Forward looking statement

This document contains or incorporates by reference ‘forward-looking statements’ regarding the belief, assumptions 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”, “should”, “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 Group 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 Group 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 Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.
Bill Winters
Chief Executive Officer
Summary

- Poor performance in 2015 but we have taken action
- We have a good and valuable franchise with outstanding client relationships
- We remain confident that the strategy is right for the Group
- The strategy was designed for just this sort of external environment
- We will continue to take necessary, sometimes painful, steps to improve returns
- We will maintain our strong balance sheet as a competitive advantage
- Financial performance expected to remain subdued in 2016
Andy Halford
Group Chief Financial Officer
## Group performance summary

### US$m

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
<th>Better/ (Worse)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>18,236</td>
<td>15,439</td>
<td>(15)</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(9,662)</td>
<td>(9,032)</td>
<td>7</td>
</tr>
<tr>
<td>Regulatory expenses¹</td>
<td>(717)</td>
<td>(1,006)</td>
<td>(40)</td>
</tr>
<tr>
<td>Bank levy</td>
<td>(366)</td>
<td>(440)</td>
<td>(20)</td>
</tr>
<tr>
<td>Pre-provision operating profit</td>
<td>7,491</td>
<td>4,961</td>
<td>(34)</td>
</tr>
<tr>
<td>Loan impairment</td>
<td>(2,141)</td>
<td>(4,008)</td>
<td>(87)</td>
</tr>
<tr>
<td>Other impairment</td>
<td>(403)</td>
<td>(311)</td>
<td>23</td>
</tr>
<tr>
<td>Profit from associates</td>
<td>248</td>
<td>192</td>
<td>(23)</td>
</tr>
<tr>
<td>Profit before tax (underlying)</td>
<td>5,195</td>
<td>834</td>
<td>(84)</td>
</tr>
<tr>
<td>Restructuring</td>
<td>-</td>
<td>(1,845)</td>
<td>nm</td>
</tr>
<tr>
<td>Valuation adjustment</td>
<td>-</td>
<td>(863)</td>
<td>nm</td>
</tr>
<tr>
<td>Own credit adjustment</td>
<td>100</td>
<td>495</td>
<td>nm</td>
</tr>
<tr>
<td>Other exceptional items²</td>
<td>(1,060)</td>
<td>(144)</td>
<td>nm</td>
</tr>
<tr>
<td>Profit / (loss) before tax (reported)</td>
<td>4,235</td>
<td>(1,523)</td>
<td>(136)</td>
</tr>
<tr>
<td>Normalised ROE³ (%)</td>
<td>7.8%</td>
<td>(0.4%)</td>
<td>-</td>
</tr>
<tr>
<td>Normalised EPS⁴ (Cents)</td>
<td>138.9</td>
<td>(6.6)</td>
<td>-</td>
</tr>
<tr>
<td>Dividend per share (Cents)</td>
<td>81.9</td>
<td>13.7</td>
<td>(83)</td>
</tr>
<tr>
<td>Common Equity Tier 1</td>
<td>10.7%</td>
<td>12.6%</td>
<td>-</td>
</tr>
</tbody>
</table>

### YoY change in income (US$m)

- Currency translation: ~(700)
- Divestments and exits: ~(400)
- CCPL reductions: ~(200)
- Commodity linked income: ~(400)
- MTM⁶ valuations: ~(300)
- Business momentum: ~(700)

### Restructuring

- Loan impairment: (968)
- Redundancy costs: (695)
- Other impairment: (56)
- Goodwill impairment: (126)

### CET1 pre restructuring

13.2%

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¹ Includes Group legal, compliance and regulatory costs.
³ Return on ordinary shareholder’s equity.
⁴ Earnings per share.
⁵ Credit Cards and Personal Loans.
⁶ Mark-to-market
Income impacted by adverse market conditions and management actions

Operating income (US$m)

<table>
<thead>
<tr>
<th>Year</th>
<th>Divestments</th>
<th>Commodity de-risking</th>
<th>CCPL and other CIC de-risking</th>
<th>MTM valuations</th>
<th>Currency translation</th>
<th>Commodity price falls</th>
<th>Business momentum</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 14</td>
<td>~400</td>
<td>~100</td>
<td>~200</td>
<td>~300</td>
<td>~700</td>
<td>~300</td>
<td>~700</td>
<td>18,236</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15,439</td>
</tr>
</tbody>
</table>
Takin action to address declining income trajectory

- **Lower balance sheet momentum… but taking action**
  - Reflects adverse macro conditions in 2015
  - Selective asset origination

- **We are reaching the end of the de-risking phase**
  - Open to grow within risk and return framework
  - Reinvesting freed up capital in targeted businesses

