



CIB Investor Seminar



15 May 2025

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Overview of CIB business and strategy

Sunil Kaushal

Co-Head CIB and CEO ASEAN and South Asia



Corporate & Investment Banking: key messages



CIB competes at the highest level across our diversified markets



We connect corporate and financial institution clients to a unique network that offers access to growth opportunities



We thrive in a changing environment, helping clients navigate the world's most dynamic markets



We will deliver 5-7% income growth, excluding rates impact; positive jaws; income RoRWA to build from 2024 levels

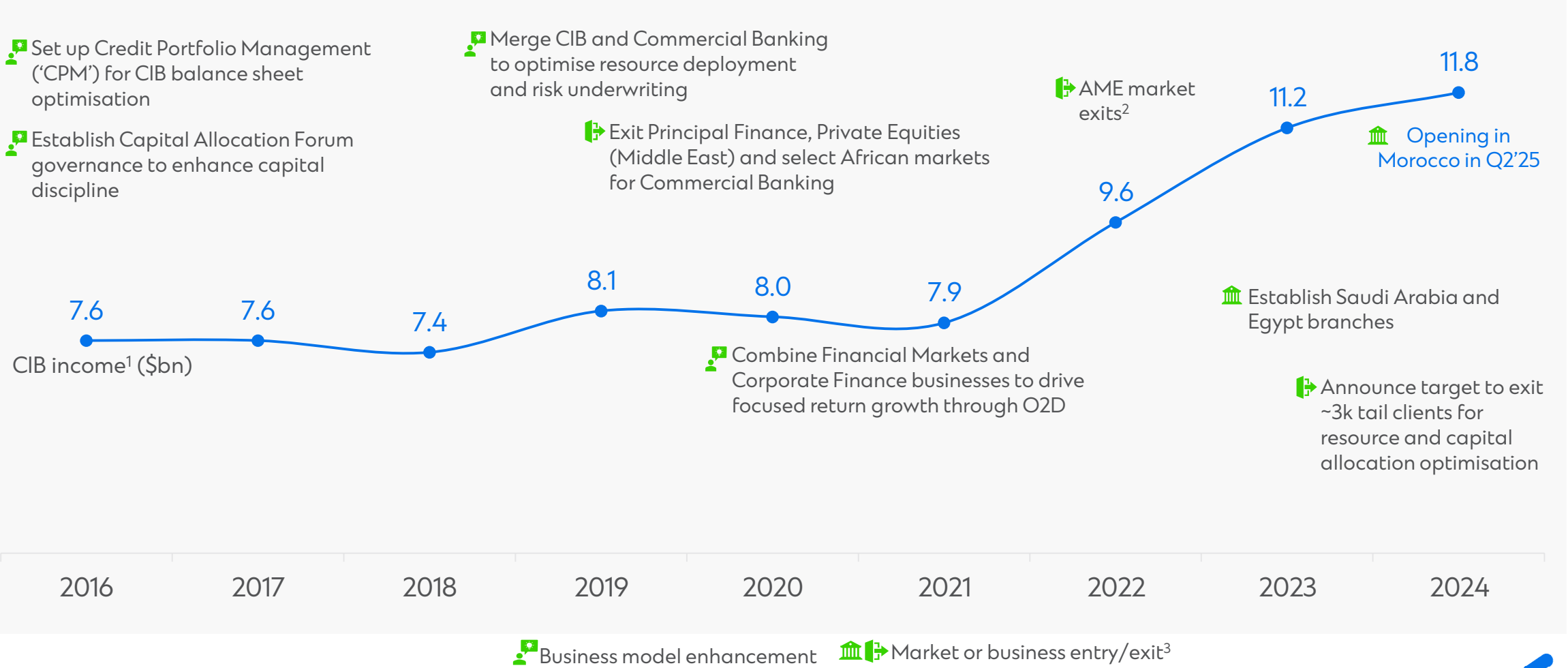


Our business model has evolved, driving growth and returns

Turnaround

Repositioning

Return accretive growth



5 1. Income trend above is pre-C&O allocation. 2024 CIB income is \$11.9bn post C&O allocation
2. Announced 7 markets with full exit of operations: Angola, Cameroon, Gambia, Jordan, Lebanon, Sierra Leone and Zimbabwe; and WRB exit in Tanzania and Cote d'Ivoire
3. Select investments/divestments; timing indicative



A top-tier corporate and investment bank

Operating a specialist, sector-aligned client coverage model...

