Investor Seminar
Africa & Middle East
27 November 2019

Here for good
## Agenda

### Webcast session

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Bill Winters</td>
<td>Group Chief Executive</td>
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<tr>
<td>Sunil Kaushal</td>
<td>Regional CEO</td>
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<tr>
<td>Rola Abu Manneh</td>
<td>CEO, UAE</td>
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<td>Mohamed A. Bary</td>
<td>Regional CFO</td>
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<td>Ian Bryden</td>
<td>Regional CRO</td>
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<tr>
<td>Razia Khan</td>
<td>Regional Chief Economist</td>
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<tr>
<td>Abbas Husain</td>
<td>Head of Project &amp; Export Finance, MENAP</td>
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<tr>
<td>Neil Van Niekerk</td>
<td>Head of Project &amp; Export Finance, Africa</td>
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<td>Abdoul Aziz Ba</td>
<td>Regional Head of PSDO</td>
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<tr>
<td>Saif Malik</td>
<td>Regional Co-head, Global Banking</td>
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<tr>
<td>Philip Panaino</td>
<td>Regional Head, Transaction Banking</td>
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<tr>
<td>Jaydeep Gupta</td>
<td>Regional Head, Retail Banking</td>
</tr>
<tr>
<td>Yustus Aribariho</td>
<td>Regional Head, Digital Banking</td>
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</tbody>
</table>

### Non-webcast focus areas:

#### The macroeconomic backdrop supports structural long-term growth

- Razia Khan - Regional Chief Economist
- Abbas Husain - Head of Project & Export Finance, MENAP
- Neil Van Niekerk - Head of Project & Export Finance, Africa
- Abdoul Aziz Ba - Regional Head of PSDO

#### The region contributes to and benefits from the Group’s network proposition

- Saif Malik - Regional Co-head, Global Banking
- Philip Panaino - Regional Head, Transaction Banking

#### We are embracing digitisation and partnerships to transform Retail Banking

- Jaydeep Gupta - Regional Head, Retail Banking
- Yustus Aribariho - Regional Head, Digital Banking
Group Chief Executive
Bill Winters
Our Africa & Middle East franchise is central to the Group’s overall investment case

We are making good progress executing the Group’s strategy

- Our turnaround in recent years has created a stronger and more resilient business, with a better focus on its clients
- The disciplined execution of that strategy has resulted in Group profit improving 14% so far this year\(^1\)
  - Africa & Middle East has contributed to this improvement, with profits in the region growing 26%
- Our progress enables us to face a more challenging external environment confidently

Our AME franchise is distinctive, and its performance is critical to achieving our strategic priorities

- Our non-replicable franchise in the region is a key part of our global corporate and institutional network business
- The local team is taking the lead in transforming our digital capabilities
- We are supporting sustainable growth in the region; making a difference where it matters the most

1. Group and Africa & Middle East underlying profit before tax 9M’19 versus 9M’18, at constant currency
Sunil Kaushal
Regional CEO

Rola Abu Manneh
CEO, UAE

Mohamed A. Bary
Regional CFO

Ian Bryden
Regional CRO
What you will hear today

1. Our broad and deep-rooted presence differentiates us

2. The macro-economic backdrop supports long-term structural growth

3. Digitisation and partnerships will transform our Retail Banking franchise

4. We are making good progress in executing our strategic priorities
We have a deep-rooted and distinctive franchise in Africa & Middle East

A trusted and respected business with differentiated product capabilities across 25 markets

The AME region in 2019\(^1\) contributed:

- **17%** of the Group’s income
- **15%** of the Group’s profits

<table>
<thead>
<tr>
<th>15 markets in Sub-Saharan Africa</th>
<th>10 markets in the Middle East</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The only global bank with a deep presence …</td>
<td>• Leading project finance, DCM and Islamic banking capabilities</td>
</tr>
<tr>
<td>• …providing access on the ground to MNCs</td>
<td>• Best international bank in 6 markets(^3)</td>
</tr>
<tr>
<td>• Best Consumer Digital Bank in Africa(^2)</td>
<td>• Best bank for Infrastructure/Project Finance(^4)</td>
</tr>
</tbody>
</table>

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1. 9M’19 financial metrics
2. Global Finance Awards - Best Consumer Digital Bank in Africa
3. EMEA Finance Middle East Banking Awards - Best foreign bank in Bahrain, Iraq, Oman, Pakistan, Qatar and UAE
4. Asiamoney - New Silk Road Finance Awards - Best Bank for Infrastructure and Project Finance in Middle East & Africa
We have the experience required to manage inherent risks

Our understanding of the risks in the AME region gives us a competitive advantage

Perceived risks high relative to other regions…

- Challenging macroeconomic outlook
  - Volatile economic growth
  - Currency movements and depreciation
  - Geopolitical tension
- Higher financial crime and sanction risks

…mitigated by our deep local knowledge

- The first bank in some AME markets…
- …and the only global bank in many
- Strong public sector and multilateral relationships
- Risk distribution via capital markets / insurance
- Investment in global compliance standards
The macroeconomic backdrop supports long-term structural growth

Regional headwinds recently; but demographics, urbanisation and infrastructure demand should support growth

