaining an efficient global business model in the coming decades.

How these risks are mitigated

- We are helping colleagues to upskill and reskill, both through classroom sessions and our online learning platform. We have an internal Talent Marketplace which enables colleagues to sign up for projects to access diverse experiences and career opportunities.
- We place emphasis on skills and aspiration to identify the talents to accelerate, as well as deploy it in areas with the highest impact for our clients and the business. We are piloting a differentiated learning proposition for these talents with the highest potential.
- We emphasise frequent two-way feedback through performance and development conversations to embed a culture of continuous learning and development.
- Our culture and EVP work is addressing the emerging expectations of our diverse talent base, particularly around being purpose-led.
- We provide support and resources to all colleagues to help balance productivity, collaboration and wellbeing, with more than 60 per cent of our workforce having signed up to work flexibly.



Sadia Ricke

Group Chief Risk Officer

21 February 2025

We're building next-gen entrepreneurial skills

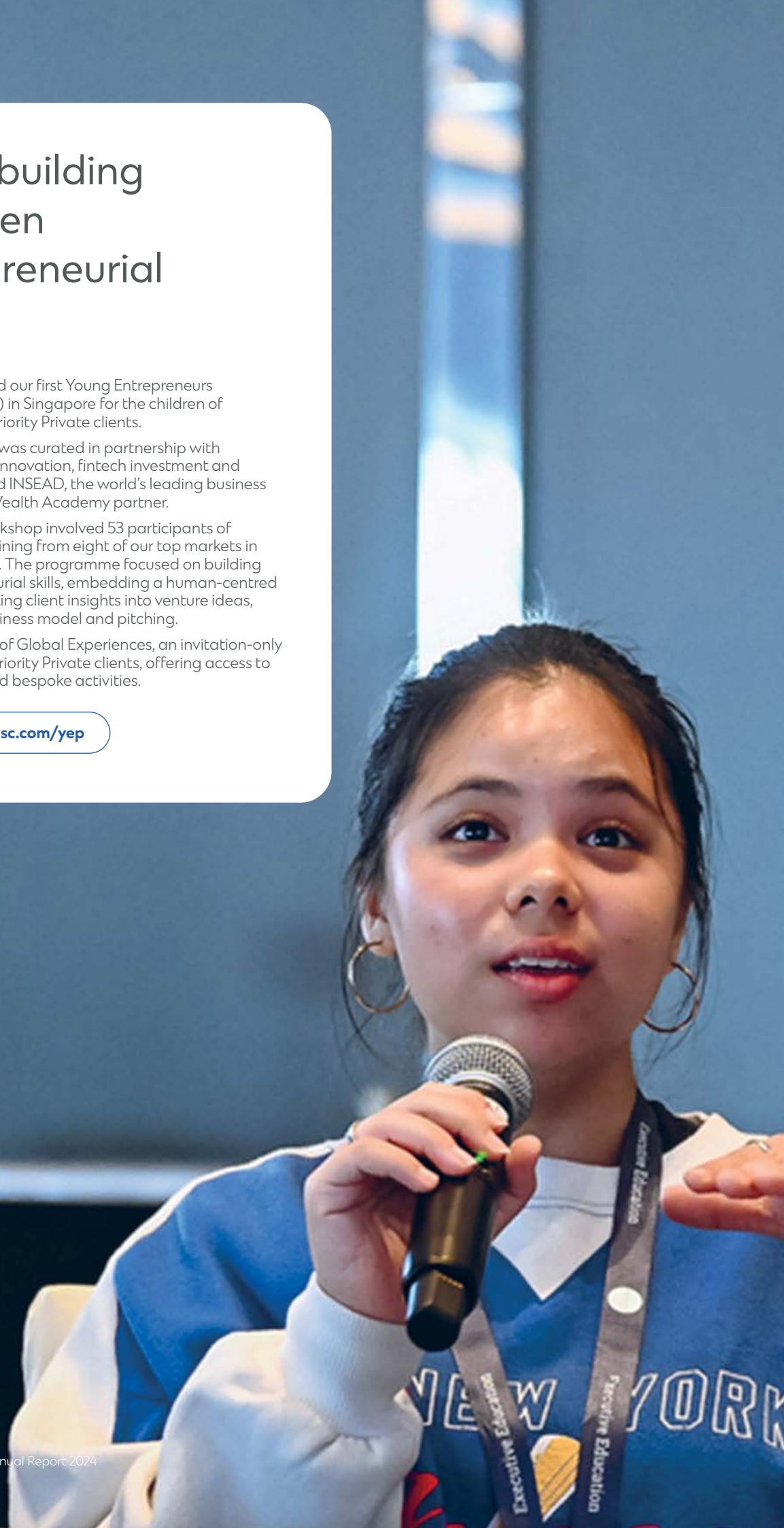
In August, we held our first Young Entrepreneurs Programme (YEP) in Singapore for the children of high-net-worth Priority Private clients.

The programme was curated in partnership with SC Ventures, our innovation, fintech investment and ventures arm, and INSEAD, the world's leading business school and our Wealth Academy partner.

The four-day workshop involved 53 participants of 13 nationalities joining from eight of our top markets in Asia and beyond. The programme focused on building early entrepreneurial skills, embedding a human-centred design in translating client insights into venture ideas, developing a business model and pitching.

The YEP is a part of Global Experiences, an invitation-only programme for Priority Private clients, offering access to unique events and bespoke activities.

Read more at sc.com/yep



Stakeholders

As a global bank operating in 53 markets, stakeholder engagement is crucial in ensuring we understand local, regional and global perspectives and trends which inform how we do business.

Our stakeholders



Clients



Regulators and governments



Investors



Suppliers



Society



Employees

This section forms our Section 172 disclosure, describing how the directors considered the matters set out in section 172(1)(a) to (f) of the Companies Act 2006. It also forms the directors' statement required under section 414CZA of the Act.

See the following pages for:

- How we engage stakeholders to understand their interests. See pages 35 to 41
- How we engage employees and respond to their interests. See pages 38 to 41
- How we respond to stakeholder interests through sustainable and responsible business. See pages 35 to 41
- How the Board engages directly with shareholders and other stakeholders. See pages 103 to 192

Listening and responding to stakeholder priorities and concerns is critical to achieving our purpose and delivering on our brand promise, here for good. We strive to maintain open and constructive relationships with a wide range of stakeholders including clients, regulators and governments, investors, suppliers, society and employees.

