

Organising to deliver our strategy

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Consistent strategy

1. Reaffirmed our confidence in the growth potential of our markets in Asia, Africa and the Middle East
2. Reinforced our focus on building deep relationships with our clients and customers as the foundation of our business
3. Recommitted to a strategy of delivering sustainable profitable growth

Sharpening our focus

1. A significant sharpening of focus, deploying our scarce resources behind key priorities
2. Explicitly making our commitment to being Here for good, and thus the whole conduct of business agenda, into an integral part of our strategy
3. And flexing our financial framework to balance growth and returns and to manage for capital accretion

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

Strategic aspirations



Relationships

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



Trade

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



Investment

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



Wealth

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



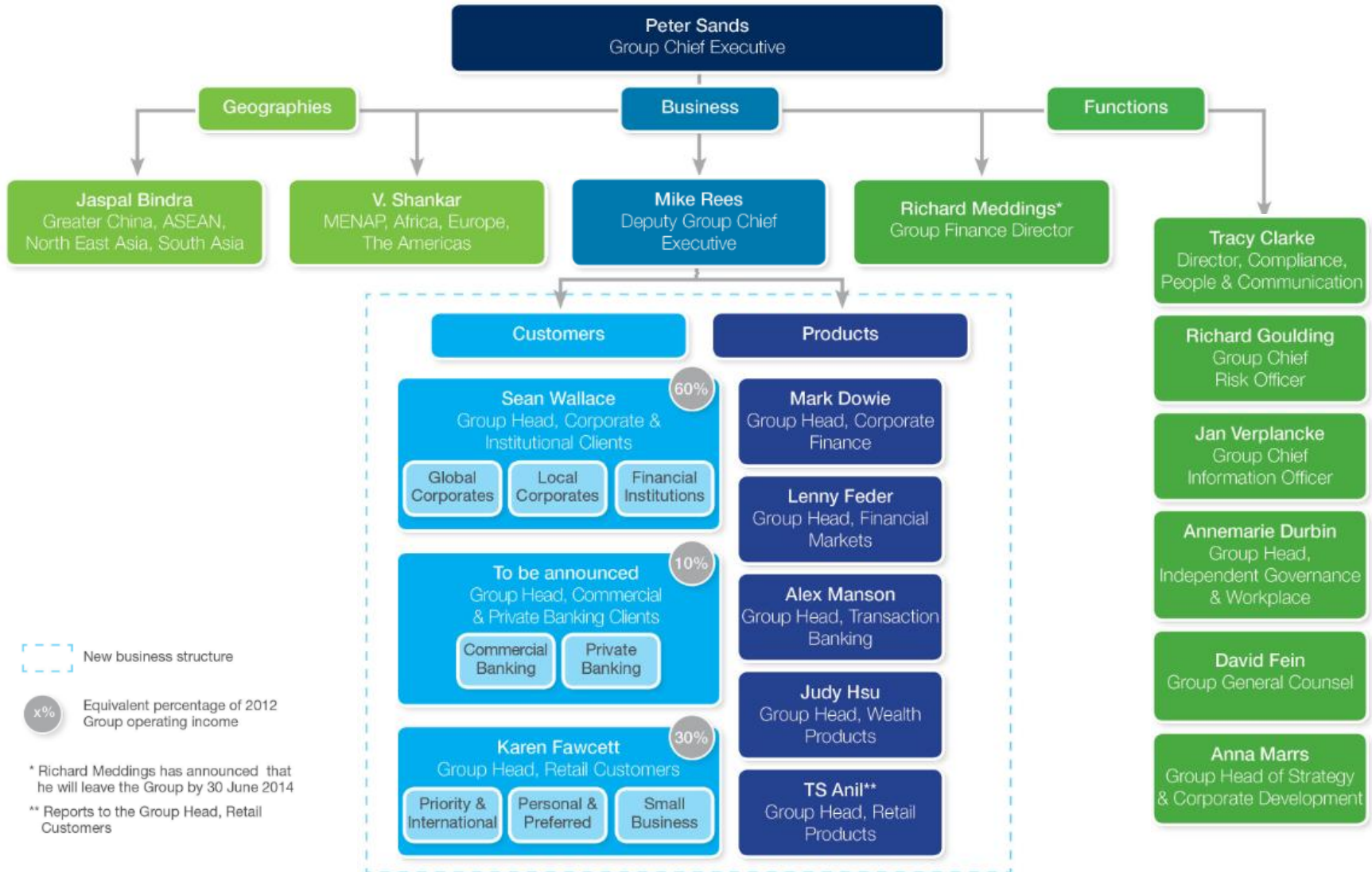
Priority market scales

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

Benefits of the reorganisation

1. Focus the deployment of resources more effectively across the whole organisation to capture the biggest growth opportunities in our markets and maximise returns
2. Serve clients and customers better by grouping them more logically by their needs, while offering a broader and more consistent range of products to all segments, creating further income growth opportunities
3. Achieve cost savings by removing duplication that exists both in the two businesses' product teams and in the functions that support them, including Risk, Finance, Legal and Compliance, Human Resources, and Technology and Operations, and by creating consistent infrastructure and processes
4. Strengthen the distinctive culture, enhancing collaboration across the Group, providing a stronger, more consistent brand experience and reinforcing the Group's framework and processes to ensure the highest standards of conduct across all aspects of our business

Structural changes: One global business



Much remains the same



1. We have a consistent strategy
2. We are not changing our risk appetite
3. We have minimised the disruption to our largest businesses

Our financial framework – *next couple of years*

- ~~Double digit~~ *High single* income growth
- ~~Neutral cost – income jaws~~ *Positive* ~~(with positive bias)~~
- Double digit Earnings per Share (EPS) growth
- Mid-teens Return on Equity (ROE) over the medium term
- *Earnings growth ahead of Risk Weighted Asset (RWA) growth*

Conclusion



The reorganisation is an important part of broader actions we are taking to:

1. Translate the refreshed strategy into reality
2. Make the Bank more productive, efficient and effective
3. Restore growth momentum

Q&A