Important notice concerning forward-looking statements

Important Notice

This document contains or incorporates by reference “forward-looking statements” regarding the belief or current expectations of Standard Chartered PLC (the “Company”), the board of the Company (the “Directors”) and other members of its senior management about the strategy, businesses and performance of the Company and its subsidiaries (the “Group”) 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.

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### Agenda

#### Webcast session

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<th>Name</th>
<th>Position</th>
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<td>CEO, Corporate, Commercial &amp; Institutional Banking</td>
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<td><strong>Financial Markets</strong></td>
<td>Roberto Hoornweg</td>
<td>Global Head, Financial Markets</td>
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<td><strong>Client coverage</strong></td>
<td>Thomas Kikis</td>
<td>Global Head, Corporate Sales</td>
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<td>Henrik Raber</td>
<td>Global Head, Credit Markets</td>
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<td><strong>Digital</strong></td>
<td>Geoff Kot</td>
<td>Global Head, Foreign Exchange</td>
</tr>
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</table>
Introduction
Simon Cooper
Financial Markets overview

Improving return profile

- Q1’19 Income up 14% YoY¹
- RWA reduced by 40% since 2015
- ROTE +380bps 2015 to 2018

Distinctive offering

- One-stop-shop for Trade and FX
- Leading provider of RMB and China access solutions
- Recognised as Best-in-class for Emerging Markets FX²

Attractive footprint: Trading desks in 40 markets, with a sales presence in 50 markets

RoTE³ ~10%

...with significant upside

Profitable growth actions

- Re-orient sales to deepen target client relationships
- Strengthen credit and key corridor offerings
- Increase investment in data analytics and process re-engineering

¹ FM revenue excluding DVA
² Source: #1 in Euromoney Foreign Exchange 2018 Survey
³ RoTE: Return on tangible equity is calculated using operating profit and the Group effective tax rate. Average tangible equity allocated to Financial Markets is based on average RWA usage
Key messages

1. FM is now a sustainably higher returning business

2. ... is an integral part of the Group’s network proposition

3. ... and is executing a clear plan to deliver profitable growth
Financial Markets
Roberto Hoornweg
The FM business has been fundamentally restructured since 2015

**Income rose 8% ex de-risking**

- **2015**
  - Transaction de-risking: $2.7bn
  - Portfolio de-risking: 
  - Product exits: 

- **2015 Rebased**
  - $2.1bn (CAGR: 8%)

- **2018**
  - $2.6bn

**... RWA reduced by 40%**

- **2015**
  - Model enhancements: 
  - Risk management: 

- **2015**
  - **CAGR: -13%**

- **2018**
  - **CAGR: -2%**

**... and cost efficiencies funded increased investment**

- **2015**
  - Staff costs
  - Product exits: 
  - Other costs

- **2018**
  - Investments

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1. Transaction de-risking includes the impact from implementation of XVA and return hurdles
2. Portfolio de-risking includes discontinuation of financing business in commodities and structured rates
3. Product exits include Equities and certain pegged currency options
4. Model enhancement includes risk-weighted asset (RWA) release from transaction de-risking
5. Risk management includes RWA release from portfolio de-risking

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*Standard Chartered*
We are systematically deepening our relationships with clients

Selected “Next” priority clients¹

<table>
<thead>
<tr>
<th>Depth of relationship</th>
<th>FY’15</th>
<th>FY’18</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of FM products</td>
<td>3 products</td>
<td>4 products</td>
<td></td>
</tr>
<tr>
<td>Number of markets</td>
<td>6 markets</td>
<td>8 markets</td>
<td></td>
</tr>
<tr>
<td>Average income per client</td>
<td>$1m</td>
<td>$2m</td>
<td><strong>2.3x</strong></td>
</tr>
<tr>
<td>Network income² (%)</td>
<td>62</td>
<td>70</td>
<td></td>
</tr>
<tr>
<td>Average credit RWA per client</td>
<td>$16m</td>
<td>$11m</td>
<td><strong>0.7x</strong></td>
</tr>
<tr>
<td>RoRWA³ (%)</td>
<td>5</td>
<td>18</td>
<td><strong>3.6x</strong></td>
</tr>
</tbody>
</table>