Stakeholder feedback, where appropriate, is communicated internally to senior management through the relevant forums and governing committees such as the Sustainability Forum, and to the Board's Culture and Sustainability Committee which oversees the Group's approach to its main relationships with stakeholders.

We communicate progress regularly with external stakeholders through channels such as [sc.com](https://www.sc.com), established social media platforms and this report. Further information on how we engage with our stakeholders, and the initiatives that we are members of, can be found at [sc.com/sustainabilitystakeholders](https://www.sc.com/sustainabilitystakeholders)



Clients

How we create value

We want to deliver easy, everyday banking solutions to our clients in an innovative yet simple and cost-effective way with a great customer experience. We enable individuals to grow, protect and pass on their wealth; we help businesses trade, transact, invest and expand; and we help a variety of financial institutions, including banks, public sector and development organisations, with their banking needs.

How we serve and engage

Our push for a best-in-class client experience is underpinned by innovative products and digital straight-through services. This includes building capability to protect our clients against evolving risks in the ecosystem, like fraud and cyber security, and comes with education and increased client communication.

To act in the best interests of our clients, we use the insights gathered from our data alongside robust policies, procedures and the Group's risk appetite to design and offer products and services that meet client needs, regulatory requirements and Group performance targets.

Fees and charges are disclosed to clients in line with regulatory requirements and industry best practice and, where available, benchmarked against competitors. For personal and SME banking products, agreed interest rates, fees and other charges as billed to clients are monitored and assessed locally, with global oversight.

Triggers for outlier fees and charges are defined and subject to annual review. Complaints are reviewed on an ongoing basis and are one of the factors that are taken into account prior to amendments to annual interest, fees and charges.

We also assess our product portfolio for new risks to ensure they remain appropriate for client needs and aligned to emerging regulation. These quantitative and qualitative assessments, including Periodic Product Reviews, are intended to provide a complete view of whether to continue, enhance, grow or retire products.

Training is provided to frontline employees across our branches and contact centres to identify and support vulnerable clients. We have also implemented an educational training programme for clients who need guidance in navigating online and mobile channels.



Throughout 2024, we maintained our sharp focus on improving the client experience across the Bank. We engaged with clients to show them the opportunities trade corridors could bring and how using our network could help them flourish.

Our presence in high-growth markets – and ongoing roll-out of digital platforms – helps connect our clients to the global engines of trade and innovation. As part of our aim to reach net zero in our financed emissions by 2050, our transition finance team has been working closely with our clients in hard-to-abate sectors on their own transitions. This is in addition to our commitment to mobilise \$300 billion of sustainable finance between 2021 and 2030.

Across the Bank, we have processes and controls aimed to mitigate greenwashing risks, and to support transparency we publish the details of what constitutes our sustainable products and investments universe externally.

Wealth & Retail Banking

In 2024, we continued to expand our suite of solutions to help clients grow, protect and pass on their wealth, including core fund offerings for mass affluent clients to alternatives and structured solutions for high-net-worth clients.

We strengthened our propositions and capabilities, adding global experiences, wealth planning, family advisory and trust services.

In addition, we have evolved our managed investments business to focus on helping clients build foundational and opportunistic portfolios. To support this, we offer innovative solutions, including our Signature CIO Funds, a series of foundational portfolios built on our CIO insights, available in 12 markets and contributing \$2.1 billion dollars in Wealth AUM.

We also launched our first Young Entrepreneur Programme. The inaugural programme was curated in collaboration with INSEAD and SC Ventures – our innovation, fintech investment and ventures arm – and focused on supporting high-net-worth clients' next generation with business and entrepreneurial skills. It garnered positive feedback from the 53 young participants who joined from eight markets across our network.

Corporate & Investment Banking

In 2024, we sharpened our focus on serving the cross-border needs of our largest and most sophisticated corporate and financial institution clients who require risk management, financing and sector advisory expertise across Asia, Africa and the Middle East.

Our network and experience, combined with our presence in valuable cross-border hubs, means that we can help clients from around the world access new corridors of globalisation.

We continue to connect capital flows to, through and from Africa, the Middle East and Asia and play a leading role in promoting sustainable finance.

In 2024, in Africa, for example, we were involved in EUR533 million of financing, backed by the African Development Bank, for the government of Côte d'Ivoire and EUR1.29 billion of financing for the Angolan Ministry of Finance to construct photovoltaic electricity distribution infrastructure. Our clients are at the heart of what we do; everything we have done structurally in 2024 is about leveraging our platform so that we can do more business with them.

We are scaling up where we can offer our clients a differentiated service, such as Securities Services – capitalising on local custodian capabilities across Africa and the Middle East and the growing demand from financial institutions – as well as sustainable finance, Islamic banking and RMB internationalisation, all of which are being embedded into our global business teams.

Their interests

- Differentiated product and service offering
- Digitally enabled and positive experience
- Sustainable finance
- Access to international markets



Regulators and governments

How we create value

We engage with public authorities to play our part in supporting the effective functioning of the financial system and the broader economy.

How we serve and engage

We engage with government, regulators and policymakers at the global, regional and national level as well as trade associations to share insights and support the development of best practices and adoption of consistent approaches across our markets. During 2024, we engaged on the following key topics:

- Financial services, including but not limited to prudential regulations, financial markets, and financial conduct and financial crime.
- Sustainable finance, across a wide range of sub-topics such as transition finance, carbon markets, adaptation and resilience, and climate risk.
- Technologies and digital assets, including for example stablecoin and crypto assets, digital asset custody, data sovereignty or the use of artificial intelligence (AI) and international trade and digital trade such as digital tokenisable trade assets.

Their interests

- Strong capital base and liquidity position appropriate to a global systemically important bank
- Robust standards for financial conduct and financial crime
- Competitive economies and markets
- Sustainable finance and net zero transition
- Digital innovation and use of AI in financial services
- Operational resilience
- Market integrity and customer protection
- International and digital trade
- Financial stability

Investors

How we create value

We aim to deliver robust returns and long-term sustainable value for our investors.

