Forward looking statement

This document contains or incorporates by reference ‘forward-looking statements’ regarding the belief or current expectations of the Company, the Directors and other members of its senior management about the Group’s strategy, businesses, performance and the other matters described in this document. Generally, words such as “may”, “could”, “will”, “expect”, “intend”, “estimate”, “anticipate”, “believe”, “plan”, “seek”, “continue” or similar expressions are intended to identify forward-looking statements.

Forward-looking statements involve inherent risks and uncertainties. They are not guarantees of future performance and actual results could differ materially from those contained in the forward-looking statements. Forward-looking statements are based on current views, estimates and assumptions and involve known and unknown risks, uncertainties and other factors, many of which are outside the control of the Group and are difficult to predict. Such risks, factors and uncertainties may cause actual results to differ materially from any future results or developments expressed or implied from the forward-looking statements. Such risks, factors and uncertainties include but are not limited to: changes in the credit quality and the recoverability of loans and amounts due from counterparties; changes in the Group’s financial models incorporating assumptions, judgments and estimates which may change over time; risks relating to capital, capital management and liquidity; risks associated with implementation of Basel III and uncertainty over the timing and scope of regulatory changes in various jurisdictions in which the Group operates; risks arising out of legal and regulatory matters, investigations and proceedings; operational risks inherent in the Group’s business; risks arising out of the Group’s holding company structure; risks associated with the recruitment, retention and development of senior management and other skilled personnel; risks associated with business expansion and engaging in acquisitions; reputational risk; pension risk; global macroeconomic risks; risks arising out of the dispersion of the Group’s operations, the locations of its businesses and the legal, political and economic environment in such jurisdictions; competition; risks associated with the UK Banking Act 2009 and other similar legislation or regulations; changes in the credit ratings or outlook for the Group; market, interest rate, commodity prices, equity price and other market risk; foreign exchange risk; financial market volatility; systemic risk in the banking industry and among other financial institutions or corporate borrowers; cross-border country risk; risks arising from operating in markets with less developed judicial and dispute resolution systems; risks arising out of regional hostilities, terrorist attacks, social unrest or natural disasters and failure to generate sufficient level of profits and cash flows to pay future dividends.

Any forward-looking statement contained in this document is based on past or current trends and/or activities of the Company and should not be taken as a representation that such trends or activities will continue in the future. No statement in this document is intended to be a profit forecast or to imply that the earnings of the Company and/or the Group for the current year or future years will necessarily match or exceed the historical or published earnings of the Company and/or the Group. Each forward-looking statement speaks only as of the date of the particular statement. Except as required by any applicable law or regulations, the Company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement contained herein to reflect any change in the Company’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.
Sir John Peace
Chairman
Programme of actions

- Significant leadership changes
- CET1 target of 11-12% in 2015 and thereafter
- Return on Equity target >10% in the medium term
- US$1.8bn of cost savings over the next 3 years
- US$25-30bn in Risk Weighted Assets savings over the next 2 years
- Sustain momentum on raising the bar on conduct
Stakeholder interests

- 2014 total variable compensation for the Group is down 9% from 2013
- Dividend per share held at 2013 level
- Over the last 3 years
  - Total variable compensation is down 27%
  - Dividends have grown 25%
Driving value for our shareholders

Our Ambition
The world’s best international bank

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

Our Brand Promise
Here for good

Our Aspirations

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Investment</th>
<th>Trade</th>
<th>Wealth</th>
<th>Relevant Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build trusted relationships with the people, companies and institutions shaping our markets’ future</td>
<td>Play a leading role in facilitating investment and deepening financial markets</td>
<td>Become the undisputed leader in commercial payments and financing for and in Asia, Africa and the Middle East</td>
<td>Be recognised as a leader in growing and protecting our clients’ wealth</td>
<td>Establish sufficient scale, balance sheet and franchise strength to be relevant and influential in our key markets</td>
</tr>
</tbody>
</table>