- By 2050 AME will be home to around 3.4bn people – likely to be more than China and India combined
- Africa will have the largest working age population in the world by 2040

Sub-Saharan Africa - Real GDP growth rate (%)\(^1\)
GDP $1.3tn; Population 551m

- Young population and increasing urbanisation
- Significant share of commodities reserves
- Growing trade corridors with Middle East / Asia
- Demand for infrastructure and digitisation

GCC and Pakistan - Real GDP growth rate (%)\(^1\)
GDP $2.2tn; Population 307m

- Largest share of Global oil reserves
- Home to some of the World's richest countries
- UAE is a major trade and logistics hub
- Diversification / private sector participation

1. Average GDP growth in PPP (purchasing power parity) weighted for presence markets
We have built a stable platform in Africa & Middle East

**Actions taken between 2015 to 2018 to secure our foundations have resulted in a leaner and more resilient business**

- Income broadly flat on a constant currency basis\(^1\), with underlying growth masked by de-risking
  - Deliberate de-risking actions and regulatory changes\(^2\) led to ~$230m income attrition
  - Partially offsetting underlying growth of ~$260m / 4% compound annual growth rate
- Expenses held flat, with people and property cost savings reinvested primarily in digital
- Substantially improved credit quality
  - Tighter underwriting standards imposed
  - Reduced exposures in riskier sub-segments
  - Loan-loss rate improved from ~270 to ~90bps

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**Profit before tax**

+41% CAGR

2015 to 2018

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1. Down 3.1% CAGR on a reported basis and flat on a constant currency basis, 2018 versus 2015
2. Regulatory changes included the introductions of an interest rate cap in Kenya and a cash reserve ratio increase in Nigeria
We are executing the strategic priorities

The Africa & Middle East region has a key role to play in delivering the Group’s strategic priorities

- Deliver our network
- Grow our affluent business
- Transform and disrupt with digital
- Improve productivity
- Optimise low-returning markets

The region contributes to and benefits from the global network, and we have a differentiated affluent franchise.

We are actively embracing digitisation and partnerships to reinforce competitive advantages.

We will continue to streamline operations to enhance client satisfaction and drive productivity.

We are working to eliminate residual drags on our returns from markets including the UAE.
Our non-replicable network capabilities continue to generate income growth at premium returns

The breadth of our CIB network across 25 markets creates multiple opportunities to grow

Monetising the network
- 80% of our top Corporate & Institutional clients use the AME network
- We aim to become the go-to bank for our network clients

Focus on inbound corridors
- Traditional corridors from West remain strong; Asia is becoming more significant
- Two-thirds of the Group’s Belt & Road pipeline is in AME

Significant conduit of trade and investment
- Leading capital raising capability
- Largest Project and Infrastructure Finance business

Clients
‘Next + New’ income

Income
Network

Network returns
AME RoTE
Group RoTE
9M’17 9M’18 9M’19
12.9% 12.2% 12.2%
19.1% 16.5% 16.5%

9M YoY1
+38%
+18%
+620 bps

Footnotes:
1. Financial information on this slide relates to the Corporate & Institutional Banking segment only
2. ‘Next’ clients are those that have the potential to deliver significant and sustainable income growth; ‘New’ clients are new-to-bank, mainly based in OECD markets
3. ‘Network’ income is that generated outside of a client’s headquarter country (excluding risk management, trading and ship leasing)
We are investing to reinforce our differentiated affluent franchise in the region

The affluent segment in AME is smaller than in most of our other regions, but we are leading its development

Lead in wealth and bancassurance solutions
- Unique open architecture platform
- Importing proven innovations from other regions

Strengthen emerging affluent proposition
- Launch Premium banking in top markets
- Digitise and develop bancassurance and wealth solutions

Build alliance and key partnerships
- Co-working to provide digital wealth and investment solutions
- Alliances with Telcos to accelerate customer acquisition
- Differentiating with client-centric lifestyle offers

Accelerate client acquisition to achieve scale

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1. WM = Wealth Management
2. Total active ‘Priority’ Retail Banking clients across AME
3. Assets under management
4. WM+ Deposits income as a proportion of total Retail Banking income
5. Premium is a Retail Banking sub-segment that sit between Personal and Priority
We are driving operational improvements to scale revenue and improve efficiency

Creating room for investment through cost efficiencies and digitisation

**Clients**
- **Retail Banking digital sales (%)**
  - 4 in 9M'17
  - 10 in 9M'18
  - 42 in 9M'19
  - +4x

- **Corporate & Institutional Banking on-boarding (Days)**
  - 13 in 9M'17
  - 9 in 9M'18
  - 7 in 9M'19
  - -2 days

**Income productivity**
- **Income per FTE ($000s)**
  - 199 in 9M'17
  - 201 in 9M'18
  - 216 in 9M'19
  - +8%

- **Branches (#)**
  - 312 in 9M'17
  - 268 in 9M'18
  - 212 in 9M'19
  - -21%

**Cost efficiency**
- **Cost:income ratio (%)**
  - 64 in 9M'17
  - 69 in 9M'18
  - 66 in 9M'19
  - -285bps

**Recent efficiency achievements**
- Branch footprint reduced by one-third in 2 years
  - 312 in 3Q'17 to 212 in 3Q'19
- Reduced our retail headcount significantly
  - 17% lower year-on-year