How we serve and engage

We rely on capital from debt and equity investors to execute our business model. Whether they have short or long-term investment horizons, we provide our investors with information about progress against our strategic and financial frameworks.

Through our footprint and the execution of our sustainability agenda, we provide our investors with exposure to opportunities in emerging markets. We believe that our integrated approach to environmental, social and governance (ESG) issues and a strong risk and compliance culture, are key differentiators. We continue to respond to growing interest from a wide range of stakeholders on ESG matters, including investors.

The Group delivered a strong set of results in 2024. Our focus is on building on our double-digit return on tangible equity (RoTE) and accelerating to deliver sustainably higher returns over the next three years. We are now targeting a RoTE approaching 13 per cent in 2026. We aim to achieve this through income growth, expense discipline, ongoing transformation and active capital management as outlined in our 2024–2046 financial framework, launched at the start of 2024.

Regular and transparent engagement with our investors, and the wider market, helps us understand investors' needs and tailor our public information accordingly. In addition to direct engagement via our Investor Relations team, we communicate through quarterly, half-year and full-year results, conferences, roadshows, investor days and media releases.

We continued to expand our use of virtual meetings during 2024, coupled with a growing number of face-to-face interactions. We also hosted an Affluent Investor seminar in December and a deep dive for Chinese investors in September.

Key investor feedback, recommendations and requests are considered by the Board, whose members keep abreast of current topics of interest. Standard Chartered PLC's Annual General Meeting (AGM) in May was open to shareholders either in person or electronically via a live video feed of the meeting. All participants had the opportunity to submit their votes and ask the Board questions. The AGM is our principal engagement event with our retail investors. Further details of our 2024 AGM are on page 185.

Similarly, the Group Chairman, alongside some members of the Board, hosted a hybrid stewardship event for institutional investors in December providing shareholders with updates on a number of topics, including sustainability, net zero and governance matters. The event included an open question-and-answer session

We continue to respond to growing interest from a wide range of stakeholders on ESG matters, including investors.

Investors continued

In 2025, we will continue to engage with investors on progress against our strategic priorities and actions, as well as our financial framework as we progress towards delivering sustainably higher returns.

Their interests

- Safe, strong and sustainable financial performance
- Facilitation of sustainable finance to contribute to the United Nations Sustainable Development Goals
- Progress on ESG matters, including advancing our net zero agenda



Suppliers

Supporting a sustainable supply chain

We measure and manage our Scope 3 upstream emissions and work in partnership with our suppliers to calculate emissions and set net zero targets where appropriate. For further details on our net zero and supply chain emissions programmes visit page 76.

Supporting a diverse and inclusive supply chain

We are committed to building mutually beneficial relationships with our suppliers to reflect the diverse communities and cultures we operate in. To support this, our supplier diversity and inclusion programme aims to direct spend and offer support where appropriate, to small and diverse businesses.

Supplier diversity at Standard Chartered incorporates businesses owned by under-represented individuals or groups – such as women and ethnic minorities, as well as micro and small businesses. Further details on the principles of Supplier Diversity and Inclusion can be found in our Supplier Diversity and Inclusion Standard at: sc.com/supplier-standard

To help drive our programme, we are corporate members of not-for-profit organisations dedicated to supporting diverse suppliers. This collaboration positions us to identify and engage small and diverse suppliers, share in best practices, and maintain awareness about diverse supplier needs.

In addition, we engage and support our diverse suppliers hosting two face-to-face supplier diversity events in partnership WEConnect – a global network supporting women-owned businesses – in 2024. The events focused on networking, sharing best practices in the sustainability field and supplier awards.



For further details of our supplier diversity programme and supplier awards events visit sc.com/supplier-diversity

Their interests

- Open, transparent and consistent tendering process
- Accurate and on-time payments
- Willingness to adopt supplier-driven innovation
- Obtain guidance on implementation of sustainability matters



Society

How we create value

We strive to operate as a sustainable and responsible company, leveraging our partnerships, networks and expertise to help transform our markets for long-term societal and environmental impact, create more inclusive economies and increase equitable prosperity.

How we serve and engage

Our Futuremakers partners

With the Standard Chartered Foundation, we advanced our strategic partnerships with NGOs and civil society organisations in support of Futuremakers by Standard Chartered, our global youth economic empowerment initiative. Shifting to an impact-focused strategy, we've engaged our partners to co-design long-term programmes towards achieving our target of enabling and supporting 140,000 decent jobs between 2024 and 2030.

To deepen our understanding of the impacts of our programmes, we refined our results monitoring framework and developed a model to estimate the societal return on our Futuremakers investments. This provides a more holistic analysis to enhance the impact potential of our programmes. We share learning from our new programmatic models both across our portfolio and externally with our peers.

Our external stakeholders

We seek to promote greater economic inclusion through our networks, events and sponsorships. In collaboration with Business Fights Poverty, we hosted various learning events, including a gender-focused panel discussion to celebrate International Women's Day and a thematic discussion on plugging the financing gap for young entrepreneurs at their Global Goals Summit in Nairobi and New York, during the United Nations General Assembly meetings. The aim of these events was to identify actionable strategies and innovative partnerships to address global challenges. In addition, we sponsored Women of the World Foundation (WOW) as their Global Girls' Champion to run the WOW bus tour, bringing gender equality learning to girls and young people across the UK, and we extended the WOW festival to Pakistan and Turkey, reaching over 23,000 children and young people in half a year.

Our colleagues

We encourage colleagues to give back to their communities using their three days paid volunteering leave. To enable a volunteering culture, we gathered feedback and insights from our employee volunteering (EV) champions and ran a series of workshops to develop an EV toolkit accessible to all colleagues. We are expanding our focus on skills-based volunteering to leverage our colleagues' skill sets and deepen our community impact. This year we launched a global skills-based volunteering week providing learning sessions and volunteering opportunities to build awareness across the Bank. To drive participation, we organised train-the-trainer workshops to equip our colleagues with skills necessary to conduct financial education and mentoring sessions with our community stakeholders. In 2024, 53 per cent of colleagues volunteered including contributing 114,276 hours to skills-based volunteering.