¹ CIB’s priority clients are categorised as: ‘Top’ (the largest income generators); ‘Next’ (potential to become ‘Top’); and ‘New’ (new-to-bank, primarily OECD domiciled). The table shows the improvement for clients that were in the Next category through 2015-2018, representing ~60% of total income from Next clients

² Network income is that generated outside of a client group’s headquarter country (ex Principal Finance, risk management and trading)

³ RoRWA: client income as a percentage of credit RWA
We have a more balanced and diversified business

From a GCNA / FX dominated business … to one that is diversified by region, product and client type

1. % split of total FM income on a management reporting basis
2. % split of FM client income

- **Higher returns**
  - GCNA
    - 2015: 40%
    - 2018: 28%
  - ASA
    - 2015: 18%
    - 2018: 28%
  - AME
    - 2015: 19%
    - 2018: 21%
  - EA
    - 2015: 23%
    - 2018: 23%

- **Network driver**
  - FX
    - 2015: 52%
    - 2018: 38%
  - Credit & Capital Markets
    - 2015: 5%
    - 2018: 24%
  - Rates
    - 2015: 29%
    - 2018: 21%
  - Commodities & Others
    - 2015: 14%
    - 2018: 17%

- **Profitable growth**
  - Financial Institutions
    - 2015: 52%
    - 2018: 48%
    - RoTE: 1x
  - Corporates
    - 2015: 48%
    - 2018: 52%
    - RoTE: 1.3x
As a result of these actions … our returns have improved significantly

FM is now generating a RoTE around the Group’s 2021 target of 10% … with significant upside potential
We offer our clients a differentiated AAME proposition …

1. Higher returns
2. Network driver
3. Profitable growth

Best-in-class distribution network connecting issuers and investors across AAME

Sales presence in 50 markets…

Leading RMB / China access

Facilitating trade and investment in AAME

…Trading capabilities in 40 markets

Better pricing and advice to clients, particularly on AAME assets

Emerging Markets FX

Bond Connect

AAME ex-Japan G3 bond issuance

FICC market share in Asia

“Best solutions” on the RMB and Chinese capital markets

Fully integrated channel for Trade and FX

1. Asia, Africa and the Middle East
2. Euromoney Foreign Exchange 2018 Survey
4. Dealogic 2018 volumes from all issuances originating from Asia, Africa and Middle East: G3 currencies only.
5. Based upon Coalition Analytics Report (2018): Standard Chartered FICC % market share in Asia ex-Japan, Australia and New Zealand
6. Awarded by The Asset Treasury, Trade, Supply Chain and Risk Management Awards
… which is reflected in our recent relative income trajectory

FY 2018 FICC\(^1\) Income YoY

<table>
<thead>
<tr>
<th></th>
<th>SCB(^2)</th>
<th>Peer 1(^3)</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
<th>Peer 5</th>
<th>Peer 6</th>
<th>Peer 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2019</td>
<td>3</td>
<td>11</td>
<td>2</td>
<td>0</td>
<td>-1</td>
<td>-6</td>
<td>-8</td>
<td>-8</td>
</tr>
</tbody>
</table>

Q1 2019 FICC\(^1\) Income YoY

<p>| | | | | | | | | |</p>
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<tr>
<td>SCB(^2)</td>
<td>21</td>
<td>11</td>
<td>-9</td>
<td>4</td>
<td>-18</td>
<td>-8</td>
<td>-5</td>
<td></td>
</tr>
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</table>

1. Company reported FICC (Fixed Income, Currency and Commodities) income for SCB and selected UK and US domiciled banks
2. SCB FICC income excludes Capital Markets, Money Markets, Other FM income and DVA. Total FM reported income in Q1 2019 was up 3% YoY and up 14% ex DVA
3. Flag denotes principal regulatory domicile
Our network contribution is large and generates premium returns