Corporates

- Automotives
- Commercial Real Estate
- Metals & Mining
- Technology, Media & Telecom
- Power, Utilities and Heavy Industries
- Energy
- Healthcare
- Consumer and Retail
- Commodity Traders and Agriculture

Financial Institutions

- Banks & Broker Dealers
- Investors
- Public Sectors
- Sponsors

... supported by best-in-class advisory expertise and content-led client interactions

Strategic Advisory Groups

- Capital Structure & Rating Advisory
- Sustainable and Transition Finance
- RMB Internationalisation Advisory
- Islamic Banking

Franchise highlights

 **Client base includes
2/3rd of Fortune 500
companies**

 **#1
Syndicated Loans
arranger in our
footprint markets¹**

 **Top 5
Global EM FICC
Bank²**

 **#6
USD Clearing
Bank³**

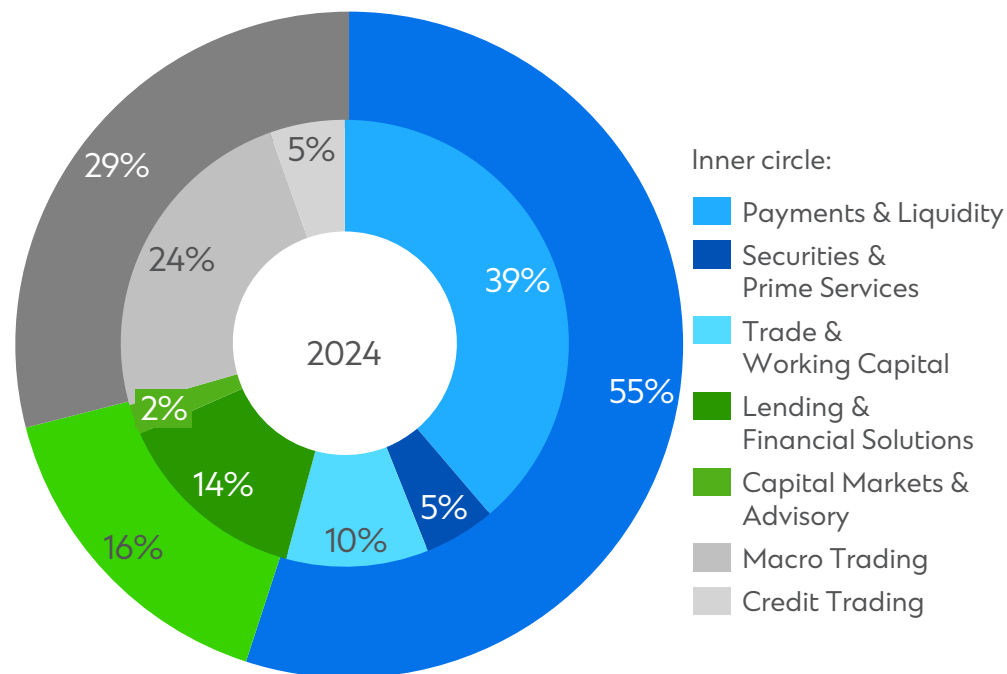


A full service offering to a broad and balanced client base

We offer a diversified set of products...

Outer circle:

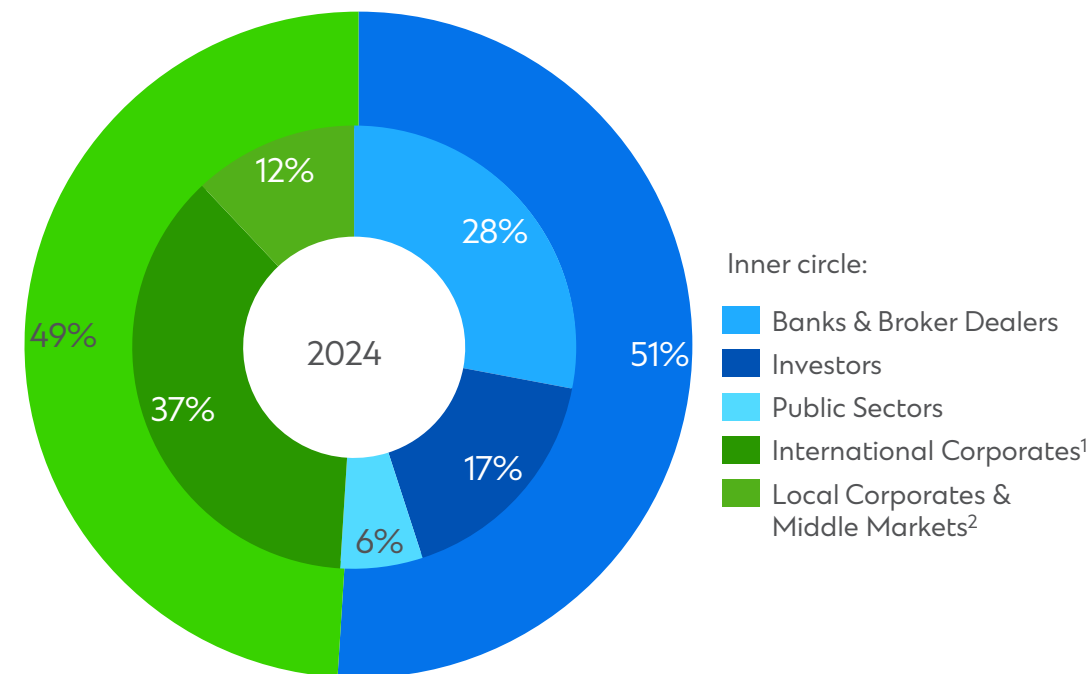
- Transaction Services
- Global Banking
- Global Markets



... to clients across segments

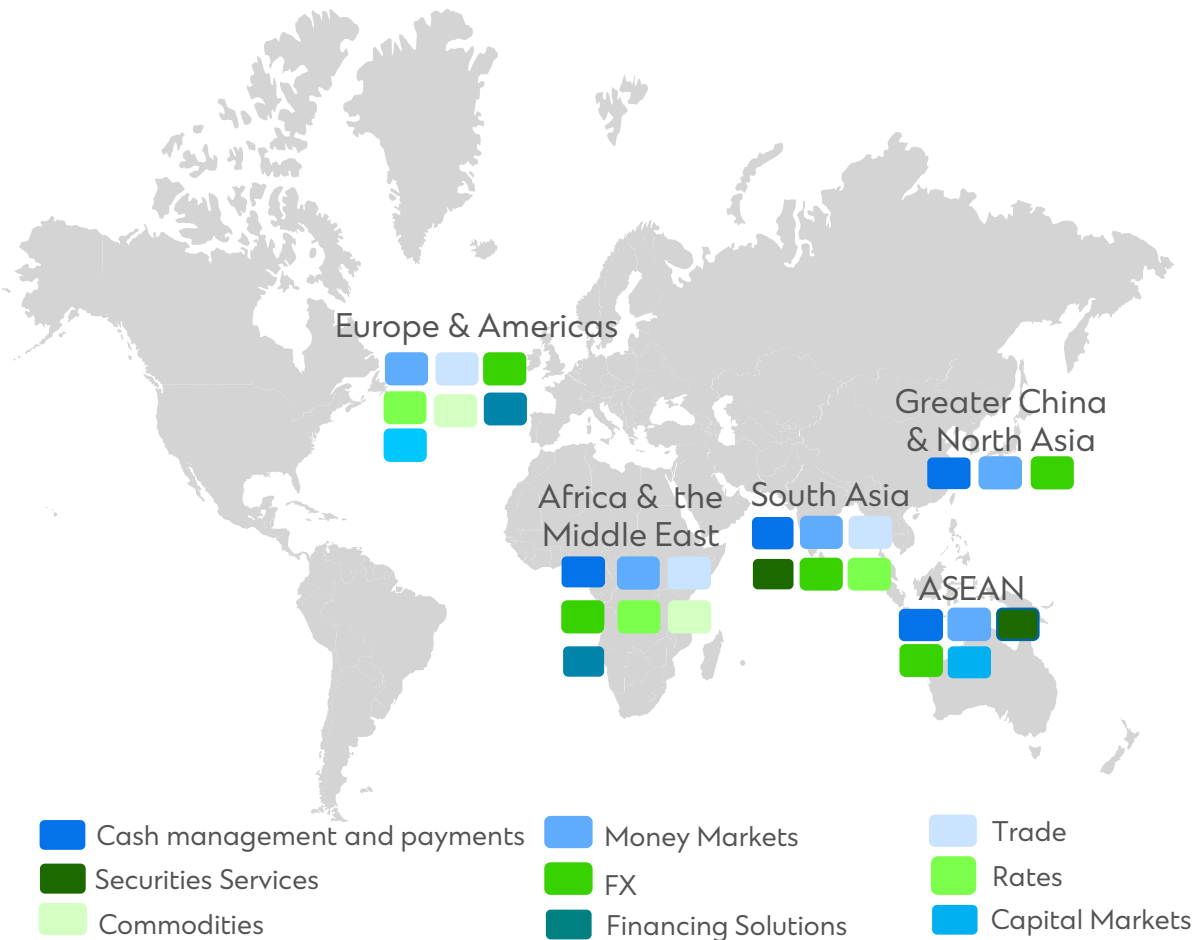
Outer circle:

- Financial Institutions
- Corporates



Corporates: client case study

Multinational consumer product manufacturer



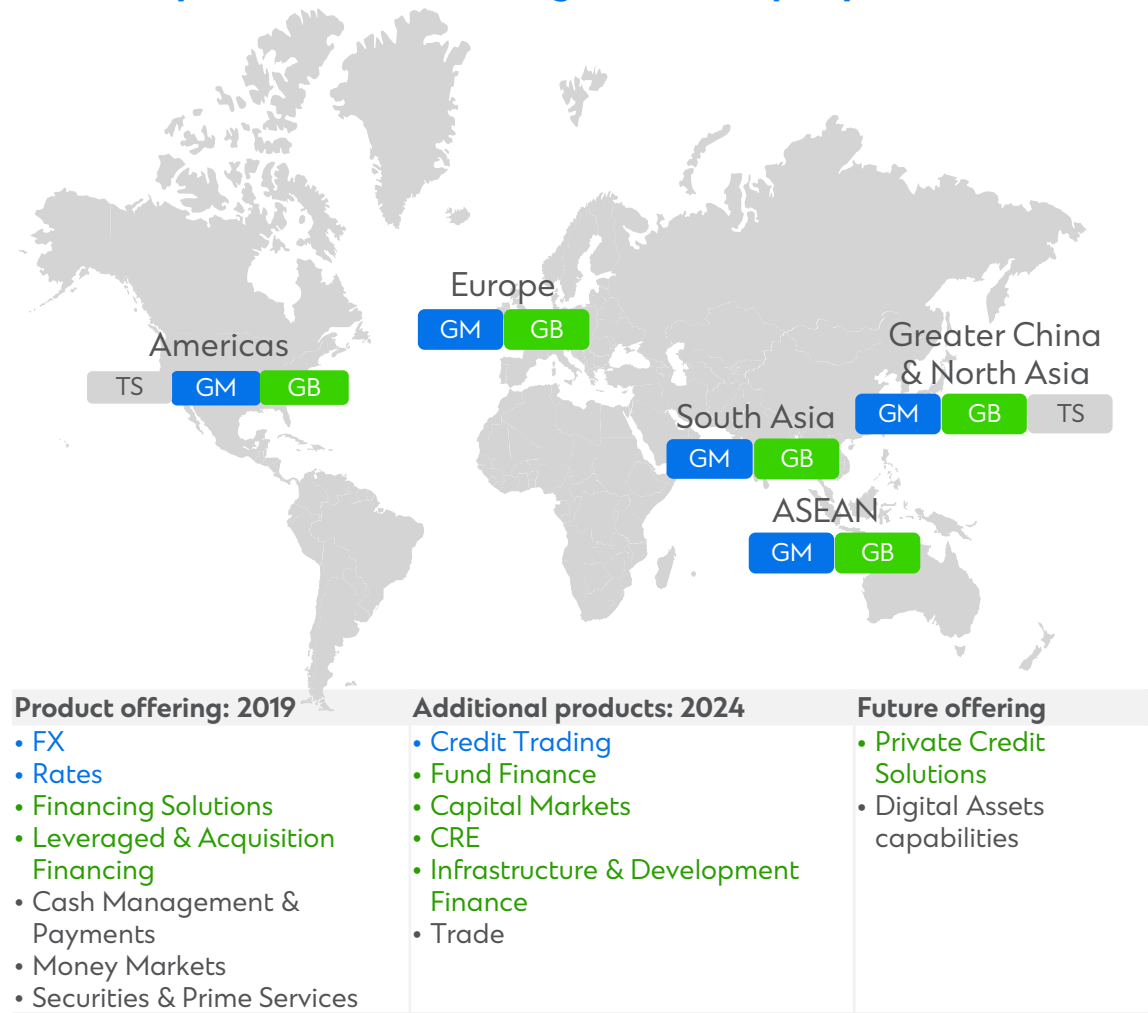
Our differentiators

Local capabilities in markets with high entry barriers	<ul style="list-style-type: none">Relationship extends across ~30 marketsKey banking partner in Africa and South AsiaMost other international banks are absent
Strong Global Markets and Global Banking capabilities	<ul style="list-style-type: none">Top FX counterparty in the USMulti-market engagement where clients face FX scarcity challengesDiverse financing solutions to support client's long-term growthAwarded sizeable mandates in 6 Africa & Middle East markets
Unique emerging markets insights	<ul style="list-style-type: none">Enabling client to stay on top of industry and regulatory trends