- **Seeing progress in areas where we have invested**
  - Retail Priority income up 14% YoY
  - Wealth Management AUM\(^4\) up 7% YoY
  - **Added clients:** ~1,000 Private Banking Clients, ~3,000 Commercial Clients
  - Maintained leadership position in RMB
  - Refocused on serving CIC and CC supply chain
  - New structure increases regional CEOs’ control

### Operating income (adjusted as above) US$m

<table>
<thead>
<tr>
<th></th>
<th>Q4’14</th>
<th>Q1’15</th>
<th>Q2’15</th>
<th>Q3’15</th>
<th>Q4’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>4,234</td>
<td>4,273</td>
<td>4,045</td>
<td>3,676</td>
<td>3,356</td>
</tr>
</tbody>
</table>

1) Mark-to-market losses on stick positions; 2) FX normalised to January 2016 rates; 3) FX one off related to £3.3bn rights issue; 4) AUM = Assets under management on a constant currency basis.
Client segment performance has been similarly impacted

### Key operational themes

- **CIC** with weaker income and higher loan impairment, largely in liquidation portfolio
- **Commercial Clients** impacted by increased loan impairment, client exits and de-risking
- **Private Banking Clients** impacted by single impairment case and business exits
- **Retail Clients** income broadly flat excluding FX, de-risking and business exits

<table>
<thead>
<tr>
<th></th>
<th>US$m (underlying)</th>
<th>Corporate and Institutional Clients (CIC)</th>
<th>Commercial Clients</th>
<th>Private Banking Clients</th>
<th>Retail Clients</th>
<th>FY 14 PBT (Underlying)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 14</td>
<td>FY 15</td>
<td>Better/ (Worse) %</td>
<td></td>
<td></td>
<td>FY 15 PBT (Underlying)</td>
</tr>
<tr>
<td>Income</td>
<td>1,183</td>
<td>826</td>
<td>(30)</td>
<td></td>
<td></td>
<td>(3,403)</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>219</td>
<td>(477)</td>
<td>(318)</td>
<td></td>
<td></td>
<td>(696)</td>
</tr>
<tr>
<td>Income</td>
<td>612</td>
<td>557</td>
<td>(9)</td>
<td></td>
<td></td>
<td>(52)</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>149</td>
<td>97</td>
<td>(35)</td>
<td></td>
<td></td>
<td>(136)</td>
</tr>
<tr>
<td>Income</td>
<td>6,010</td>
<td>5,360</td>
<td>(11)</td>
<td></td>
<td></td>
<td>(74)</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>1,053</td>
<td>917</td>
<td>(13)</td>
<td></td>
<td></td>
<td>(834)</td>
</tr>
</tbody>
</table>

**Standard Chartered**
We have stepped up our cost focus to improve profitability and create investment capacity.

**Annual cost efficiencies (US$bn)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Underlying</th>
<th>Business exits and disposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014¹</td>
<td>~0.6</td>
<td></td>
</tr>
<tr>
<td>2015¹</td>
<td>&gt;1.0</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>~1.3</td>
<td></td>
</tr>
<tr>
<td>2017-2018</td>
<td>~1.3</td>
<td></td>
</tr>
</tbody>
</table>

**Staff costs (US$m)²**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost (US$m)</th>
<th>Change (YoY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>6,445</td>
<td>(7%)</td>
</tr>
<tr>
<td>2015</td>
<td>5,994</td>
<td>+40%</td>
</tr>
</tbody>
</table>

**Staff numbers**

<table>
<thead>
<tr>
<th>Year</th>
<th>Staff numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>~91,000</td>
</tr>
<tr>
<td>2015</td>
<td>(8%)</td>
</tr>
</tbody>
</table>

**Regulatory costs (US$m)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost (US$m)</th>
<th>Change (YoY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>717</td>
<td>+40%</td>
</tr>
<tr>
<td>2015</td>
<td>1,006</td>
<td></td>
</tr>
</tbody>
</table>

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¹ Operating expenses excluding regulatory costs, bank levy and restructuring charges
² Excludes staff costs included in regulatory and restructuring costs
We have taken decisive action on exposures beyond tightened risk tolerance