Their interests

- Access to finance
- Economic inclusion
- Gender equity
- Skills-based volunteering
- Community impact



Employees

How we create value

We recognise that our workforce is key to driving our performance and productivity and that the diversity of our people, cultures and network sets us apart. To be the best cross-border and affluent bank to our clients, our workforce composition, including the skills and engagement of our people, is a strategic source of competitive advantage. So we are developing a workforce that is future ready, and are co-creating with our employees to build an inclusive, innovative and client-centric culture.

How we serve and engage

By engaging employees and fostering a positive experience for them, we can better serve our clients and deliver on our Purpose. A culture of inclusion and ambition enables us to unlock innovation, make better decisions, deliver our business strategy, live our valued behaviours and embody our brand promise here for good. We proactively assess and manage people-related risks, such as capacity, capability and culture, as part of our Group Risk Management Framework. Our people strategy, approved by the Board, is future-focused, with external events accelerating many of the future of work trends which continue to inform our approach.

Their interests

Translating our brand promise and purpose of driving commerce and prosperity through our unique diversity into our colleagues' day-to-day experience is critical to us remaining an employer of choice across our footprint. The research we have on our employee value proposition (EVP) tells us that our existing and potential employees want to: have interesting and impactful jobs; innovate within a diverse set of markets and for a spectrum of clients; cultivate a brand that sustainably drives commerce and offers enriching careers and development; and be supported by great people leaders. They want these elements to be anchored in competitive rewards and a positive work-life balance. The employment proposition is a key input to our people strategy which supports the delivery of our business strategy.

Listening to employees

Frequent feedback from employee surveys helps us identify and close gaps between colleagues' expectations and their experience. Colleague sentiment is captured through an annual survey as well as regularly through a weekly survey and at key moments, such as when employees join us, leave, or return to work after parental leave. In addition to leveraging inputs from these surveys, the Board and Group Management Team also engage with and listen to the views of colleagues through interactive sessions. More information on the Board's engagement with the workforce can be found on page 121 in the Directors' report.

In 2024, our annual My Voice survey was conducted in May and June. Eighty-seven per cent of our employees (68,590) and 36 per cent of eligible agency workers (778) participated. Key measures of satisfaction have stayed high; however, some have seen a decline year-on-year as the impact of our transformation continues to be felt. Overall, the experience of working for the Bank remains a positive one. Eighty-three per cent of employees say that the Group meets or exceeds their expectations, 96 per cent feel committed to doing what is required to help the Group succeed, and 88 per cent feel proud about working for the Group.



We also continue to be recognised as an employer of choice and details of our accolades can be found at sc.com/employer-awards.

All of this underscores the strength of our EVP to attract, retain and grow the skills and talent that are critical to delivering our strategy and outcomes for clients.

Driving a culture of sustainable high performance

As the Group transforms to achieve our strategic ambitions, we continue to embed our refreshed approach to managing, recognising and rewarding performance. We are embedding more regular performance and development conversations, as well as increasing the exchange of two-way balanced, constructive feedback among peers, stakeholders and team members. At the same time, we are encouraging greater aspiration during goal setting as well as placing even more focus on recognising outperformance, including by enhancing flexibility in reward decisions. These habits, that mark a culture of high performance, have continued to strengthen each year. In 2024, 64 per cent of colleagues received feedback in the system (versus 60 per cent in 2023, 59 per cent in 2022 and 39 per cent in 2021 when our refreshed approach was first launched).

We recognise that wellbeing is a driver of sustainable high performance and productivity, and are committed to supporting our colleagues' wellbeing at an individual, team and organisational level. This means focusing on prevention as well as cure, and striving to embed wellbeing into the flow of work. Globally, colleagues have access to a range of tools and resources to manage their wellbeing, including several progressive benefits, a mental health app, access to 1:1 counselling or therapeutic support, an employee assistance programme (through which professional counselling is also available), wellbeing toolkits, and a network of trained mental health first aiders (to date, nearly 600 colleagues have been trained). In 2024, levels of consistent and frequent work-related stress continued to decrease and colleagues felt more comfortable sharing concerns about stress with their people leader. Over three-quarters of our people said they felt able to choose a reasonable balance between their work and personal life, and 80 per cent felt they could adjust work to accommodate personal needs. We continue to drive interventions to further enable healthy working practices, including market-level experiments that we are running on sustainable working habits, promoting training of wellbeing champions, and embedding wellbeing skills (such as resilience and adaptability) into multiple learning programmes.

Our continued commitment to embedding our flexible working model (which was launched in 2021) that combines flexibility in working patterns, time and locations, is an important part of our efforts to enhance both the productivity and experience of our workforce. Over 76 per cent of employees in 42 of our markets are now on agreed flexible working arrangements, with the majority having signed up to work from the office for two to three days per week. Our model purposefully balances client needs and business priorities with individual choice, allowing us to be inclusive of the diverse needs of our workforce. We continue to explore opportunities for enhancing flexibility across further markets and roles, where regulations and the nature of the work allow for it.

We refreshed our toolkits and guidance to people leaders and individuals to help navigate flexible working and establish clear, consistent expectations for all colleagues when working flexibly. These include support on having regular conversations with teams on flexi-work arrangements; on organising team and individual work to enhance productivity and wellbeing; on leading in key moments such as onboarding new team members, returning from parental leave and during performance conversations; and on strengthening connections in flexible work environments. Colleagues continue to adopt ways of working that balance the benefits of remote working with face-to-face interactions to innovate and collaborate as we also continue to re-imagine our physical workspaces with the relevant infrastructure and technology to provide hubs for teamwork, collaboration and learning.



Read more about our approach to flexible working at sc.com/flexibleworking

Early in 2024, we launched Appreciate, our new digital platform to empower colleagues to give in-the-moment peer-to-peer recognition. Democratising how colleagues celebrate each other's achievements is reinforcing the importance of two-way feedback as well as recognising the behaviours that drive high performance. Hyper-personalising how our people feel appreciated in a way that is most meaningful, to them is also a powerful driver of employee experience. Across the year, the platform was used by over 76 per cent of colleagues to share nearly 700,000 recognitions with each other.