Our Values

<table>
<thead>
<tr>
<th>Courageous</th>
<th>Responsive</th>
<th>International</th>
<th>Creative</th>
<th>Trustworthy</th>
</tr>
</thead>
<tbody>
<tr>
<td>We take measured risks and stand up for what is right</td>
<td>We deliver relevant, timely solutions for clients and customers</td>
<td>We value diversity and collaborate across the network</td>
<td>We innovate and adapt, continuously improving the way we work</td>
<td>We are reliable, open and honest</td>
</tr>
</tbody>
</table>

Our Commitments

<table>
<thead>
<tr>
<th>Colleagues</th>
<th>Society</th>
<th>Investors</th>
<th>Regulators</th>
</tr>
</thead>
<tbody>
<tr>
<td>A great place to work, enabling individuals to grow and teams to win</td>
<td>A force for good, promoting sustainable economic and social development</td>
<td>A distinctive investment, delivering consistently superior performance via disciplined growth</td>
<td>A responsible partner with exemplary governance and ethics</td>
</tr>
</tbody>
</table>
Andy Halford
Group Finance Director
Introductory comments

- Our people are very proud of the Bank and determined to restore performance
- The Bank is executing on the strategies we outlined in November last year
- We have listened to shareholder concerns
- I have spent considerable time with risk to deeply understand our positioning
- Identifying US$1.8bn of cost opportunities to drive efficiency between 2015-2017
- Targeting US$25-30bn in Risk Weighted Asset initiatives
- Simplified the Group’s financial priorities with CET1 between 11-12% in 2015 and thereafter and RoE >10% in the medium term
## Performance summary

<table>
<thead>
<tr>
<th>US$m</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Better/ (Worse)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>18,671</td>
<td>18,234</td>
<td>(2)</td>
</tr>
<tr>
<td>Expenses</td>
<td>(9,946)</td>
<td>(10,198)</td>
<td>(3)</td>
</tr>
<tr>
<td>Restructuring costs</td>
<td>(12)</td>
<td>(181)</td>
<td>nm</td>
</tr>
<tr>
<td>Bank levy</td>
<td>(235)</td>
<td>(366)</td>
<td>(56)</td>
</tr>
<tr>
<td><strong>Pre-provision Operating profit</strong></td>
<td><strong>8,478</strong></td>
<td><strong>7,489</strong></td>
<td>(12)</td>
</tr>
<tr>
<td>Loan impairment</td>
<td>(1,617)</td>
<td>(2,141)</td>
<td>(32)</td>
</tr>
<tr>
<td>Other impairment</td>
<td>(129)</td>
<td>(403)</td>
<td>(212)</td>
</tr>
<tr>
<td>Profit from associates</td>
<td>226</td>
<td>248</td>
<td>10</td>
</tr>
<tr>
<td><strong>Profit before tax (adjusted)</strong></td>
<td><strong>6,958</strong></td>
<td><strong>5,193</strong></td>
<td>(25)</td>
</tr>
<tr>
<td>Own credit adjustment</td>
<td>106</td>
<td>100</td>
<td>(6)</td>
</tr>
<tr>
<td>Civil monetary penalty</td>
<td>-</td>
<td>(300)</td>
<td>nm</td>
</tr>
<tr>
<td>Goodwill impairment</td>
<td>(1,000)</td>
<td>(758)</td>
<td>24</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td><strong>6,064</strong></td>
<td><strong>4,235</strong></td>
<td>(30)</td>
</tr>
</tbody>
</table>

### Key Points
- Robust income performance despite significant de-risking
- Tight underlying cost control
- Significant increase in regulatory spend
- Further step up in the UK Bank levy
- Recent commodity market weakness driving increased impairments
- Korea goodwill fully written off

Note: nm = not meaningful. 1) Adjusted excludes Own Credit Adjustments (OCA), goodwill impairment and civil monetary penalty.
### Key performance indicators

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normalised return on equity</td>
<td>11.2%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Common Equity Tier 1 (transitional) ratio</td>
<td>10.9%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Common Equity Tier 1 (end-point) ratio</td>
<td>11.2%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Normalised earnings per share</td>
<td>204c</td>
<td>146c</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>86c</td>
<td>86c</td>
</tr>
</tbody>
</table>

- Strong capital position – flat in H2 despite headwinds
- Taking action on costs to protect returns
- Maintained dividend per share
Income down 2% partly due to de-risking actions