<table>
<thead>
<tr>
<th>US$m</th>
<th>Liquidation portfolio</th>
<th>Ongoing business</th>
<th>Total Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan impairment</td>
<td>1,627</td>
<td>2,381</td>
<td>4,008</td>
</tr>
<tr>
<td>Loan impairment included in restructuring charge</td>
<td>968</td>
<td>-</td>
<td>968</td>
</tr>
<tr>
<td><strong>Total loan impairment</strong></td>
<td><strong>2,595</strong></td>
<td><strong>2,381</strong></td>
<td><strong>4,976</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>US$m</th>
<th>Gross loans and advances to customers</th>
<th>7,940</th>
<th>260,143</th>
<th>268,083</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross non-performing loans</td>
<td>7,512</td>
<td>5,247</td>
<td>12,759</td>
<td></td>
</tr>
<tr>
<td>Net non-performing loans</td>
<td>3,968</td>
<td>2,663</td>
<td>6,631</td>
<td></td>
</tr>
<tr>
<td>Cover ratio¹</td>
<td>47%</td>
<td>62%</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>Cover ratio (after collateral)²</td>
<td>64%</td>
<td>71%</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td><strong>Risk-weighted assets</strong></td>
<td><strong>19,627</strong></td>
<td><strong>283,298</strong></td>
<td><strong>302,925</strong></td>
<td></td>
</tr>
</tbody>
</table>

1) Including portfolio impairment provision  
2) Excluding portfolio impairment provision
Assertively managing past risk issues

- Broadly stable combined CG12s and NPLs
- Inflow to NPL largely from existing CG12
- Majority of NPL inflow in Q4 2015 from a large connected group from CG12
- NPL inflow for ongoing CIC portfolio slowed in the fourth quarter versus previous two quarters

**Total NPLs and CG12 accounts (inclusive of the liquidation portfolio)**

1) Based on page on 158/172 of the FY15 Annual Report and Accounts
We have reduced targeted exposures... and are improving the credit quality of our ongoing business portfolio

Reduced targeted exposures (US$bn)

- Actions are improving ongoing business portfolio
- Portfolio is more diverse by industry and client
- India and commodities represent a large proportion of the liquidation portfolio

1) CIB and Commercial exposures are presented on a Country of Credit Responsibility (“CCR”) and on a net exposure basis. Net exposures comprise of 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.
Reduced our commodity exposures and improved the quality of ongoing portfolio

Reducing targeted commodity exposures (US$bn)

- Actively managing, net exposure down 28% YoY
- Top 5 exposures down 29% YoY
- 68% of portfolio with maturity <1 year
- Oil and Gas producers down 26% YoY to US$9.6bn:
  - 88% are low cost producers that can sustain an oil price of US$30pb\(^1\) for one year, or
  - Oil majors or large State Owned Enterprises

\(^{1)} pb = per barrel
Our balance sheet is stronger and well positioned to weather the current volatile external conditions.

- **CET1**: 12.6%, in 12-13% target range
- **Increased cover ratio**: 53%
- **Leverage ratio**: strong 5.5%
- **Minimum requirement for own funds and eligible liabilities**: 24%
- **Advances to deposits ratio**: 72.8%
- **LCR, NSFR\(^1\)**: > 100%
- **Liquid Asset Ratio**: >30%
- **CIC and CC\(^2\)**: L&A to customers short tenor 67% < 1 Year

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1) LCR = Liquidity Coverage Ratio, NSFR = Net Stable Funding Ratio
2) Commercial Banking
Disciplined balance sheet management

Customer loans and advances (US$bn)

<table>
<thead>
<tr>
<th>FY 14</th>
<th>Currency translation</th>
<th>Corporate and Institutional</th>
<th>Commercial</th>
<th>Private Banking</th>
<th>Retail</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>289</td>
<td></td>
<td></td>
<td>(11)</td>
<td>(12)</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(3)</td>
<td>(3)</td>
<td>261</td>
</tr>
</tbody>
</table>

Commodity price falls Management actions

Customer deposits (US$bn)

<table>
<thead>
<tr>
<th>FY 14</th>
<th>Currency translation</th>
<th>Corporate and Institutional</th>
<th>Commercial</th>
<th>Private Banking</th>
<th>Retail</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>414</td>
<td></td>
<td></td>
<td>(11)</td>
<td>(39)</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(3)</td>
<td>(5)</td>
<td>359</td>
</tr>
</tbody>
</table>

Time deposits down 30% YoY

Lower Transaction Banking and ALM balances

1) Asset and liability management
The Group is strongly capitalised and is generating further capital from underlying business activity

**2015 – CET1 %**

<table>
<thead>
<tr>
<th>FY 14</th>
<th>Change in assets</th>
<th>FX / Other</th>
<th>Pre-rights and restructuring</th>
<th>Rights issue</th>
<th>Post-Rights</th>
<th>Restructuring</th>
<th>FY 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.7%</td>
<td></td>
<td></td>
<td>11.5%</td>
<td></td>
<td></td>
<td></td>
<td>12.6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>~170bps</td>
<td></td>
<td></td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>~(60)bps</td>
<td></td>
<td>12.6%</td>
</tr>
</tbody>
</table>