Financial Institutions: client case study

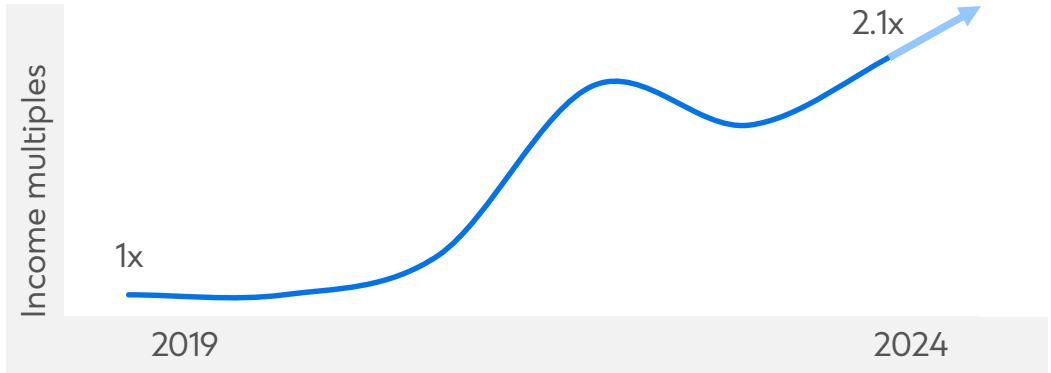
Case study: Global asset management company



Our differentiators

- Unique network enabling relationship expansion across multiple markets
- Continuous enhancement of product capabilities significantly increasing wallet share
- Retail distribution channel for client's investment products