1. RoRWA premium is the difference between network income RoRWA and domestic income RoRWA. RoRWA is calculated as client income over credit RWA.
The headwinds we are facing are offset by healthy macroeconomic trends in our footprint

**Potential tailwinds**

- **GDP growth**
  - 4%\(^1\) GDP growth forecast in our markets (2018-21 CAGR)

- **Global trade growth**
  - 45%\(^1\) of Global Trade growth 2018-2023 expected to be in AAME

- **China opening**
  - 22% increase in China trade volume\(^2\) anticipated by 2023

**Potential headwinds**

- **FICC revenue pool**
  - Global FICC revenue pool\(^3\) is down as margins compressed

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1. Source: IMF
2. Source: Direction of Trade Statistics, IMF
We are executing a clear plan to deliver sustainable and profitable growth

Relative contribution to 2019-21 RoTE growth

1. Higher returns
2. Network driver
3. Profitable growth

- Re-orient sales to **deepen target client relationships** $$
- Strengthen **credit** and **key corridor** offerings $$$$
- Increase investment in **data analytics** and **process re-engineering** $$

---

1. Higher returns
2. Network driver
3. Profitable growth
We are re-orienting sales to **deepen target client relationships**

<table>
<thead>
<tr>
<th>Client penetration</th>
<th>Product adjacency</th>
<th>Network maximisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are re-orienting sales to penetrate priority clients¹</td>
<td>Accelerate the move towards cross-product sales and solutions</td>
<td>Strengthen coverage along key corridors and in emerging treasury centers</td>
</tr>
<tr>
<td>Up-tier salesforce in the West, to broaden, deepen and better serve OECD client base</td>
<td>Enhance eCommerce platform to provide a unified interface between trade, payments and FX</td>
<td>Use ‘Emerging Market FX’ as first point of call</td>
</tr>
</tbody>
</table>

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### Selected levers

**Relative RoTE 2019-21 delta potential**

- **$$**
- **$$**
- **$$**

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¹ Top, Next and New clients
We are strengthening our **credit** and **key corridor** offerings

### Relative RoTE 2019-21 delta potential

<table>
<thead>
<tr>
<th>Credit solution</th>
<th>China opening</th>
<th>Africa opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>$$$</td>
<td>$$</td>
<td>$$</td>
</tr>
</tbody>
</table>

### Selected levers

<table>
<thead>
<tr>
<th>Credit solution</th>
<th>China opening</th>
<th>Africa opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Utilise leading Global Credit platform to accelerate origination and distribution of EM assets</td>
<td>• Maintain leadership in China market access</td>
<td>• Ambition to double Africa client revenues over 5 years</td>
</tr>
<tr>
<td>• Leverage increasing appetite for EM assets such as trade finance</td>
<td>• Offer increasingly sophisticated Belt &amp; Road market solutions to clients</td>
<td>• Offer access to African bonds and loans</td>
</tr>
</tbody>
</table>

1. Higher returns
2. Network driver
3. Profitable growth
We are increasing investment in data analytics and process re-engineering

Relative RoTE 2019-21 delta potential

Data analytics
- Cluster clients by behaviour to predict demand
- Enhance algorithmic execution and pricing

Platforms
- Multi-year investment program to enhance e-platform
- Partner with Transaction Banking to automate FX pricing and settlement

Process re-engineering
- Rapid process digitisation to improve client experience at each touch point
- Partner with external fintech companies where necessary

Selected levers

1. Higher returns
2. Network driver
3. Profitable growth
Concluding remarks

1. FM is now a sustainably higher returning business

2. ... is an integral part of the Group’s network proposition

3. ... and is executing a clear plan to deliver profitable growth

Expected FM contribution over 2019 – 2021 period:

- Income > CIB average
- Costs < Inflation
- RoTE > Group target
Investor Seminar

Speaker biographies
Speaker biographies

Simon Cooper is Chief Executive Officer, Corporate, Commercial & Institutional Banking.