**and future initiatives**
- Alliances and partnerships with fintechs/platforms
- Savings reinvested into digital end-to-end platform

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1. Volume of digital sales relative to overall sales in Retail Banking
2. Rolling 12 months income divided by average full-time equivalent (FTE) employees over the same period
We are executing multiple exciting digital initiatives to transform our business

The rapid roll-out of our digital bank proposition in Africa is delivering encouraging early results

**Retail Banking**

1. **Mobile adoption**
   - (%)
   - 28 35 42 +7ppt
2. **Accounts opened via digital**
   - (#)
   - Nil 4,752 102,712 +22x

**Corporate, Commercial & Institutional Banking**

1. **S2B utilisation**
   - (%) y
   - 47 61 69 +8ppt

**Accelerated digital bank roll-out**

- Successful launch of our digital bank in 8 markets
- Leverage/complement existing telco products
- Encouraging early results:
  - Client acquisition up ~4x
  - Cost to onboard down ~80%

**Innovative new products and lifestyle offering**

- Market first mobile-led wealth offerings
- e-KYC\(^3\) and facial recognition technology
- Bureau-linked algorithmic credit underwriting
- Remote tablet based client on-boarding
- Targeting zero paper-based onboarding by 2020
- Pursue alliances and partnerships

**Investing in technology for cash, custody and trade platforms**

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1. Proportion of active Retail Banking clients using our mobile banking platform
2. Proportion of Commercial Banking clients active on the Group’s proprietary Straight2Bank (S2B) application
3. e-KYC: electronic procedure for handling ‘Know Your Customer’ information
The UAE despite challenges remains an attractive market for us

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Advantages</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd largest economy in MENA: $428bn GDP(^1)</td>
<td>Respected brand: Best International Bank(^3)</td>
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<tr>
<td>Includes 8th largest global financial centre(^2)</td>
<td>Deep product capability / global connectivity</td>
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<tr>
<td>Trade and logistics hub</td>
<td>Strong corporate &amp; institutional franchise</td>
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<td>Regional geopolitical tensions</td>
<td>Bank consolidation driving intense competition</td>
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<tr>
<td>Subdued macro environment</td>
<td>Rapid sector-wide digital adoption</td>
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</table>

Optimising performance in this large, profitable but competitive market is key to the region’s results overall …

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1. International Monetary Fund 2019 estimates
2. Global financial centres index
3. New Age Banking Awards 2019
We aim to be the leading international bank in UAE, leveraging its position as a gateway to AME...

...and we are executing clear priorities to improve returns, with positive early progress

<table>
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<tr>
<th>Opportunity</th>
<th>Advantages</th>
<th>Actions</th>
<th>Current priorities</th>
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<tbody>
<tr>
<td>2015-2018 CAGR (Turnaround)</td>
<td>2019-2021 objective (Transformation)</td>
<td></td>
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<tr>
<td>Income</td>
<td>Moderate growth</td>
<td>• Focus on network business</td>
<td></td>
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<tr>
<td></td>
<td>7%</td>
<td>• Participate in the growing private sector opportunity</td>
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<tr>
<td></td>
<td></td>
<td>• Drive digitisation and enhance affluent proposition</td>
<td></td>
</tr>
<tr>
<td>Costs</td>
<td>Keep broadly flat (net)</td>
<td>• Branch / headcount reductions carried out</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6%</td>
<td>• Main focus now on improving productivity</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Maintain cost discipline to create capacity to invest</td>
<td></td>
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<tr>
<td>Risk</td>
<td>Maintain</td>
<td>• Continue to operate within tightened risk appetite</td>
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<tr>
<td></td>
<td>18%¹</td>
<td>• Maintain high standards of financial crime controls</td>
<td></td>
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<tr>
<td>RWA²</td>
<td>Keep broadly flat (net)</td>
<td>• Originate capital-lite network business</td>
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</tr>
<tr>
<td></td>
<td>7%</td>
<td>• Optimise legacy low-returning RWA²</td>
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<tr>
<td></td>
<td></td>
<td>• Maximise cross-sell for corporate clients</td>
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</table>

1. Total impairment
2. RWA = Risk-weighted assets

Operating Profit

2015

$91m

9M'19 (+109% YoY)

$140m
We want to make a difference in the World where it matters the most

~$2.4tn SDG\(^1\) investment gap in emerging and low income countries

Sustainable Finance can be a key differentiator

We are mobilising capital flows towards SDG goals

- Best Sustainable Finance Bank in Africa\(^2\)
- #1 global Blended Finance\(^3\) provider\(^4\)
- The world’s first sovereign blue bond (Republic of Seychelles)
- The Middle East’s first green loan
- Largest renewables deal in the Gulf


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1. SDG = UN’s Sustainable Development Goals
2. Awarded by Euromoney 2019
3. Blended finance is the strategic use of development finance for the mobilisation of additional finance towards sustainable development in developing countries
4. Deal data compiled by convergence.finance – the large majority of which were in Africa & Middle East
We have made good progress in AME so far in 2019

Gaining operational traction despite challenges

- Corporate & Institutional Banking performing well
  - Multiple marquee deals across the region
- Ambitious Retail Banking digitisation on track
- Commercial Banking showing signs of stabilising
- Cost trends reflecting proactive efficiency actions
- Significantly lower impairment
- Continued reduction in low-returning RWAs