<table>
<thead>
<tr>
<th>Clients</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Better/(Worse)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate and Institutional</td>
<td>10,656</td>
<td>10,431</td>
<td>(2)</td>
</tr>
<tr>
<td>Commercial Clients</td>
<td>1,511</td>
<td>1,182</td>
<td>(22)</td>
</tr>
<tr>
<td>Private Banking Clients</td>
<td>586</td>
<td>612</td>
<td>4</td>
</tr>
<tr>
<td>Retail Clients</td>
<td>5,918</td>
<td>6,009</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total operating income</strong></td>
<td><strong>18,671</strong></td>
<td><strong>18,234</strong></td>
<td><strong>(2)</strong></td>
</tr>
</tbody>
</table>

Note: CCPL = Cards, Personal Loans and Unsecured lending
## Product income

### US$m

<table>
<thead>
<tr>
<th>Product</th>
<th>FY 13</th>
<th>FY 14</th>
<th>Better/(Worse) %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transaction Banking</td>
<td>3,911</td>
<td>3,802</td>
<td>(3)</td>
</tr>
<tr>
<td>Financial Markets</td>
<td>3,856</td>
<td>3,400</td>
<td>(12)</td>
</tr>
<tr>
<td>Corporate Finance</td>
<td>2,519</td>
<td>2,487</td>
<td>(1)</td>
</tr>
<tr>
<td>Wealth Management</td>
<td>1,449</td>
<td>1,701</td>
<td>17</td>
</tr>
<tr>
<td>Retail Products</td>
<td>5,046</td>
<td>4,840</td>
<td>(4)</td>
</tr>
<tr>
<td>Others*</td>
<td>1,890</td>
<td>2,004</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total operating income</strong></td>
<td><strong>18,671</strong></td>
<td><strong>18,234</strong></td>
<td><strong>(2)</strong></td>
</tr>
</tbody>
</table>

**Notes:** FX = Foreign Exchange; ALM = Asset and Liability Management; Others includes ALM, Principal Finance and Lending and Portfolio Management
Cost savings offset by regulatory and other inflation

- Underlying expenses up 3% YoY or US$252m, impacted by
  - Increases in regulatory and compliance costs
  - ~5% inflation across our footprint
  - US$201m in cost savings

**YoY cost movements US$m**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 13</th>
<th>Regulatory and conduct</th>
<th>Inflation incl. wage</th>
<th>FX impact</th>
<th>Cost savings</th>
<th>Bonuses</th>
<th>Others</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9,946</td>
<td>237</td>
<td>394</td>
<td>(73)</td>
<td>(201)</td>
<td>(117)</td>
<td>12</td>
<td>10,198</td>
</tr>
</tbody>
</table>
Impairment

### Loan impairment US$m

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>1,617</td>
<td>964</td>
</tr>
<tr>
<td>Commodities</td>
<td>459</td>
<td>565</td>
</tr>
<tr>
<td>Other</td>
<td>194</td>
<td>938</td>
</tr>
</tbody>
</table>

### Other impairment US$m

<table>
<thead>
<tr>
<th></th>
<th>FY 13</th>
<th>FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>2,141</td>
<td>938</td>
</tr>
<tr>
<td>Commodities</td>
<td>638</td>
<td>938</td>
</tr>
<tr>
<td>Other</td>
<td>194</td>
<td>938</td>
</tr>
</tbody>
</table>

- Retail impairment down 3% benefitting from Korea PDRS improvement
- Small number of exposures in Corporate and Institutional impacted by further weakness in commodity markets

- Write-down of certain strategic and associate investments
- China warehouse fraud provision
Commodity portfolio overview
- Total net exposure US$55bn; down 11%
- 107 group exposures >US$100m
- Short tenor with 74% of the portfolio <1 year
- 94% of China commodities portfolio (US$9.4bn) is <1 year

Oil and Gas portfolio
- Total net exposure US$28.6bn; down 14% year on year
- Producers (45%); Refineries (22%)
- 98% of the Producers exposure is to clients with break even price below the current oil price or to State Owned Enterprises