He joined Standard Chartered Bank in April 2016 as CEO of the Corporate & Institutional Banking segment. This global business is the largest segment in Standard Chartered, focusing on the bank’s biggest corporate and financial institution clients, offering a range of advice, products and services across corporate finance, financial markets and transaction banking in more than 50 countries. In March 2018, he was asked to lead Standard Chartered’s Commercial Banking segment, which serves around 40,000 clients in over 25 countries.

Simon has extensive experience in our client businesses and across our key markets in Asia, Africa and the Middle East. He joined the bank from HSBC where he held a number of senior roles, including Group Managing Director and Chief Executive of Global Commercial Banking, CEO of HSBC Middle East and North Africa, CEO Korea and Head of Corporate and Investment Banking, Singapore.

Simon is a member of the Group’s Management Team and is based in Singapore.

He serves on the Advisory Board of Singapore Management University, Lee Kong Chian School of Business.

Simon graduated from the University of Cambridge with an MA in Law and is an alumnus of Columbia Business School.

Roberto Hoornweg joined Standard Chartered as Global Head, Financial Markets in January 2017. The business serves to provide Standard Chartered's clients with markets-related services including Foreign Exchange, Rates, Credit, Commodities and Capital Markets.

He is a member of the Corporate, Commercial & Institutional Banking Management Team and is based in Singapore.

Roberto joined Standard Chartered from Brevan Howard Asset Management where he was a partner leading the Brevan Howard Liquid Portfolio Strategies funds business. Before that, he spent three years at UBS Investment Bank in London leading the global Securities Distribution business and then co-heading the global Fixed Income, Currencies and Commodities division. Roberto's financial markets experience was honed during his 17-year career at Morgan Stanley where he held various senior roles in fixed income derivatives, led the global Emerging Markets Fixed Income & FX business, and was latterly Head of Global Interest Rates, Credit and Currencies.

Roberto graduated from the Massachusetts Institute of Technology with a Bachelor of Science with a major in Economics. He is a dual citizen of Italy and the Netherlands, a Singapore Permanent Resident and is married with two children.
Speaker biographies

Thomas Kikis is Global Head, Corporate Sales, responsible for dealing with and advising corporations on their financial market exposure and liquidity management.

He is a member of the Financial Markets Management Team and is based in New York.

Thomas joined Standard Chartered in 1998 as an International Graduate. In his career at Standard Chartered, Thomas has worked in Hong Kong, New York, and Singapore. He started his career covering US multinational clients in New York for nine years. Thomas subsequently spent three years in Hong Kong and four years in Singapore dealing financial markets products with the Bank’s Asian based Blue Chips, Public Sector entities, and Multinational Corporations; with particular focus on private side transactions. Thomas returned to New York in 2014 to run US Corporate Sales.

Thomas holds an MBA from NYU Stern, a master’s degree in Politics and Policy from the London School of Economics, and a bachelor’s degree in Economics and Political Science from New York University.

Henrik Raber assumed his role in Standard Chartered as Global Head, Credit Markets in July 2018. The business serves to provide Standard Chartered’s clients with credit markets-related products across both primary and secondary markets.

He is a member of the Financial Markets Management Team and is based in Singapore.


Henrik graduated from Georgetown University with a Bachelor of Arts in Economics. He is a Swedish national.

Geoff Kot was appointed Global Head of Foreign Exchange in December 2018. He joined Standard Chartered in October 2014 as Head of FX for Greater China based in Hong Kong and assumed responsibility for the Asia FX as well as Electronic FX Trading business prior to his latest appointment.

He is a member of the Financial Markets Management Team and is based in Singapore.

Geoff joined Standard Chartered from Barclays Capital Singapore where he led Asia FX globally.

Geoff graduated from the University of Oxford with a BA in Economics and Management.