Driving further improvement in financial performance

- Income: Up 5%
- Costs: Flat
- Impairment: Down (35)%
- Profit: Up 26%
- RWAs: Down $4.5bn

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1. All figures on this slide are 9M’19 versus 9M’18, at constant currency, other than RWAs which are 30.09.19 versus 30.09.18
2. RWA = risk-weighted assets
What we hope you heard today

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td></td>
<td>Our broad and deep-rooted presence differentiates us</td>
<td>The macro-economic backdrop supports long-term structural growth</td>
<td>Digitisation and partnerships will transform our Retail Banking franchise</td>
<td>We are making good progress in executing our strategic priorities</td>
</tr>
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</table>
Supporting sustainable growth
Demographics and necessary investment in the region will drive further growth and development

Favourable demographics …

Growing workforce¹
Working age population (% of total)

Declining poverty²
Headcount ratio at $1.90 a day 2011 Purchasing Power Parity, % of population)

… but investment is required to fund development

Global competitiveness (xxx/137): Quality of Infrastructure³

Global competitiveness (xxx/137): Health and Primary Education³

1. UN Population Division, 2019
2. World Bank Development Research Group
3. World Economic Forum: the Global Competitiveness Index ranks 137 countries based on 12 pillars measuring the drivers of long-term competitiveness
4. The average ‘Global Competitiveness’ rank of the Group’s other 21 presence markets in AME (where data is available)
We have unparalleled depth of local relationships, understanding of risks and access to governments

Trusted public sector relationships … … combined with world-class structuring capabilities

Confidential Regional Development Bank
Sole Ratings Advisor
Current

Republic of Ghana
Sole Sovereign Ratings Advisor
Current

Federal Republic of Nigeria
Sole Sovereign Ratings Advisor
Current

Zambia
Sole Sovereign Ratings Advisor
Current

Republic of Senegal
Sole Sovereign Ratings Advisor
Current

Rep of Sierra Leone
Sole Sovereign Ratings Advisor
Current

Republic of Cameroon
Sole Sovereign Ratings Advisor
Current

2018
Best Investment Bank
Africa

Best Project Finance House
EMEA

Export Finance Bank of the Year
EMEA

Mandated Lead Arranger of the Year
Africa

Mandated Lead Arranger of the Year
MENA

Middle East Best Project Finance Adviser
MENA

Export Finance Bank of the Year
EMEA

Mandated Lead Arranger of the Year
MENA

Middle East Best Project Finance Adviser
MENA
We are determined to be a force for good, contributing to sustainable economic growth

Supporting impact-driven financing …

Catalysing sustainable finance where it matters the most

<table>
<thead>
<tr>
<th>Blended</th>
<th>1. Advisory</th>
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</thead>
<tbody>
<tr>
<td>Collaboration with development finance institutions</td>
<td>• Structuring and financing sustainable social and physical infrastructure</td>
</tr>
<tr>
<td>Defined taxonomy linking finance to SDGs¹</td>
<td>• Connecting investors to impact finance</td>
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<tr>
<td>Funding linked to desired social outcomes</td>
<td></td>
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<tr>
<td>Climate mitigation and adaption</td>
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<tr>
<td>ESG² filters</td>
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</table>

… working with both private and public sector clients

<table>
<thead>
<tr>
<th>2. Partnerships</th>
<th>• Collaborating with corporates, institutions, DFI³ and ECA⁴ from outside the region</th>
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<tbody>
<tr>
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<tr>
<td>3. Innovation</td>
<td>• Creating new products and structures to facilitate financial flows to markets where it will make the biggest difference</td>
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<tr>
<td>4. Climate adaption &amp; resilience</td>
<td>• Facilitate $35bn of renewables projects by 2023</td>
</tr>
<tr>
<td></td>
<td>• Incorporating climate risk into PF guidelines</td>
</tr>
</tbody>
</table>

1. SDG = UN’s Sustainable Development Goals
2. ESG = Environment, Social and Governance
3. DFI = Development Finance Institutions
4. ECA = Export Credit Agencies
Saif Malik  Philip Panaino

Reinforcing our network advantage
AME is becoming increasingly connected, both as a region and globally.

Intra-regional trade is small but growing rapidly; and the structural ties with other regions are strengthening.

Foreign Direct Investment
- FR, NE, UK, US top 4 globally in Africa
- DFC with $60bn to invest globally
- EU to invest €40bn in Africa

Key initiatives

AfCFTA
- Largest free trade area globally:
  - 54 Countries
  - 1.3bn People
- Intra-regional trade growth up to $70bn

Key initiatives

China Belt & Road
- MSR and CPEC driving investment in AME
- $221bn invested in AME since 2013

Japan TICAD 2019
- $20bn investment

India
- $60bn trade in 2017 with Africa projected to double by 2021
- $104bn trade with MENA in 2018 (up 7%)

AfCFTA
- Largest free trade area globally:
  - 54 Countries
  - 1.3bn People
- Intra-regional trade growth up to $70bn

Key initiatives

Bilateral trade with AME (c.$100bn)

Intra-region (SSA / MENAP) trade (c.$100bn)