1) Commodity exposures are presented on a net exposure basis. Net exposures comprise loans and advances to banks and customers, investment securities, derivative exposures after master netting agreements, other assets, contingent liabilities, documentary credits and cash and balances at central banks.
## Asset quality

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Key attribute</th>
<th>Metric</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diversification</strong></td>
<td>Well diversified across industries CIC and Commercial</td>
<td>Largest industry concentration % Loans and advances to customers</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Largest industry concentration % Loans and advances to customers</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tenor</strong></td>
<td>Short tenor portfolio</td>
<td>CIC and Commercial &lt;1year</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td><strong>Collateral</strong></td>
<td>Collateralisation remains strong</td>
<td>Total collateral held (US$bn)</td>
<td>153</td>
<td>159</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total collateral held (US$bn)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Discipline and Governance</strong></td>
<td></td>
<td>Cover ratio With collateral (excluding PIP)</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>Retail delinquency trends are stable</td>
<td>30+ days past due</td>
<td>1.10%</td>
<td>1.06%</td>
</tr>
<tr>
<td></td>
<td>Total non-performing loans</td>
<td>Gross non-performing loans (US$bn)</td>
<td>6.5</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Market risk</strong></td>
<td>Group VaR is low and client driven</td>
<td>Group VaR (US$m)</td>
<td>38.5</td>
<td>26.5</td>
</tr>
</tbody>
</table>

Notes: CIC = Corporate and Institutional Clients; VAR = Value at risk
Well-structured and liquid balance sheet

- Liquid asset ratio of 32% – cUS$234bn of cash or near cash on balance sheet
- Basel 3 LCR and NSFR >100% today
- Structurally well positioned for resolution & TLAC debate
  - No UK ring fence
  - SPE resolution strategy fits existing structure
  - Loss absorbing capacity >20% and in the right place
- Customer loans down 3% YoY; flat on a constant currency basis
- Supported client growth and financing needs
- Continued active de-risking of Retail unsecured
- Reduced exposure to energy and mining and quarrying

Notes: CASA = Current Account and Savings Accounts; LCR = Liquidity Coverage Ratio ; NSFR = Net Stable Funding Ratio; SPE = Single Point of Entry; TLAC = Total Loss Absorbing Capacity
Strong headline capital despite headwinds

**H2 14 – CET1 %**

- **B3 CET1 HY 14 (transitional):** 10.5%
- **Model changes:** 0.1%
- **Foreseeable dividend:** 0.1%
- **Other one-offs:** 0.1%
- **B3 CET1 (post one-offs):** 10.2%
- **Profits:** 0.4%
- **Asset reduction:** 0.3%
- **Dividend:** 0.2%
- **Currency translation/Others:** 0.2%
- **B3 CET1 FY 14 (transitional):** 10.5%
- **AFS gains:** 0.2%
- **B3 CET1 FY 14 (end point):** 10.7%

**H2 14 – Risk Weighted Assets (RWA) US$bn**

- **HY 14:** 352
- **Model changes:** 3
- **B3 RWA (post model changes):** 355
- **Asset reduction:** (8)
- **RWA efficiencies:** (3)
- **Currency translation:** (8)
- **Others (incl. Market/Ops risk):** 6
- **FY 14:** 342

- **50bps underlying accretion in 2014; 30bps in H2 2014**
- **200bps over the known minimum requirement of 8.7% (end point basis)**
- **Leverage ratio of 4.5%**
- **Strong level of TLAC above 20%**

*Note: TLAC = Total Loss Absorbing Capacity*
Financial priorities

Priorities

CET1 target of 11-12% in 2015 and thereafter

Deliver Return on Equity of over 10% in the medium term

Goals

Delivering returns above our cost of capital

Restoring sustainable, profitable growth

Note: Based on our current best understanding of future regulatory requirements
Programme of actions

- Significant leadership changes
- CET1 target of 11-12% in 2015 and thereafter
- Return on Equity target >10% in the medium term
- US$1.8bn of cost savings over the next 3 years
- US$25-30bn in Risk Weighted Assets savings over the next 2 years
- Sustain momentum on raising the bar on conduct
Peter Sands
Chief Executive Officer
Group income and operating profit
(US$bn and CAGR)