- The Group is strongly capitalised and significantly ahead of known minimum requirements
- The 2015 rights issue takes Group CET1 to within the target 12-13% range
- The CET1 ratio is expected to be towards the top end of the 12-13% target range upon liquidation of the US$20 billion RWA beyond our tightened risk tolerance
- The strong capital base facilitates execution of refreshed strategy
Significant reduction in risk-weighted assets

**2015 RWA (US$bn)**

- Underlying reduction in Group RWA of US$42.3 billion
- RWA efficiencies of US$17.3 billion including loan sales and reductions in low returning client relationships
- Minimal net RWA impact from restructuring
- Expect to release the RWAs in this portfolio as these exposures are liquidated over the next 12 months

1) Other includes model changes partially offset by RWA reduction from business exits and disposals
Summary of our 2015 financial performance

- We have taken action to strengthen the Group’s balance sheet
- We have tightened our risk tolerance and have reduced concentrations
- We have delivered on 2015 committed cost efficiencies and...
- ... We will deliver cost saves of US$2.3bn more by end of 2018
- We have taken action but have much more to do to drive stronger returns
Bill Winters
Chief Executive Officer
We are executing our new strategy which was designed for this challenging environment.

- We have a valuable, differentiated franchise and strong client relationships.
- We have built our new strategy to weather adverse macro conditions.
- Progress on repositioning actions, but there is much more still to do.
We are delivering on the commitments we have made and executing on the strategy to drive sustainably higher returns

| Secure the foundations | 1. Financial framework: CET1 of 12-13%, ROE of 10% in medium term  
| 2. Reduce/exit exposures to within the refreshed Group risk tolerance by 2017  
| 3. Businesses and assets comprising approximately one third of Group RWA to be restructured  
| 4. Deliver our conduct and financial crime risk programmes  
| 5. Re-focus relentlessly on client satisfaction  
| 6. Re-establish a culture of excellence in everything we do  
| 7. Simplify the organisation structure to focus more on geographic execution |

| Get lean and focused | 2. Cost discipline: execute US$2.9bn gross cost reduction programme over 4 years from 2015 to 2018; 2018 total costs below 2015  
| 3. Restructure Corporate and Institutional Banking for higher returns  
| 4. Accelerate Retail Transformation; target cost income ratio of c.55% by 2020  
| 5. Fundamentally overhaul Commercial Banking  
| 6. Clear and deliverable strategy for our regions managed locally |

| Invest and innovate | 3. Step-up cash investments by over US$1bn. Invest in excess of US$3bn (cash basis) over three years  
| 4. Invest and innovate in Private Banking and Wealth Management to leverage advantages  
| 5. Build on a strong foundation and invest to grow safely in Africa  
| 6. Leverage opening of China; capture opportunities from renminbi internationalisation  
| 7. Roll out enhanced Retail digital capabilities across our footprint |
We are delivering on the commitments we have made and executing on the strategy to drive sustainably higher returns.

1. Secure the foundations
   - Reorganised the Group around a new and simpler organisation structure
   - Completed new management team with Group Chief Risk Officer and CEO of CIB
   - Strengthened capital including strong shareholder support of our Rights Issue

2. Get lean and focused
   - Made progress in identifying and optimising US$50bn of Group RWA
   - In discussions regarding presence in Indonesia; made progress in Korea
   - Achieved >US$600m of cost efficiency in 2015 and targeting >US$1bn in 2016
   - Created clearly defined client segment strategies with geographic execution

3. Significant investments to establish best in class control and conduct capabilities
We have taken early actions to restructure approximately one third of Group RWA

Restructuring progress

- US$1.8bn restructuring charges taken in Q4 2015 ...
- ... the bulk of the amount indicated last November
- Remain confident in around US$3bn cost estimate
We have taken assertive action on exposures outside of tightened risk tolerance

• Tightened our risk tolerances

• Concentrated exposures largely in liquidation portfolio

• In 2015, represent 3% of gross loans and advances to customers but 59% of gross non-performing loans and 52% of loan impairment

• Assertively managing out these exposures

• The remaining portfolio will be:
  ▪ More diverse
  ▪ Less sensitive to adverse economic and credit cycles
Continuing to actively manage low returning client relationships

- We are committed to optimising US$50bn of RWA across CIB and Commercial
- All clients are identified and discussions are ongoing to manage returns up or RWA out
- Expect to have completed the process in the next 18-24 months
- Early signs suggest we can retain a large proportion of clients at enhanced returns
Focus countries – Korea and Indonesia