YoY growth 2017-2018

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1. IMF Direction of Trade Statistics
2. Maritime Silk Road and China-Pakistan Economic Corridor are BRI target corridors
3. Moody’s Analytics: The Belt and Road Initiative – Six Years On
4. $20bn pledged for private sector investment over the next 3 years
5. Afreximbank & Exim India: Deepening South-South Collaboration
6. WEF: India’s evolving partnership with the Gulf region
7. UN Economic Commission for Africa
8. UNCTAD
9. US BUILD Act of 2018 – DFC expected to boost FDI in Africa from the US
10. Africa-Europe Alliance for Sustainable Investment and Jobs
We have a unique physical network, and the region’s leading DCM/Islamic franchise

A respected presence across 25 AME markets …

…with distinctive product capabilities

<table>
<thead>
<tr>
<th>HQ country</th>
<th>SSA¹</th>
<th>MENAP²</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>US</td>
<td>12³</td>
<td>14</td>
</tr>
<tr>
<td>UK</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>France</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>South Africa</td>
<td>20</td>
<td>-</td>
</tr>
<tr>
<td>South Africa</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>UAE</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Qatar</td>
<td>1</td>
<td>17</td>
</tr>
</tbody>
</table>

Regional peers

1. SSA = Sub-Saharan Africa
2. MENAP = Middle East, North Africa and Pakistan
3. Primarily a Corporate & Institutional Banking equivalent presence
4. Bloomberg league tables YTD 2019

1. Standard Chartered
2. HSBC
3. Citi

Best Bank
Working Capital
(Africa / Middle East)

Best Bank
Belt & Road
(Africa / Middle East)

Best Bank
Supply Chain Finance
(Global)

Best Bank
Renminbi
(UAE, Pakistan, Nigeria)

AME Bond Issuance⁴
1. Standard Chartered
2. Citi
3. JP Morgan

GCC Bonds & Sukuk⁴
1. Standard Chartered
2. HSBC
3. Citi

1. Standard Chartered
2. HSBC
3. Citi
We are leveraging our network advantage while focusing on selected client segments

Our actions are driving prosperity, innovation, inclusion and growth across Africa & Middle East

<table>
<thead>
<tr>
<th>Deliver AME to our Network…</th>
<th>Growth in 2019¹</th>
<th>Return premium³</th>
<th>Main corridors</th>
</tr>
</thead>
</table>
|                             | 15%            | ~300bps        | 1. Europe & Americas
|                             |                |                | 2. North East Asia
|                             |                |                | 3. ASEAN

<table>
<thead>
<tr>
<th>...Deliver our Network to AME</th>
<th>Growth in 2019²</th>
<th>Return premium³</th>
<th>Main corridors</th>
</tr>
</thead>
</table>
|                               | 18%            | ~260bps        | 1. Europe & Americas
|                               |                |                | 2. Greater China
|                               |                |                | 3. ASEAN

- Leveraging our Network
- Refocus our model towards:
  - Global multinationals
  - Regional corporates
  - Governments
  - Large Financial Institutions
- Partnering, where necessary

1. Growth in inbound income 9M’19 versus 9M’18
2. Growth in network income 9M’19 versus 9M’18
3. Return on Tangible Equity premium above total Group CIB network Return on Tangible Equity
Transforming Retail Banking
Demographics and technology will support rapid growth in retail banking

Africa has a fast growing and profitable mass / mass affluent customer base that is relatively untapped

Massive technology explosion led by mobile penetration growing at 4.6% CAGR

Growing mass affluent with young demographic (60% < 25 years old)

Ability to leverage on big data, analytics and AI to make banking easier and more personalised

2nd fastest growing Retail Banking region globally
Projected growth for Africa Banking revenue pools of 8.5%

Hotbed for innovation >400 fin-techs spread across 80 cities

Opportunity to drive to scale through increased client acquisition with lower costs of servicing

Opportunity

Advantages

Opportunity

Actions

Africa has a fast growing and profitable mass / mass affluent customer base that is relatively untapped

Population

<table>
<thead>
<tr>
<th></th>
<th>Africa</th>
<th>ME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3bn</td>
<td>763k</td>
<td>518k</td>
</tr>
<tr>
<td>(43% urban)</td>
<td></td>
<td></td>
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</table>

Active clients

<table>
<thead>
<tr>
<th></th>
<th>Africa</th>
<th>ME</th>
</tr>
</thead>
<tbody>
<tr>
<td>763k</td>
<td>518k</td>
<td></td>
</tr>
</tbody>
</table>

Mobile users

<table>
<thead>
<tr>
<th></th>
<th>Africa</th>
<th>ME</th>
</tr>
</thead>
<tbody>
<tr>
<td>456m</td>
<td>317k</td>
<td>209k</td>
</tr>
<tr>
<td>(44% penetration)</td>
<td></td>
<td></td>
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</table>

Internet users

<table>
<thead>
<tr>
<th></th>
<th>Africa</th>
<th>ME</th>
</tr>
</thead>
<tbody>
<tr>
<td>525m</td>
<td>308k</td>
<td>347k</td>
</tr>
<tr>
<td>(40% penetration)</td>
<td></td>
<td></td>
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</tbody>
</table>
We have the region’s leading digital banking franchise…

Our trusted brand and award-winning technology is a powerful combination

- Respected and trusted brand
- Attractiveness as a partner to big tech firms
- Global network and full range of products / solutions
- Award-winning digital platforms

- Best Consumer Digital Bank
  - Africa
- Best Innovative Investment Wealth proposition
  - Middle East
- Best Digital Bank
  - Africa
- Best Islamic Digital Bank
  - Pakistan
We aim to be the catalyst for retail transformation and better participation models...