2002-2010 CAGR
Income: +17%
Profit: +22%

2010-2012 CAGR
Income: +8%
Profit: +11%

2012-2014 CAGR
Income: (1.5)%
Profit: (17)%
Programme of actions

- Significant leadership changes

- CET1 target of 11-12% in 2015 and thereafter

- Return on Equity target >10% in the medium term

- US$1.8bn of cost savings over the next 3 years

- US$25-30bn in Risk Weighted Assets savings over the next 2 years

- Sustain momentum on raising the bar on conduct
Financial priorities

Priorities

CET1 target of 11-12% in 2015 and thereafter

Deliver Return on Equity of over 10% in the medium term

Goals

Delivering returns above our cost of capital

Restoring sustainable, profitable growth

Note: Based on our current best understanding of future regulatory requirements
Capital

RWA initiatives
- Low returning relationships in Corporate and Institutional Clients

Business disposals
- Sub-scale Retail and non-core businesses

Cost savings
- US$1.8bn over the next 3 years
Costs

Underlying

- Re-design of sales force
- Branch rationalisations
- Standardisation, automation and digitisation
- Headcount reductions
- Rationalisation of sales forces
- Centralisation of client due diligence teams
- Headcount relocation and reduction
- Hubbing and automation
- Vendor re-negotiation

Exits

- Total number of businesses exited in 2014/2015: 15
- US$400-600m per year
- US$300-600m
- US$1.8bn in cost savings over 3 years

2015

- Retail Clients
- Corporate and Institutional Clients / product groups
- Support functions

2015-2107

- US$400-500m per year
- US$300-600m
## Asset quality

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Key attribute</th>
<th>Metric</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversification</td>
<td>Well diversified across industries CIC and Commercial</td>
<td>Largest industry concentration % Loans and advances to customers</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Tenor</td>
<td>Short tenor portfolio</td>
<td>CIC and Commercial &lt;1year</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td>Collateral</td>
<td>Collateralisation remains strong</td>
<td>Total collateral held (US$bn)</td>
<td>153</td>
<td>159</td>
</tr>
<tr>
<td>Discipline and Governance</td>
<td>Cover ratio</td>
<td>With collateral (excluding PIP)</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>Retail delinquency trends are stable</td>
<td>30+ days past due</td>
<td>1.10%</td>
<td>1.06%</td>
</tr>
<tr>
<td></td>
<td>Total non-performing loans</td>
<td>Gross non-performing loans (US$bn)</td>
<td>6.5</td>
<td>7.5</td>
</tr>
<tr>
<td>Market risk</td>
<td>Group VaR is low and client driven</td>
<td>Group VaR (US$m)</td>
<td>38.5</td>
<td>26.5</td>
</tr>
</tbody>
</table>

*Notes: CIC = Corporate and Institutional Clients; VAR = Value at risk*
Impact of exits and de-risking

Exits in 2014/2015 – completed
- SME business run down in UAE
- Exit of Institutional Cash Equities business
- Sale of retail business in Germany
- Sale of retail securities business in Taiwan
- Sale of minority stake in Travelex
- Sale of savings bank in Korea
- Sale of retail bank in Lebanon

Exits in 2015 – ongoing
- Sale of consumer finance companies in Korea, Hong Kong and China
- Closure of private bank in Geneva
- Closure of Russia and Vienna offices
- Sale of leasing companies in Pakistan

Financial impact

<table>
<thead>
<tr>
<th></th>
<th>Announced November 2014</th>
<th>Cash Equities/Others</th>
<th>Total 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>US$350m</td>
<td>US$100m</td>
<td>~US$450m</td>
</tr>
<tr>
<td>Profit</td>
<td>US$120m</td>
<td>US$20m</td>
<td>~US$140m</td>
</tr>
</tbody>
</table>

Total number of businesses exited in 2014/2015
~US$300m income impact from de-risking actions in 2014
## Client segments