Korea

- Significant headcount reduction from SRP¹
- Simplified corporate structure
- De-risked retail unsecured
- In 2016 we will continue to:
  - Improve cost efficiency
  - Leverage Shinsegae alliance
  - Launched Samsung co-brand card
  - Grow network business
  - Drive towards profitability

Indonesia

- Aim to reduce to a single presence
- In active discussions with joint venture partner and local regulators
- Continued focus on driving sustainable improvement in returns

¹ SRP = Special Retirement Plan
Exiting peripheral businesses

- **Progressing sale of peripheral non-strategic investments**
  - Timing dependent on market conditions

- **Exiting selected sub-scale Retail Banking markets**
  - Sales processes underway or planned
  - Will update on signing

- **Completing exit of equity derivatives business**
  - Running-off RWA from remaining positions
While 2015 performance was poor, we are building underlying momentum across focus areas

**Corporate and Institutional Banking**
- Maintained leadership position in Asia Transaction Banking
- Increased FX, Cash FX and Rates notional
- Grew share of non-financing revenue

**Commercial**
- Added ~3,000 new clients
- International Corporate supply chain focus
Positioning for improved returns in Corporate and Institutional Banking

### Risk weighted assets (US$bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>245</td>
</tr>
<tr>
<td>2015</td>
<td>214</td>
</tr>
</tbody>
</table>

### Network income / Client income (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>56%</td>
</tr>
<tr>
<td>2015</td>
<td>59%</td>
</tr>
</tbody>
</table>

#### Upgrade or exit lower returning client RWAs
- Delivered ~US$4bn low returning relationship efficiencies
- Stepping up efficiencies in 2016 from ~US$40bn portfolio

#### Favour network businesses
- ~60% of client income now derived from the network
- 23% income return premium for network over domestic

#### Take costs out ahead of RWAs
- Achieved committed 2015 cost saves
- Stepping up cost saves in 2016

#### Service clients’ supply and ecosystem
- Re-engineering client on-boarding and credit approval process

#### Create leading asset distribution capability
- Driving Investor segment growth (2015 income up 13% YoY)
- Centralised single CIB financing group

#### Sustain RMB leadership
- Maintained leadership position in 2015
- Pacing targeted investments for future growth
The Group has a strong and leading underlying transaction banking franchise

- #1 Transaction Banking provider across Asia\(^1\)
- Primary banker to 22% of top Asian institutions
- Extending leadership each year since 2010 with growing share
- Strongest client satisfaction across the survey

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1) East & Partners Asian Institutional Transaction Banking Markets November 2015: Covers the ~1000 Largest Institutions based on annual turnover in Asia - China, Hong Kong, India, Indonesia, Malaysia, Philippines, Singapore, Korea, Taiwan, Thailand
Overhauling Commercial Banking

Re-structure and re-cost

- CDD\(^1\) remediation progressing, credit standards tightened
- Drive efficiency and digital channels to achieve structurally lower cost base
- Targeting to up-tier or exit ~US$10bn of low-returning RWA
- Created scale with transfer in of Local Corporates from CIB

Build on differentiated strengths

- On-boarded ~3,000 new clients in 2015 with international needs
- Focus on International Corporate supply chains
- Provide high quality Transaction Banking, Financial Markets and Corporate Finance products

Risk weighted assets (US$bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>25</td>
</tr>
<tr>
<td>2015</td>
<td>20</td>
</tr>
</tbody>
</table>

New to bank clients (#)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>~3,000</td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
</tbody>
</table>
Investing into Private Banking and Wealth Management

Distinctive and digital distribution
• Investment product penetration up from 51% to 57% in 2015
• Hiring high quality Relationship Managers in 2015
• Plan to enhance digital distribution across Private and Retail

Focussed client acquisition
• ~1,000 Private Banking clients acquired in 2015
• Aiming for to accelerate client acquisition in 2016

Wealth Management AUM (US$bn)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wealth Management AUM</td>
<td>66</td>
<td>69</td>
</tr>
</tbody>
</table>

Investment penetration (%)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment penetration</td>
<td>51%</td>
<td>57%</td>
</tr>
</tbody>
</table>

1) On a constant currency basis Wealth Management AUM increased 7%
Transforming Retail Banking

Focus on Priority and urban affluent in major cities

Deliver significant cost efficiency through technology

Step up investments in brand / marketing

Turn around Korea

Tighten city-focused strategy in

- Completed significant retirement program
- Reduced loan impairment and RWA following prior risk actions
- Good progress on partnerships (e.g. Shinsegae, Samsung)