Double
No. of clients

Improve
client service

Reduce
cost of acquisition

Efficient
serve of mass

Capture
Young demographic

... and the early progress is encouraging

Live markets in <18 months

New accounts opened

Average account balance

Clients less than 35 years old

8

102k

~$400

>50%
Investor Seminar

Biographies, definitions and notice on forward-looking statements
Sunil Kaushal is a member of the Group’s Management Team and has been the Regional CEO for AME since 2015. Prior to this, he was regional CEO South Asia, responsible for operations in markets including India, Bangladesh, Sri Lanka, and Nepal.

Sunil has over 31 years of banking experience in diverse markets and has been with the Bank for 22 years, holding senior roles across the Wholesale and Consumer Bank. He has rich experience across the Group’s footprint, having served as the Head of Corporate Banking in UAE, Head of Originations and Client Coverage in Singapore, Global Head Small & Medium Enterprises and New Ventures in Singapore and CEO of SCB (Taiwan) Ltd.

Sunil holds a Bachelor of Commerce degree from Bombay University, India and qualified as a Chartered Accountant from the Institute of Chartered Accountants of India. Sunil has also attended general management courses at Harvard Business School, INSEAD, Oxford University, and London Business School.

Sunil was awarded CEO of the Year by the Middle East Magazine in 2019, and CEO of the Year 2018 by the Middle East EMEA Banking Awards.

Sunil is a Singapore National of Indian origin and is based in Dubai.

Mohamed is the Regional CFO for Africa & Middle East. He is also a Non-Executive Director on the Board of Standard Chartered Bank Pakistan.

Mohamed joined the Bank in February 2012 from Barclays Bank, UK and was based in London; where he served as their International Financial Controller.

Prior to that, he was the Regional Financial Controller for the Barclays Emerging Markets Region based in Dubai where his mandate included Africa, MENA, India and Indian Oceans (Mauritius and Seychelles), Pakistan, Indonesia and Russia.

Mohamed joined Barclays from Citigroup, where he held the position of Chief Financial Officer for their Egypt and Algeria business.

Mohamed is an Egyptian National and is based in Dubai.

He holds a BA in Commerce and is a CFA Charter-holder.
Rola Abu Manneh is the Chief Executive Officer of Standard Chartered Bank UAE, a role she has held since August 2018. She is the first Emirati woman to head a bank in the UAE.

Before joining Standard Chartered Bank, Rola was the Head of Corporate & Investment Banking for Abu Dhabi at First Abu Dhabi Bank (‘FAB’).

In this role, her responsibility was to maintain relationships between FAB and its client base, including government, government related entities, elite customer groups, family corporations, local corporations, multinational corporations and commercial banking services.

In 2019, Rola was included in Arabian Business’ ‘World’s Most Powerful Arabs’ list. She was also recognised by Forbes ME as one of the ‘Top 20 Women Leading Top Companies in the Middle East’ and Financial News listed her as one of the most influential female leaders.

Ian Bryden is the Regional Chief Risk Officer for Africa & Middle East based in Dubai. He is also a Non Executive Director on the boards of Standard Chartered Bank Angola, Standard Chartered Bank Kenya Limited and Standard Chartered Bank Pakistan Limited.

Ian was previously the Chief Risk Officer, South Asia and the Country Chief Risk Officer, India, based in Mumbai. Prior to February 2013, he was the Regional Credit Officer for South Asia overseeing the credit risk of the Wholesale Bank portfolios for India, Bangladesh, Sri Lanka and Nepal.

Based variously in London, Dubai, Hong Kong and Mumbai, Ian has been with Standard Chartered for 24 years in a combination of business and Risk roles. He joined the bank as a Corporate Banking Relationship Manager and had a number of roles in the business before moving to Risk.

Before joining Standard Chartered, Ian worked at Chase Manhattan Bank and Bear Stearns in various Corporate and Investment Banking roles. He also served in the British Army for 5 years after leaving Oxford University where he studied Law.
Biographies

**Razia Khan**
Regional Chief Economist

Razia is Chief Economist for Africa and the Middle East, with over two decades of experience covering emerging and frontier markets. She is a well-known commentator on the region and provides regular updates to central banks, finance ministries, sovereign wealth funds, other institutional investors and corporates in the region.

Razia currently serves on the Advisory Board of the Royal Africa Society and is a trustee of Save the Children UK. She has previously served on the WEF’s Global Future Council on Migration and the Global Agenda Council on ‘Poverty and Economic Development’.

She was named one of the ‘100 most influential Africans’ in 2015 by New African magazine, and the ‘100 Africa economics leaders’ by Institut Choiseul (2017). Razia holds BSc and MSc (Econ) degrees from the London School of Economics.