<table>
<thead>
<tr>
<th>2014</th>
<th>Income US$bn</th>
<th>Income growth YoY%</th>
<th>RWA US$bn</th>
<th>Cost income ratio %</th>
<th>Operating profit RoRWA %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate and Institutional Clients</td>
<td>10.4</td>
<td>(2)</td>
<td>245</td>
<td>50</td>
<td>1.8</td>
</tr>
<tr>
<td>Commercial Clients</td>
<td>1.2</td>
<td>(22)</td>
<td>25</td>
<td>63</td>
<td>0.9</td>
</tr>
<tr>
<td>Private Banking</td>
<td>0.6</td>
<td>4</td>
<td>7</td>
<td>73</td>
<td>2.3</td>
</tr>
<tr>
<td>Retail Clients</td>
<td>6.0</td>
<td>2</td>
<td>65</td>
<td>67</td>
<td>1.6</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>18.2</strong></td>
<td><strong>(2)</strong></td>
<td><strong>342</strong></td>
<td><strong>59</strong></td>
<td><strong>1.6</strong></td>
</tr>
</tbody>
</table>

Notes: Income/Operating Profit excludes civil penalty, goodwill impairments, OCA and bank levy; All numbers are on a reported basis
Retail Clients

Financial performance priorities in 2015

- Drive efficiency towards 55% cost-income ratio target
- Continue shift towards Priority and Business clients (income contribution 38% in 2014 to 43%)
- Accelerate standardisation and digitisation
Private Banking

Financial performance priorities in 2015

- Drive growth in new clients (>2000)
- AUM growth of over 10%
- Build relationship manager numbers and capabilities
- Reinforce infrastructure and controls
Commercial Clients

Financial performance priorities in 2015

- Grow client base (3000 new-to-bank clients)
- Deepen existing client relationships
- Build relationship manager numbers and capabilities
- Leverage the network more effectively
- Reinforce infrastructure and controls
Corporate and Institutional Clients

Financial performance priorities in 2015

- Leverage network more effectively
- Deepen client relationships
  - Multi market ratio 2.8 to over 3
  - Multi product ratio 6.3 to 6.5
- Drive non financing revenue contribution up from 41% to over 43%
- Redeploy RWA from low returning relationships
- Grow investor sub-segment
- Enhance controls and efficiency
"We’ve told the world that we’re Here for good... we need to prove it in every interaction we have and every decision we make.

کلّا اعلاننا للعالم أنّنا من أجل الخير نحن هنا. نحتاج إلى أن نثبت ذلك في كل انتقالنا ورغم كلّ قرار صنعنا.

Desde el mundo entero hemos dicho que estamos aquí por el bien. Necesitamos demostrarlo en cada interacción y en cada decisión que tomemos.

로 세상에 우리는 좋은 곳에 있는 것입니다. 우리는 이 것에 대한 증거가 필요합니다. 우리는 각기 다른 상황에 있는 모든 시각에서 우리의 결정을 보여줘야 합니다.

우리는 전 세계에서 Here for good을 표방해 왔습니다. 이것은 우리의 본질입니다. 하지만 우리는 모든 거래를 하고 모든 결정을 내릴 때 이를 증명해야 할 필요가 있습니다.

نقول للعالم أننا هنا للخير. نحتاج إلى تأكيد ذلك في كل الاتصالات واتخاذ كل القرارات.

Kita telah menyatakan kepada dunia bahwa kita Here for good. Ini adalah esensi keberadaan kita. Namun kita harus membuktikannya dalam setiap interaksi yang kita lakukan dan keputusan yang kita buat.

“一心做好，始终是我们的立足之本。在每一次业务往来的决策中都身体力行这个原则。

우리는 전 세계에서 Here for good을 표방해 왔습니다. 이것은 우리의 본질입니다. 하지만 우리는 모든 거래를 하고 모든 결정을 내릴 때 이를 증명해야 할 필요가 있습니다.

我们已向世界宣示，Here for good是我们的立足之本。在每一次业务往来的决策中都身体力行这个原则。

"
Programme of actions

- Significant leadership changes

- CET1 target of 11-12% in 2015 and thereafter

- Return on Equity target >10% in the medium term

- US$1.8bn of cost savings over the next 3 years

- US$25-30bn in Risk Weighted Assets savings over the next 2 years

- Sustain momentum on raising the bar on conduct