- Significant resource optimisation, primarily in non-core cities
- Income growth in China driving improved cost income ratio

Priority clients income (US$m)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,576</td>
<td>1,794</td>
</tr>
</tbody>
</table>

+14%

# of branches

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,190</td>
<td>1,092</td>
</tr>
</tbody>
</table>

33
We are stepping up investment despite challenging external conditions in order to deliver our strategic agenda.

**Cash investment spend (US$m)**

- **Ongoing**: ~US$0.5bn
- **Strategic**: ~US$0.4bn
- **Regulatory**: ~US$0.5bn

- Upgrade systems
- Improve flexibility
- Deliver process and control efficiencies
- Enhance Retail Digital capabilities
- Upgrade Private and WM1 platforms
- Invest in our Africa franchise
- Investment to sustain RMB position
- Deliver on requirements e.g. BCBS, IFRS 9
- Improve compliance and conduct controls
Committed to rebuilding strength and profitability

1. Maintain strong capital position

- 10% Return on Equity in the medium term
- Common Equity Tier 1 ratio of 12-13%

2. Improve asset quality
3. Take action on areas generating below target returns
4. Invest where we have, or can have, sustainable advantage
5. Establish best-in-class conduct and control capabilities
6. Re-focus relentlessly on client satisfaction
7. Re-establish culture of excellence in everything we do

Standard Chartered
Summary and outlook

- Poor performance in 2015 but we have taken action
- We have a good and valuable franchise with outstanding client relationships
- We remain confident that the strategy is right for the Group
- The strategy was designed for just this sort of external environment
- We will continue to take necessary, sometimes painful, steps to improve returns
- We will maintain our strong balance sheet as a competitive advantage
- Financial performance expected to remain subdued in 2016
## Group performance summary

<table>
<thead>
<tr>
<th>US$m</th>
<th>FY 14</th>
<th>FY 15</th>
<th>Better/ (Worse)%</th>
<th>Q4 14</th>
<th>Q3 15</th>
<th>Q4 15</th>
<th>YoY Better/ (Worse)%</th>
<th>QoQ Better/ (Worse)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client income</td>
<td>16,623</td>
<td>14,613</td>
<td>(12)</td>
<td>4,075</td>
<td>3,513</td>
<td>3,194</td>
<td>(22)</td>
<td>(9)</td>
</tr>
<tr>
<td>Other income</td>
<td>1,613</td>
<td>826</td>
<td>(49)</td>
<td>372</td>
<td>169</td>
<td>68</td>
<td>(82)</td>
<td>(60)</td>
</tr>
<tr>
<td>Income</td>
<td>18,236</td>
<td>15,439</td>
<td>(15)</td>
<td>4,448</td>
<td>3,682</td>
<td>3,262</td>
<td>(27)</td>
<td>(11)</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(9,662)</td>
<td>(9,032)</td>
<td>7</td>
<td>(2,536)</td>
<td>(2,238)</td>
<td>(2,205)</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Regulatory expenses</td>
<td>(717)</td>
<td>(1,006)</td>
<td>(40)</td>
<td>(237)</td>
<td>(237)</td>
<td>(316)</td>
<td>(33)</td>
<td>(33)</td>
</tr>
<tr>
<td>Bank levy</td>
<td>(366)</td>
<td>(440)</td>
<td>(20)</td>
<td>(366)</td>
<td>-</td>
<td>(440)</td>
<td>(20)</td>
<td>nm</td>
</tr>
<tr>
<td>Pre-provision operating profit</td>
<td>7,491</td>
<td>4,961</td>
<td>(34)</td>
<td>1,309</td>
<td>1,207</td>
<td>300</td>
<td>(77)</td>
<td>(75)</td>
</tr>
<tr>
<td>Loan impairment</td>
<td>(2,141)</td>
<td>(4,008)</td>
<td>(87)</td>
<td>(759)</td>
<td>(1,230)</td>
<td>(1,126)</td>
<td>(48)</td>
<td>8</td>
</tr>
<tr>
<td>Other impairment</td>
<td>(403)</td>
<td>(311)</td>
<td>23</td>
<td>(215)</td>
<td>(161)</td>
<td>(64)</td>
<td>70</td>
<td>61</td>
</tr>
<tr>
<td>Profit from associates</td>
<td>248</td>
<td>192</td>
<td>(23)</td>
<td>57</td>
<td>70</td>
<td>12</td>
<td>(78)</td>
<td>(82)</td>
</tr>
<tr>
<td><strong>Profit before tax (underlying)</strong></td>
<td><strong>5,195</strong></td>
<td><strong>834</strong></td>
<td><strong>(84)</strong></td>
<td><strong>392</strong></td>
<td><strong>(114)</strong></td>
<td><strong>(877)</strong></td>
<td><strong>(324)</strong></td>
<td><strong>nm</strong></td>
</tr>
<tr>
<td>Restructuring</td>
<td>(1,845)</td>
<td>nm</td>
<td></td>
<td>(25)</td>
<td>(1,820)</td>
<td>nm</td>
<td>nm</td>
<td>nm</td>
</tr>
<tr>
<td>Valuation adjustment</td>
<td>(863)</td>
<td>nm</td>
<td></td>
<td>(863)</td>
<td>nm</td>
<td>nm</td>
<td>nm</td>
<td>nm</td>
</tr>
<tr>
<td>Own credit adjustment</td>
<td>100</td>
<td>495</td>
<td>nm</td>
<td>95</td>
<td>570</td>
<td>(130)</td>
<td>nm</td>
<td>nm</td>
</tr>
<tr>
<td>Other exceptional items</td>
<td>(1,060)</td>
<td>(144)</td>
<td>nm</td>
<td>(755)</td>
<td>(1)</td>
<td>(362)</td>
<td>nm</td>
<td>nm</td>
</tr>
<tr>
<td><strong>Profit before tax (reported)</strong></td>
<td><strong>4,235</strong></td>
<td><strong>(1,523)</strong></td>
<td><strong>(136)</strong></td>
<td><strong>(269)</strong></td>
<td><strong>430</strong></td>
<td><strong>(4,051)</strong></td>
<td><strong>nm</strong></td>
<td><strong>nm</strong></td>
</tr>
</tbody>
</table>