**Abdoul Aziz Ba**
Regional Head PSDO

Abdoul Aziz Ba is the Head of Public Sector and Development Organisations for Africa & Middle East.

Abdoul Aziz has over 21 years of banking experience in Europe and Emerging markets. He joined Standard Chartered Bank from a Multilateral Organization owned by Central Banks across Asia, Middle East, Africa and Europe, based in Malaysia, the International Islamic Liquidity Management Corporation. He set up during his time the first sharia’h compliant money-market instrument backed by sovereign assets and the first Islamic Asset Backed Commercial Paper vehicle. This unique instrument successfully assisted facilitating effective cross-border Islamic liquidity management.

Prior to that Abdoul Aziz worked with BNP Paribas in the securitization structuring team where he led innovative funding transaction for Emerging Market clients.

He also participated in various initiative with the AfDB to help African countries to access debt capital market using workers remittances and future flows assets.

Abdoul Aziz holds a Master degree in Economics from Sorbonne University in Paris.
Biographies

Abbas Husain
Head Project and Export Finance, Middle East, North Africa and Pakistan

Abbas is the Managing Director and Head of Standard Chartered Bank’s Regional Project & Export Finance team in Dubai. His responsibilities include originating and executing project finance transactions located in the Middle East, North Africa, and Pakistan.

Abbas has worked in finance for twenty-four years and has extensive experience in credit analysis, structuring and documentation.

Before joining SCB, he worked for Citibank, managing a portfolio of MNC’s and local corporates. Prior to that, Abbas worked at Bank of America managing a diversified portfolio.

Abbas has significant experience in the power sector. He has been the team leader in a number of marquee transaction in power, oil and gas and worked extensively in pre-bid financial structuring/advisories

Abbas holds a Bachelor of Arts degree from Northwestern University and an MBA from Cornell University.

Neil van Niekerk
Managing Director
Project and Export Finance Africa

Neil was appointed as head of Standard Chartered’s Project and Export Finance team covering Africa in 2013 and manages a team of professionals based in London and Johannesburg.

The Project and Export Finance Africa business comprises limited and non-recourse lending in Africa with primary focus on energy, transportation, general infrastructure Oil & Gas and Mining.

Neil started his Project Finance career at Investec Bank in 1995 with 25 years’ experience in Project and Export Finance transactions in emerging markets (mostly Africa and the Middle East) with specific focus on infrastructure, power, refining and petrochemicals, export credits and mining. Prior to joining Standard Chartered in 2006, Neil worked at Absa Capital (Member of Barclays Capital) in the Project and Export Finance division.

Neil completed his studies at the University of Johannesburg in 1995 obtaining post-graduate degrees in Finance, B.Com Accountancy Honours (Certificate in the Theory of Accountancy) and Associate Chartered Management Accountant (ACMA).
Biographies

Saif Malik
Regional Co-Head
Global Banking

Saif has over 18 years of experience working in all aspects of banking in Africa. He has held a number of senior roles since joining Standard Chartered in 2006 and has experience working in South Africa, Nigeria, Zambia and Tanzania.

Saif was also the Head of the then Wholesale Banking business for Standard Chartered in Malaysia, and previously worked with Barclays Bank in Africa.

Saif is currently based in Johannesburg, South Africa as the Regional Co-Head of Global Banking for Africa & Middle East. He leads a team of over 400 staff across 25 markets and is responsible for defining the regional business strategy, managing the client asset portfolio and delivering revenue and operating profit growth.

Saif was born and bred in Zambia. He has an MA in International Business and a BA in Economics.

Philip Panaino
Regional Head
Transaction Banking

Philip is responsible for leading the execution of the Transaction Bank’s business for the Western Hemisphere; this includes Europe, US, Africa & Middle East. In addition, he is part of the Leadership team for the Transaction Bank globally. He is a passionate African and enjoys various community development initiatives.

He joined the Bank in 2014 from MasterCard, where he was Division President, South Africa. Prior to MasterCard Philip lead the Transaction Banking business for Citi.

In his current role, he brings extensive experience in transaction banking, payments innovation and corporate strategy on more than 22 years’ experience working in transaction banking working with multinational corporate, technology companies as well as financial institutions.

He is passionate about building client centricity into the business model to ensure we add value to our clients, and in coaching individuals to deliver their personal strengths so achieving high quality financial returns for the Bank.
Biographies

Yustus Aribariho is the Regional Head of Digital Banking in Africa & Middle East at Standard Chartered Bank.

With 15 years of Banking experience, Yustus has been the architect of the Group’s Digital transformation in AME coordinating multiple teams across various functions of the bank and countries.

He is responsible for delivering the digital bank in AME.

Originally from Uganda, Yustus has worked across a number of our markets including Uganda, Qatar, Singapore and currently based in Dubai.

Yustus is married to Diana and has 3 pre-teen kids a son and two daughters.

In his free time, Yustus coaches mini rugby at a local rugby club in Dubai.

Jaydeep Gupta is the Regional Head of Retail Banking – Africa and Middle East at Standard Chartered Bank.

Jaydeep has over 27 years of banking experience in diverse markets and has held various senior roles in Standard Chartered’s Retail Banking business. He is a member of the Bank’s management team for the Africa & Middle East region.