Building leadership capabilities

Exceptional performance requires exceptional leadership, and we believe that our people leaders are critical to unlocking the potential of our workforce and how they experience the Bank every day. Engaging, developing and measuring our people leaders continues to be a critical enabler of our performance and culture. Our leadership agreement sets out clear expectations from our leaders to aspire, inspire and execute. It also forms the foundation of our leadership development curriculum through which one-third of our people leaders are being covered each year to help them build new skills and habits across different leadership stages – including skills on coaching, performance management in business-specific contexts, leading for transformation, and leading through ambiguity. While more than 4,200 leaders learned through face-to-face leadership programmes during the year, leadership skill building is also made accessible to all colleagues to build the capability deeper into the organisation. Nearly 28,000 employees have now experienced the leadership health journey of regular micro-learning activities (since launch in 2021), over 700 have built skills through our 'virtual escape room' game for aspiring leaders, and over 5,500 have participated in experiential bootcamps on creating an environment of psychological safety and innovation.

In 2024, 97 per cent of our people leaders received feedback, either through our 'always on' feedback tool available to all colleagues or through the structured 360-degree feedback tool that is available to mid-to-senior people leaders. Leaders are also provided a consolidated view of the environment they are creating for their teams, and feedback on their leadership skills, as part of their leadership dashboard, bringing even greater transparency to performance and development conversations, and highlighting the value we place on leadership.



Read our Leadership Agreement at sc.com/leadershipagreement



Employees continued

Developing skills of future strategic value and enabling careers

To keep pace with our strategic priorities, evolving customer expectations, ongoing transformation and rapid technological innovation, we stay committed to a skills-led approach.

We are focused on accelerating the development of future skills among our workforce, bringing in greater agility to how skills are deployed to areas of opportunity across the Group and embedding skills purposefully across key talent practices. We are supporting employees to build the skills needed for high performance today, to reskill and upskill for tomorrow, and to be global citizens who understand the changing nature of the world in which we operate. This includes helping them strengthen a combination of human and technical skills, as well as enhancing a culture of continuous learning that empowers them to grow, increase their long-term employability and follow their career aspirations.

Building systemic future-focused skills that are anticipated to be needed to keep pace with the changes happening in the sector (such as in sustainability, innovation, data, digital and leadership) is balanced with role-focused performance skills; as well as access to skill-building interventions that enable role-to-role movement, including into critical future roles where our strategic workforce planning analysis predicts an increasing need for talent. For example, with our increasing focus on enhancing our Affluent client proposition in Wealth & Retail Banking, we are investing in delivering upskilling, reskilling and redeployment journeys for colleagues to enable them to access opportunities as the business segment grows. In Corporate & Investment Banking, we are focusing on sustainability capabilities and sales skills in line with our cross-border proposition. These efforts aim to ensure that our workforce transformation is closely linked to our business growth and transformation.

Learning in classrooms is combined with learning through our online learning platform. Over 71,000 colleagues actively used the platform in 2024 and over 31,000 colleagues have used one or more of our Future Skills Academies which include the Data & Analytics, Digital, Cyber, Client Advisory, Sustainable Finance and Leadership Academies. Through skills passports on our AI-enabled internal Talent Marketplace platform, employees can sign up for projects (often cross-functional and cross-location) to build and practise skills on the job, can connect with mentors and access more diverse roles based on skills adjacencies. By combining project opportunities with purposeful internal talent moves, we continue to enhance the career experience of colleagues. Over 43,000 employees are engaging with the Talent Marketplace, with over 2,800 projects being assigned (since launch in 2020). Deploying their skills at speed across our network has resulted in unlocking over \$9.5 million in terms of productivity. We are also making it easier for colleagues to engage with all that is available for growing their careers, through a range of resources and tools including a dedicated careers hub, careers toolkits, and conversation guides.

We are investing in developing a workforce that is both knowledgeable about and confident in working with Artificial Intelligence (AI). Our AI Learning Hub democratises AI awareness and knowledge building by providing access to all colleagues to immersive learning opportunities, interactive simulations and practical case studies, as well as to a range of AI thought leaders, experts and enthusiasts. Further, colleagues can now use GenAI-based assistive writing tools to uplift the quality of feedback being shared with team members as well as peers, including making the feedback more impactful and actionable. They can also use GenAI to improve quality and focus when writing their performance and development goals.

Creating an inclusive workplace

Our inclusive culture and commitment to diversity and inclusion (D&I) are a vital part of our employee value proposition and what enables us to drive business success. Through our multiple employee listening surveys, and supplemented by qualitative feedback, we aim to better understand the lived experiences of our colleagues, and then act to make targeted, meaningful changes to further drive inclusion and enhance experience. Our levels of inclusion remain high and is reflected in the 82.1 per cent of colleagues who shared positive sentiments in the 2024 annual My Voice survey.

We continue to invest in efforts towards increasing awareness around diversity and inclusion principles, unconscious bias and micro-behaviours as well as emphasise the importance of creating an inclusive environment. Many of these aspects are covered in the 'When we're all included' learning programme which had been completed by more than 33,500 colleagues by the end of 2024, as well as the 'Respect at Work' e-learning programme that helps colleagues understand what constitutes harassment, bullying, discrimination and victimisation and continues to be mandatory for all new joiners.

We are committed to abiding by the laws in all jurisdictions in which we operate, including anti-discrimination laws. We are focused on further strengthening our inclusive culture, where all our people feel that their identity is understood and recognised for its uniqueness and anyone with the capability to excel can do so. Employees are provided, where legally permissible, with the ability to share their identity data through our internal employee portal. We are encouraging and increasing self-declaration (including socio-economic status in the UK) so that we can further improve colleague experience by introducing policies and interventions representative of the needs of our diverse workforce.

We also remain focused on building a workforce that is truly representative of our client base and footprint. Our gender diversity continues to grow, with more women leaders moving up to senior roles. Women currently represent 42 per cent of the Board, 14 of our CEOs are women, and representation of women in senior leadership roles increased to 33.1 per cent by the end of 2024. We are committed to continuous improvement in this area and aspire to have 35 per cent representation¹ of women at a global senior level by end of 2025. As of 2024, 33 per cent of our Board identifies as being from an ethnic minority background, above our aspiration of

1 Subject to local legal requirements



Employees continued

30 per cent. Further, 21.1 per cent of our Group Management Team and their direct reports identify as Black, Asian or ethnic minority. In the US, Black/African American representation in senior leadership is 3.6 per cent and Hispanic/Latin in senior leadership is 10.9 per cent. In the UK, Black representation in senior leadership is 2.5 per cent and ethnic minority in senior leadership is 28.4 per cent. We are currently ahead of our 2025 target in the UK of 20 per cent ethnic minority representation in senior leadership, and we aim to maintain this level through to 2027. We continue to develop strategic partnerships and experiment with programmes to widen our talent pools such as by providing tools and strategies in career workshops to retain, engage and develop all talent, by improving career mobility support including through 'buddy' assistance, and by rolling out sponsorship programmes.