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1) Exceptional items include civil monetary penalty (2014: US$300m), goodwill and intangible impairment (2014: US$758m, 2015: US$362m) and gains on businesses disposed / held for sale (2014: US$(2)m, 2015: US$218m)
## Progress on strategic priorities

- Embarking on significant costs and RWA restructuring
- Multi-year investment program on track
- Non-financing revenue share up from 41% to 47%

### FY 14 PBT (Underlying)

<table>
<thead>
<tr>
<th>Category</th>
<th>Income</th>
<th>Expenses</th>
<th>Total impairment</th>
<th>Profit from associates</th>
<th>FY 15 PBT (Underlying)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Markets</td>
<td>(542)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Finance</td>
<td>(334)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transaction Banking</td>
<td>(312)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(1,735)</td>
<td></td>
<td></td>
<td></td>
<td><strong>737</strong></td>
</tr>
<tr>
<td><strong>Underlying Profit</strong></td>
<td>(4,140)</td>
<td>(1,634)</td>
<td>(27)</td>
<td></td>
<td><strong>737</strong></td>
</tr>
</tbody>
</table>

1) Excluding restructuring charges in 2015
Commercial Clients – Overhauling to build on differentiated strengths

Progress on strategic priorities

- Significant multi-year change programme underway
- De-risking and remediation now largely complete
- Added ~3,000 new to bank clients in 2015
- Building globally consistent, enhanced platform
- Targeting further cost and RWA efficiencies in 2016

1) Excluding restructuring charges in 2015
Private Banking Clients – Investing to leverage distinctive platform

### Progress on strategic priorities

- Added ~1,000 new clients
- Investment penetration to ~57% of AUM (2014: 51%)
- Material improvements to control environment made
- Progress on technology and operations delivery plans

#### US$m FY 14 FY 15\(^1\) Better/ (Worse) \%

<table>
<thead>
<tr>
<th></th>
<th>Income</th>
<th>Expenses</th>
<th>Working profit</th>
<th>Total impairment</th>
<th>Profit before tax (Underlying)</th>
<th>RWA (US$bn)</th>
<th>OP RoRWA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td>612</td>
<td>557</td>
<td>(9)</td>
<td>(16)</td>
<td>149</td>
<td>7</td>
<td>2.3</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>(447)</td>
<td>(361)</td>
<td>19</td>
<td>(99)</td>
<td>97</td>
<td>8</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Working profit</strong></td>
<td>165</td>
<td>196</td>
<td>19</td>
<td>(9)</td>
<td>nm</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td><strong>Total impairment</strong></td>
<td>(16)</td>
<td>(99)</td>
<td>(55)</td>
<td>(99)</td>
<td>(35)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit before tax (Underlying)</strong></td>
<td>149</td>
<td>97</td>
<td>(10)</td>
<td>(55)</td>
<td>(83)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1) Excluding restructuring charges in 2015
Retail Clients – Accelerating the transformation