Prior to this role, Jaydeep was the Head of Consumer Banking, UAE and Regional Head of Integrated Distribution, Middle East and Pakistan at Standard Chartered Bank. Jaydeep started his banking career by managing Large Corporate relationships before moving to Retail Banking. He has varied experience covering Distribution, Wealth Management, Digital Channels, Acquisitions, post merger integration and Finance.

Jaydeep holds Bachelor degrees in Commerce and Arts and a Master of Business Administration specializing in Finance.

He enjoys outdoor sports and is an amateur mountaineer having trekked to Kilimanjaro, Everest Base Camp and climbed the Island Peak (6179 meters), in the Himalayas.

Jaydeep is married with two daughters.
## Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AME</td>
<td>Africa &amp; Middle East</td>
</tr>
<tr>
<td>API</td>
<td>Application Programming Interface</td>
</tr>
<tr>
<td>ASA</td>
<td>ASEAN &amp; South Asia</td>
</tr>
<tr>
<td>AUM</td>
<td>Assets under management</td>
</tr>
<tr>
<td>BRI</td>
<td>Belt &amp; Road Initiative</td>
</tr>
<tr>
<td>bn</td>
<td>Billion</td>
</tr>
<tr>
<td>Bps</td>
<td>Basis points</td>
</tr>
<tr>
<td>Capital-lite</td>
<td>non-funded products</td>
</tr>
<tr>
<td>CAGR</td>
<td>Compound annual growth rate</td>
</tr>
<tr>
<td>CASA</td>
<td>Current and Savings Account</td>
</tr>
<tr>
<td>CB</td>
<td>Commercial Banking</td>
</tr>
<tr>
<td>CCPL</td>
<td>Credit Cards, Personal Loans and</td>
</tr>
<tr>
<td></td>
<td>other unsecured lending</td>
</tr>
<tr>
<td>CIB</td>
<td>Corporate &amp; Institutional Banking</td>
</tr>
<tr>
<td>CPEC</td>
<td>China-Pakistan Economic Corridor</td>
</tr>
<tr>
<td>DFC</td>
<td>Development Finance Corporation</td>
</tr>
<tr>
<td>EA</td>
<td>Europe &amp; Americas</td>
</tr>
<tr>
<td>EM</td>
<td>Emerging markets</td>
</tr>
<tr>
<td>FTE</td>
<td>Full-time employee</td>
</tr>
<tr>
<td>FX</td>
<td>Foreign Exchange</td>
</tr>
<tr>
<td>FY</td>
<td>Financial year</td>
</tr>
<tr>
<td>GCC</td>
<td>Gulf Cooperation Council</td>
</tr>
<tr>
<td>GCNA</td>
<td>Greater China &amp; North Asia</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross domestic product</td>
</tr>
<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>KYC</td>
<td>Know Your Customer</td>
</tr>
<tr>
<td>m</td>
<td>Million</td>
</tr>
<tr>
<td>MENAP</td>
<td>Middle East, North Africa and Pakistan</td>
</tr>
<tr>
<td>MNC</td>
<td>Multinational corporation</td>
</tr>
<tr>
<td>MSR</td>
<td>Maritime Silk Road</td>
</tr>
<tr>
<td>Nm</td>
<td>Not meaningful</td>
</tr>
<tr>
<td>Network</td>
<td>Income generated outside of a client</td>
</tr>
<tr>
<td>income</td>
<td>group’s headquarter country</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
</tr>
<tr>
<td>PPT</td>
<td>Percentage points</td>
</tr>
<tr>
<td>PvB</td>
<td>Private Banking</td>
</tr>
<tr>
<td>QoQ</td>
<td>Quarter-on-quarter</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Questions &amp; Answers</td>
</tr>
<tr>
<td>RB</td>
<td>Retail Banking</td>
</tr>
<tr>
<td>RMB</td>
<td>Renminbi</td>
</tr>
<tr>
<td>RoRWA</td>
<td>Income as a percentage of RWA</td>
</tr>
<tr>
<td>RoTE</td>
<td>Return on tangible equity</td>
</tr>
<tr>
<td>RVA</td>
<td>Risk-weighted assets</td>
</tr>
<tr>
<td>S2B</td>
<td>Straight2Bank</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable development goals</td>
</tr>
<tr>
<td>SME</td>
<td>Small and medium enterprises</td>
</tr>
<tr>
<td>SSA</td>
<td>Sub-Saharan Africa</td>
</tr>
<tr>
<td>TB</td>
<td>Transaction Banking</td>
</tr>
<tr>
<td>tn</td>
<td>Trillion</td>
</tr>
<tr>
<td>WM</td>
<td>Wealth Management</td>
</tr>
<tr>
<td>YoY</td>
<td>Year-on-year</td>
</tr>
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</table>
Important notice concerning forward-looking statements

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.

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. Recipients should not place reliance on, and are cautioned about relying on, any 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, compliance, conduct, information and cyber security and financial crime risks; global macroeconomic and geopolitical 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; 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; climate related transition and physical risks; business model disruption risks; the implications of a post-Brexit and the disruption that may result in the United Kingdom and globally from the withdrawal of the United Kingdom from the European Union; 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 or make any updates or revisions to any forward-looking statement contained herein whether as a result of new information, future events or otherwise.

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