Leadership commitment remains critical to our approach on D&I. Our Global D&I Council is chaired by our CEO, Wealth & Retail Banking and comprises enterprise-wide leaders representing various business, functions and geographies

from across the Group. The Council is responsible for our overall D&I strategy, direction setting, and overseeing the implementation of sustainable and measurable improvements. It is focused on developing a diverse talent pipeline to improve leadership representation, building sponsorship muscle, fostering positive career progression and refreshing our Employee Resource Group approach to enhance colleague experience.

Equal Pay is a key principle of our Fair Pay Charter. Our commitment to paying colleagues fairly and recognising skills and contributions rather than any discriminatory factors, fosters an environment where all colleagues are given an equal chance to succeed.

Read more about our approach towards strengthening diversity and inclusion, as well as our approach to equal pay and gender and ethnicity pay gap analysis in our Diversity, Equity & Inclusion Impact Report 2024 at sc.com/fairpayreport.

Women representation

Board

Women

42%

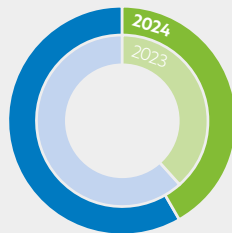
(2023: 38%)

Women

5

Men

7



Management Team and their direct reports

Women

34.1%

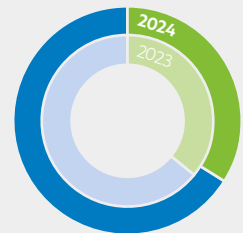
(2023: 36.1%)

Women

42

Men

81



Senior leadership

Women

33.1%

(2023: 32.5%)

Women

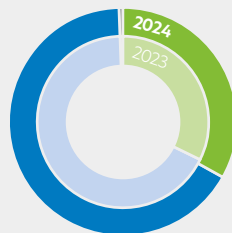
1,453

Men

2,915

Undisclosed

17



All employees

Women

45.0%

(2023: 44.8%)

Women

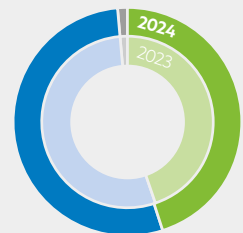
36,553

Men

43,665

Undisclosed

927



Sustainability overview

Non-financial and sustainability information statement

We have included within this Annual Report non-financial sustainability-related information which we believe is material based on the interests of our key stakeholders as described on pages 35-41 and the results of our materiality assessment (page 60).

This table sets out where shareholders and other stakeholders can find information about key non-financial matters in this report, in compliance with the non-financial reporting requirements contained in sections 414CA and 414CB of the Companies Act 2006. Further disclosures are available via sc.com/sustainabilitylibrary.

Climate-related information required under sections 414CA and 414CB of the Companies Act 2006 is integrated throughout this Annual Report. Please refer to the Taskforce on Climate-related Financial Disclosures (TCFD) index below.

Reporting requirement	Where to find more information in this report about our policies and impact including risks, due diligence processes and outcomes	Page
Description of business model	Who we are and what we do	02-03
	Our strategy	18
	Our business model	19-20
Principal risks and uncertainties	Risk review and capital review	193-274
Environmental matters	Our operations	77
	Our suppliers	78
	Our clients	78-98
Employees	Employees	38-41
	Employee policies and engagement	188-189
	Health, safety and wellbeing	189-190
Human rights	Suppliers	94
	Respecting human rights	94
Social matters	Commercial activities	91
	Philanthropic activities	91-92
Anti-corruption and anti-bribery	Code of conduct and ethics	95
	Fighting financial crime	96
	Political donations	190
Non-financial KPIs	Supplementary people information	388-392
	Supplementary sustainability information	393-395

 See the Sustainability Review section from **pages 58 to 102** for further information and details

Taskforce on Climate-related Financial Disclosures (TCFD) reporting index

Section	TCFD recommendation	Page
Governance	a) The Board's oversight of climate-related risks and opportunities	
	The processes and frequency by which the Board and/or Board committees are informed about climate-related issues	98-99
	How the Board and/or Board committees considers climate-related issues when reviewing and guiding strategy, major plans of action, risk management policies, annual budgets, and business plans	98-99
	How the Board monitors and oversees progress against goals and targets for addressing climate-related issues	98-99
	b) Management's role in assessing and managing climate-related risks and opportunities	
	Assigned climate-related responsibilities to management-level positions and/or committees	98-101
	A description of the associated organisational structure	98
	The processes by which management is informed about climate-related issues	100
	How management (through specific positions and/or management committees) monitors climate-related issues	100
	Strategy	a) Climate-related risks and opportunities the Group has identified over the short, medium and long term
Our short, medium and long-term time horizons that we assess climate-related risks and opportunities over		89
A description of the specific climate-related issues potentially arising in each time horizon, and a description of the processes used to determine which risks and opportunities could have a material financial impact		256-269
• We disclose the identified risks and opportunities for our segments across pages		258-268
• We disclose the identified risks and opportunities for our own operations across pages		264-265
Our climate-related risks and opportunities by geography		
• We disclose our Wealth & Retail Banking physical risk exposure across our top 10 markets on pages		258-259
• We disclose our Wealth & Retail Banking transition risk ratings in relation to our mortgage portfolio on pages		259-260
• We disclose our gross physical and transition risk exposure per region on pages		264
• We disclose our significant concentrations of credit exposure to carbon-related assets. Refer to our financed emissions reporting for the Group's exposure in relation to our 12 highest emitting sectors on pages		80-88
b) Impact of climate-related risks and opportunities on the Group's businesses, strategy and financial planning		
Impact of climate-related risks and opportunities on:		
• Business, strategy and financial planning in products and services		69-73
• Supply chain and value chain		78
• Adaptation and mitigation activities		256-265
• Operations		77, 264-265
How climate-related issues serve as an input to the Group's financial planning process, the time period(s) used, and how these risks and opportunities are prioritised		265-269
Impact of climate-related issues on our financial performance		265-269
c) Resilience of the Group's strategy, taking into consideration different climate-related scenarios including a two degrees Celsius or lower scenario		
Resilience of our strategies to climate-related risks and opportunities, taking into consideration a transition to a low-carbon economy consistent with a two degree or lower scenario. We also disclose:		265-269
• Where we believe our strategies may be affected by climate-related risks and opportunities		
• How our strategies might change to address such potential risks and opportunities		
• The potential impact of climate-related issues on financial performance		
• The climate-related scenarios and associated time horizon(s) considered		
For information regarding the scenarios that we have used, the behaviour of identified risks and opportunities per segment and in our operations across each scenario, and our assessment of our resilience to these risks, please refer to the 'Assessing the resilience of our strategy using scenario analysis' section.		