**Progress on strategic priorities**

- Income broadly flat ex. divestments, derisking and FX
- Grew share of Priority income to 35% (2014: 27%)
- Delivered targeted cost efficiencies, notably in Korea
- Reduced branches by ~100, optimised another ~50
- Headcount reduced by over 6,500 (down 17% YoY)
- Implemented enhanced Operational Risk Framework
- Enhanced client experience resulting in fewer complaints

1) Excluding restructuring charges in 2015; 2) NPS = Net Promoter Score
Continue to reduce our Commodities exposures actively

Commodity portfolio overview (FY15)

- Actively managing, net exposure down 28% YoY
- Represents 8% of CIB and CB net exposures (9% at HY15)
- Short tenor – 68% of portfolio with maturity <1 year
- Oil and gas producers - US$9.6bn down 26% YoY:
  - 88% are low cost producers able to withstand an oil price of US$30pb for 1 year or
  - Oil majors or large State Owned Enterprises

Commodities¹ (US$bn)

Producers (49% of exposure)¹

<table>
<thead>
<tr>
<th></th>
<th>H2 13</th>
<th>H1 14</th>
<th>H2 14</th>
<th>H1 15</th>
<th>H2 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.1</td>
<td>28.1</td>
<td>24.3</td>
<td>21.4</td>
<td>19.2</td>
<td></td>
</tr>
</tbody>
</table>

Traders (51% of exposure)¹

<table>
<thead>
<tr>
<th></th>
<th>H2 13</th>
<th>H1 14</th>
<th>H2 14</th>
<th>H1 15</th>
<th>H2 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.7</td>
<td>32.6</td>
<td>30.6</td>
<td>27.4</td>
<td>20.3</td>
<td></td>
</tr>
</tbody>
</table>

Commodities exposure

- Investment grade clients / global major / SOEs
- Short term
- Structured secured project and corporate finance exposures
- Other

1) CIB and Commercial exposures are presented on a Country of Credit Responsibility ("CCR") and on a net exposure basis. Net exposures comprise of 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.
Actively managing our China exposures

Portfolio Overview¹ (FY15)
- Total exposure US$50bn, down 30% YoY
- 84% <1 year in tenor mainly trade or interbank (ALM)
- Continuing actions reduce concentrations

Bank exposure US$24bn
- Exposure down 31% YoY with 81% < 6 months in tenor
- 100% investment grade
- 84% to Top 5 Chinese banks

Corporate exposure US$16bn
- Exposure down 38% YoY with 73% < 1 year in tenor

Sovereign exposure US$10bn

China CIB / CB exposure¹ (US$bn)

<table>
<thead>
<tr>
<th>H2 13</th>
<th>H1 14</th>
<th>H2 14</th>
<th>H1 15</th>
<th>H2 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>78.5</td>
<td>84.6</td>
<td>71.0</td>
<td>66.4</td>
<td>50.0</td>
</tr>
</tbody>
</table>

(36%)

Continued to actively manage commodity portfolio
- Total exposures down 55% YoY to US$4.2bn
- Producer exposure down 58% YoY to US$1.7bn
- Trader exposure down 52% YoY to US$2.5bn

¹) CIB and Commercial exposures are presented on a Country of Credit Responsibility ("CCR") and on a net exposure basis. Net exposures comprise of 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.
Continuing to reduce selected more vulnerable exposures in India

Credit problems remain despite GDP growth

- High level of weak credits throughout banking system
- Corporate stress remains elevated
- Credit growth lowest in last two decades
- Low refinancing appetite from local banks

Portfolio overview¹ (FY15)

- Total exposure US$30bn, down 13% YoY
- 33% of exposure to investment grade clients
- A further 39% is short term in nature
- Ongoing reviews to actively manage portfolio

India loan impairment² (US$m)

<table>
<thead>
<tr>
<th></th>
<th>H2 13</th>
<th>H1 14</th>
<th>H2 14</th>
<th>H1 15</th>
<th>H2 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>82</td>
<td>56</td>
<td>115</td>
<td>483</td>
<td>472</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

India CIB/CB exposure¹ (US$bn)

<table>
<thead>
<tr>
<th></th>
<th>H2 13</th>
<th>H1 14</th>
<th>H2 14</th>
<th>H1 15</th>
<th>H2 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>42.0</td>
<td>37.7</td>
<td>34.7</td>
<td>34.9</td>
<td>30.2</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹) CIB and Commercial exposures are presented on a Country of Credit Responsibility (“CCR”) and on a net exposure basis. Net exposures comprise of loans and advances to banks and customers, investment securities, derivative exposures after master netting agreements, other assets, contingent liabilities, documentary credits and cash balances at central banks; ²) Excluding loan impairment included in restructuring charge