Section	TCFD recommendation	Page
Risk Management	a) Our processes for identifying and assessing climate-related risks	
	Our risk management processes for identifying and assessing climate-related risks	256-265
	• We describe how we identify and assess climate-related risks by segment and in our operations within the 'Managing climate risk' section as well as how we determine the size and scope of these risks and how they are prioritised.	
	Existing and emerging regulatory requirements related to climate change that we consider	256
	Our processes for assessing the potential size and scope of identified climate-related risks	256-265
	b) Our processes for managing climate-related risks	
	Our processes for managing climate-related risks, including how we make decisions to mitigate, transfer, accept, or control those risks	256-265
	• We describe how we identify and assess climate-related risks by segment and in our operations within the 'Managing climate risk' section, as well as how we determine the size and scope of these risks and how they are prioritised.	
	Our processes for prioritising climate-related risks, including how materiality determinations are made within the Group	256-265
	c) How the Group's processes for identifying, assessing and managing climate-related risks are integrated into the Group's overall risk management	206
	• While Climate Risk will remain as a cause in the Group's Risk Taxonomy and manifest through our businesses and operations, we have formally incorporated Climate Risk into the ESG Risk Type Framework (RTF).	
Metrics and Targets	a) The metrics used by the Group to assess climate-related risks and opportunities in line with our strategy and risk management processes	
	Our key metrics used to measure and manage climate-related risks and opportunities	
	• Refer to 'Sustainability Aspirations: our long-term goals' for our key opportunity metrics	64
	• Refer to Streamlined Energy and Carbon Reporting within the Directors' report for our Scope 1 and Scope 2 emissions metrics, and to 'Our emissions sources' for our Scope 3 emissions	183-184
	• Refer to 'Our operations' for other key metrics identified in relation to our operations	258-264
	• Refer to 'Managing climate risk' section for metrics used to assess physical and transitional risk exposure in relation to our Wealth & Retail Banking and Corporate & Investment Banking segments	
	How we incorporate related performance metrics into our remuneration policies	102, 150, 157, 161
	Refer to our 'Incentive structure' section and our 'Directors' remuneration report'	
	b) Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions, and the related risks	
	Refer to 'Our emissions sources', 'Our Operations' and 'Our suppliers' sections for our Scope 1, 2 and 3 emissions relating to our own operations and supply chain	76-78
	Refer to 'Our clients' section for our Scope 3 financed and facilitated emissions	78-79
	c) The targets used by the Group to manage climate-related risks and opportunities and our performance against targets	
	• Refer to our 'Sustainability Aspirations: our long-term goals' for descriptions of our long-term targets and 'Sustainability Strategic Pillars: our short-term targets and immediate priorities' for descriptions of our interim targets	64-65
	• We have also outlined other climate-related targets in relation to 'Our operations'	77
	• We describe the methodologies we have used to calculate our targets in relation to emissions within our 'Climate' section	74-76

Viability statement

The directors are required to issue a viability statement regarding the Group, explaining their assessment of the prospects of the Group over an appropriate period of time and state whether they have reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due.

The directors are to also disclose the period of time for which they have made the assessment and the reason they consider that period to be appropriate.

In considering the viability of the Group, the directors have assessed the key factors including, but not limited to; inflationary pressures, spikes in oil prices, disruption to global supply chains, depreciation in emerging market currencies, market volatility, economic recession, and geopolitical events likely to affect the Group's business model and strategic plan, future performance, capital adequacy, solvency and liquidity taking into account the emerging risks as well as the principal risks.

The viability assessment has been made over a period of three years, which the directors consider appropriate as it is within both the Group's strategic planning horizon and, the basis upon which its regulatory capital stress tests are undertaken and is representative of the continuous level of regulatory change affecting the financial services industry. The directors will continue to monitor and consider the appropriateness of this period.

The directors have reviewed the corporate plan, the output of the Group's formalised process of budgeting and strategic planning. The 2025 Corporate Plan is set against a backdrop of significant geopolitical and macroeconomic challenges, in particular an uncertain interest rate trajectory. The Corporate Plan is evaluated and approved each year by the Board with confirmation from the Group Chief Risk Officer that the Plan is aligned with the Enterprise Risk Management Framework and within Group Risk Appetite Statement and considers the Group's future projections of profitability, cash flows, capital requirements and resources, liquidity ratios and other key financial and regulatory ratios over the period. The Corporate Plan details the Group's key performance measures, of forecast profit, CET 1 capital ratio forecast, return on tangible equity forecasts, cost to income ratio forecasts and cash investment projections. The Board has reviewed the ongoing performance management process of the Group by comparing the reported results to the budgets and corporate plan.

The Group performs enterprise-wide stress tests using a range of bespoke hypothetical scenarios that explore the resilience of the Group to shocks to its balance sheet and business model. To assess the Group's balance sheet vulnerabilities and capital and liquidity adequacy, severe but plausible macro-financial scenarios explore shocks that trigger one or more of:

- Global slowdowns including recessions in China, Asian and Western economies that can be acute or more protracted, resulting in severe declines in property prices.
- Sharp falls in world trade volumes and disruption to global supply chains, including the severe worsening of trade tensions and rise of protectionism.
- Inflationary pressures in the global economy including volatility in commodity prices.
- Significant rises in interest rates and depreciation in emerging market currencies, resulting in heightened sovereign risk.
- Financial market volatility, including significant moves in asset prices driven by a combination of macroeconomic and geopolitical events.

This year, the primary focus has been on:

- The effect of increased global trade tensions leading to severe economic downturns across Asia and other regions, coupled with interest rate reductions and lower commodity prices.
- The effect of high interest rates and persistent inflation, including spikes in the oil price, combined with severe market volatility and severe economic downturns in China and other economies.
- The impact of intensifying geopolitical tensions on economic and financial activity in our footprint markets including an assessment of both financial and operational risks.
- Testing liquidity resilience through multiple severe scenarios similar to Silicon Valley Bank or Credit Suisse and fully integrating them in the liquidity risk framework.

In 2024, the Group undertook a number of Climate Risk stress tests, including those mandated by the Hong Kong Monetary Authority (HKMA) and internal management scenario analysis. We are also participating in the Monetary Authority of Singapore's (MAS), Bank Negara Malaysia's (BNM) and Otoritas Jasa Keuangan's (OJK) climate stress tests. Results are expected to be submitted in 2025. For the internal management scenario analysis, we assessed the resilience of 94 per cent of Corporate & Investment Banking (CIB) Exposure at Default and expanded our coverage to stress Wealth & Retail Banking (WRB) portfolios as well, across three external scenarios based on Version 3 of the Network for Greening the Financial System (NGFS) and three internal management scenarios. The three internal scenarios refer to one bespoke base case and a physical and a transition tail risk scenario.

The loan impairment (LI) intensity which measures the level of gross expected credit losses against the exposure at default enables us to assess the relative size of our exposure subject to potential losses from climate risks. LI intensity is not currently material. Overall, we believe that the level of potential credit losses can be mitigated by continuing to take necessary actions, which the Group is already doing across sectors, engaging with our clients on this topic and supporting them in enhancing their climate transition plans.

We examined exposure concentration in key markets subject to the extreme risk of floods and storms to assess the acute physical risk, and sea level rise to assess the chronic physical risk. Stranded assets analysis was conducted for residential mortgages to identify properties that are expected to become uninhabitable and/or unusable due to increased frequency and intensity of physical risk events from acute and chronic risks. In 2024, Climate Risk was also considered as part of our formal annual corporate strategy and financial planning process.

Under this range of scenarios, the results of these stress tests demonstrate that the Group has sufficient capital and liquidity to continue as a going concern and meet regulatory minimum capital and liquidity requirements.

To evaluate the vulnerabilities inherent in the Group's business model, we examine extreme scenarios that could potentially result in the firm reaching the point of non-viability. The probability of such events occurring is considered to be low. During the year, we analysed the escalation of geopolitical tensions resulting in widespread sanctions and the bifurcation of financial systems between Eastern and Western entities, along with its implications to our operational model. The insights derived from these assessments can provide valuable guidance for strategy formulation, risk management, operational resilience, as well as capital and liquidity planning. The directors further considered the Group's Internal Liquidity Adequacy Assessment Process, which considers the Group's liquidity position, its framework and whether sufficient liquidity resources are being maintained to meet liabilities as they fall due. Funding and liquidity was considered in the context of the risk appetite metrics, including the ADR and LCR ratios.

The Board Risk Committee (BRC) exercises oversight on behalf of the Board of the key risks of the Group and reviews the Group's Risk Appetite Statement and Enterprise Risk Management Framework, including reviewing the appropriateness and effectiveness of the Group's risk management systems, key controls and considering the implications of material regulatory change proposals, and reviewing reports on principal risks, including Climate Risk, to the Group's business.

The BRC receives regular reports on the Group's key risks, as well as updates on the macroeconomic environment, geopolitical and sovereign risks, market developments, and relevant regulatory updates.

In 2024, the BRC received regular reports on the impacts from global conflicts and discussed potential impact to the Group. The Committee discussed a wide range of potential policy changes and their implications for the Group, including impacts on our clients, markets, colleagues and regulators. The Committee also reviewed and discussed reports on the risk environment, including the progress of key transformational change management and technology simplification programmes, scrutinising the overall risk assessments, resources, capabilities and delivery against milestones. For our recovery and resolution planning, the Committee continued to oversee how the Group tested and improved its resolution capabilities in line with the Bank of England's Resolvability Assessment Framework and conducted subsidiary board simulation exercises for some of our markets. The Committee had deep dive reviews of our WRB and CIB portfolios with particular focus on areas such as change management, unsecured digital lending partnerships and private equity financing activities. Financial Crime and Information and Cyber Security risks in the context of these businesses and markets were focused on to fully understand how these risks are being managed and mitigated.

Based on the information received, the directors considered the principal uncertainties as well as the principal risks in their assessment of the Group's viability, how these impact the risk profile, performance and viability of the Group and any specific mitigating or remedial actions necessary.

For further details of information relevant to the directors, assessment can be found in the following sections of the annual report and accounts:

- The Group's business model (pages 19 to 20) and strategy (page 18)
- The Group's current position and prospects including factors likely to affect future results and development, together with a description of financial and funding positions are described in the client segment reviews (pages 21 to 23)
- An update on the key risk themes of the Group is discussed in the Group Chief Risk Officer's review, found in the:
 - Strategic report (pages 27 to 33)
 - The BRC section of the Directors' report (pages 129 to 133)
 - The Group's Topical and Emerging Risks, sets out the key external factors that could impact the Group in the coming year (pages 29 to 33)
 - The Group's Enterprise Risk Management Framework details how the Group identifies, manages and governs risk (pages 196 to 200)
 - The Group's Risk profile provides an analysis of our risk exposures across all major risk types (page 207 to 269)
 - The capital position of the Group, regulatory development and the approach to management and allocation of capital are set out in the Capital review (pages 270 to 274).

Having considered all the factors outlined above, the directors confirm that they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the period of the assessment up to 21 February 2028.

Our Strategic report from pages 1 to 46 has been reviewed and approved by the Board.



Bill Winters
Group Chief Executive
21 February 2025