Client relationship journey



Overview of CIB business and strategy

Roberto Hoornweg

Co-Head CIB and CEO Europe and Americas, and Middle East and Africa



CIB growth enablers

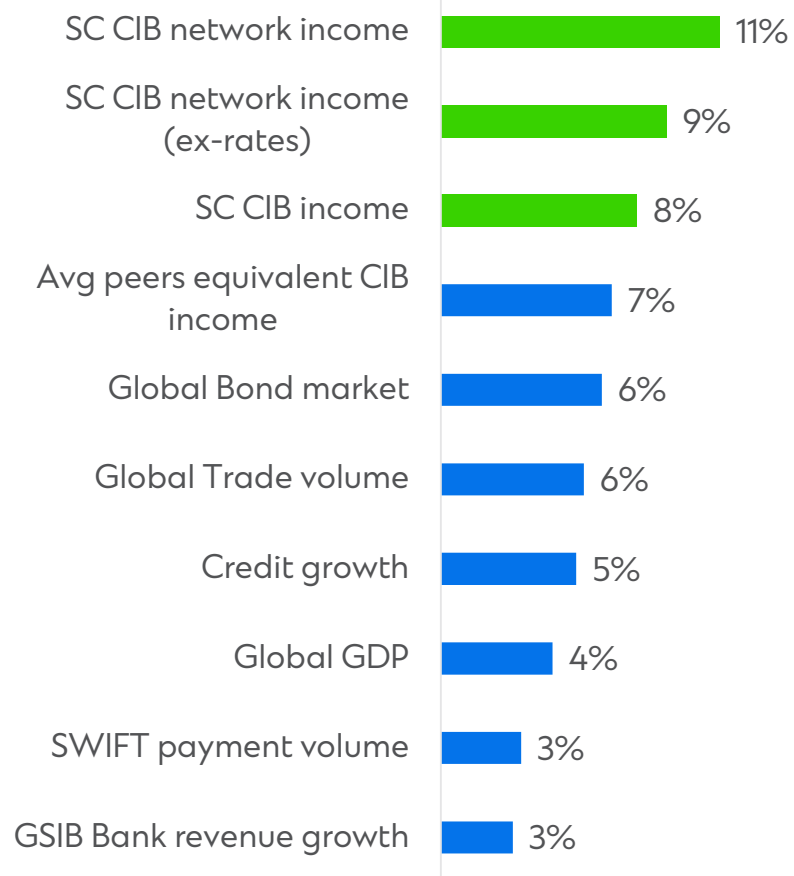


Our unique network provides a strong platform for growth

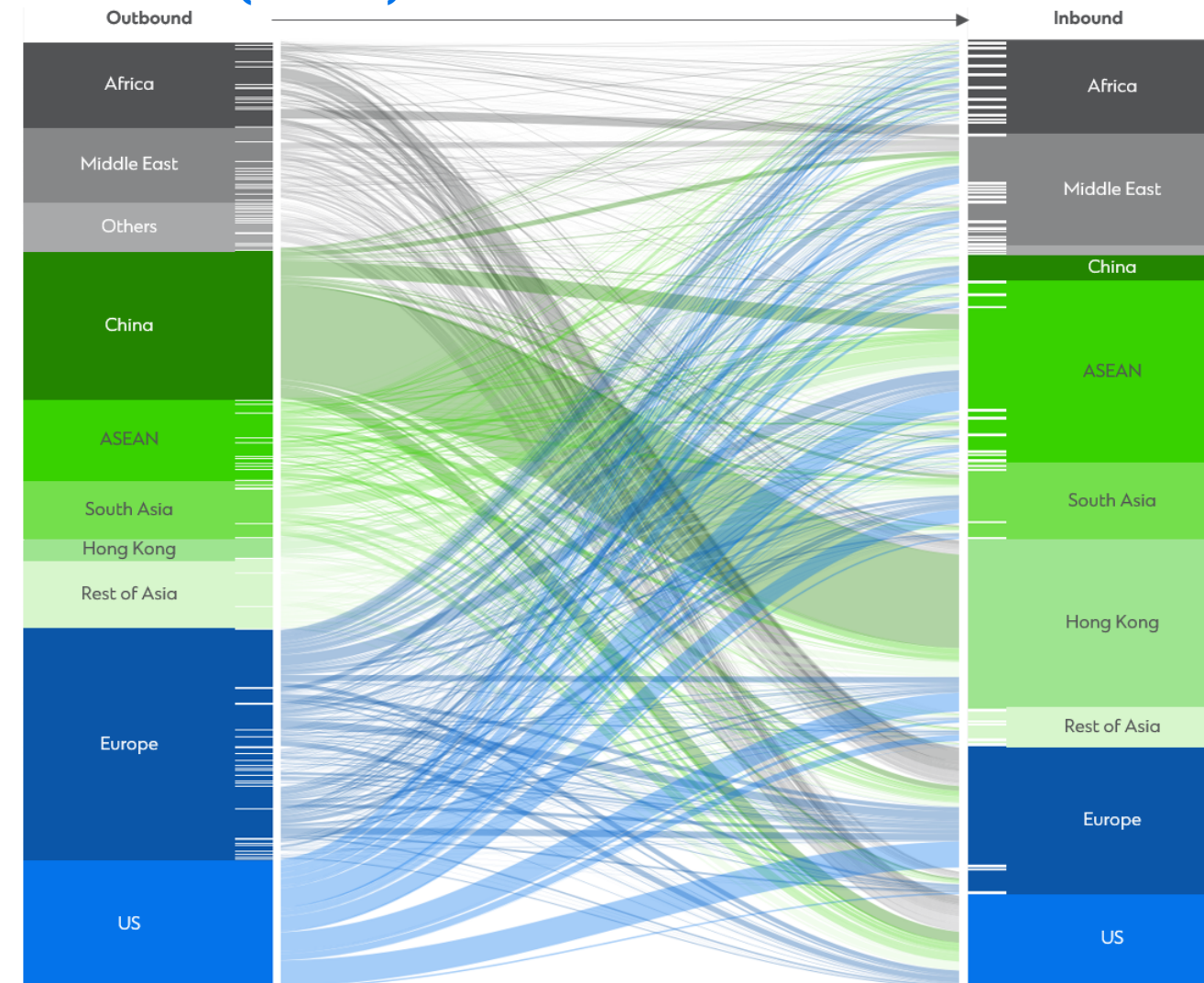


Our network enables us to grow faster¹

2019-2024 CAGR



Cross-border (network) income: FY'24



Width = size of network income by country corridor



Our network powers growth in our client franchise

Financial Institutions a growing proportion of network income

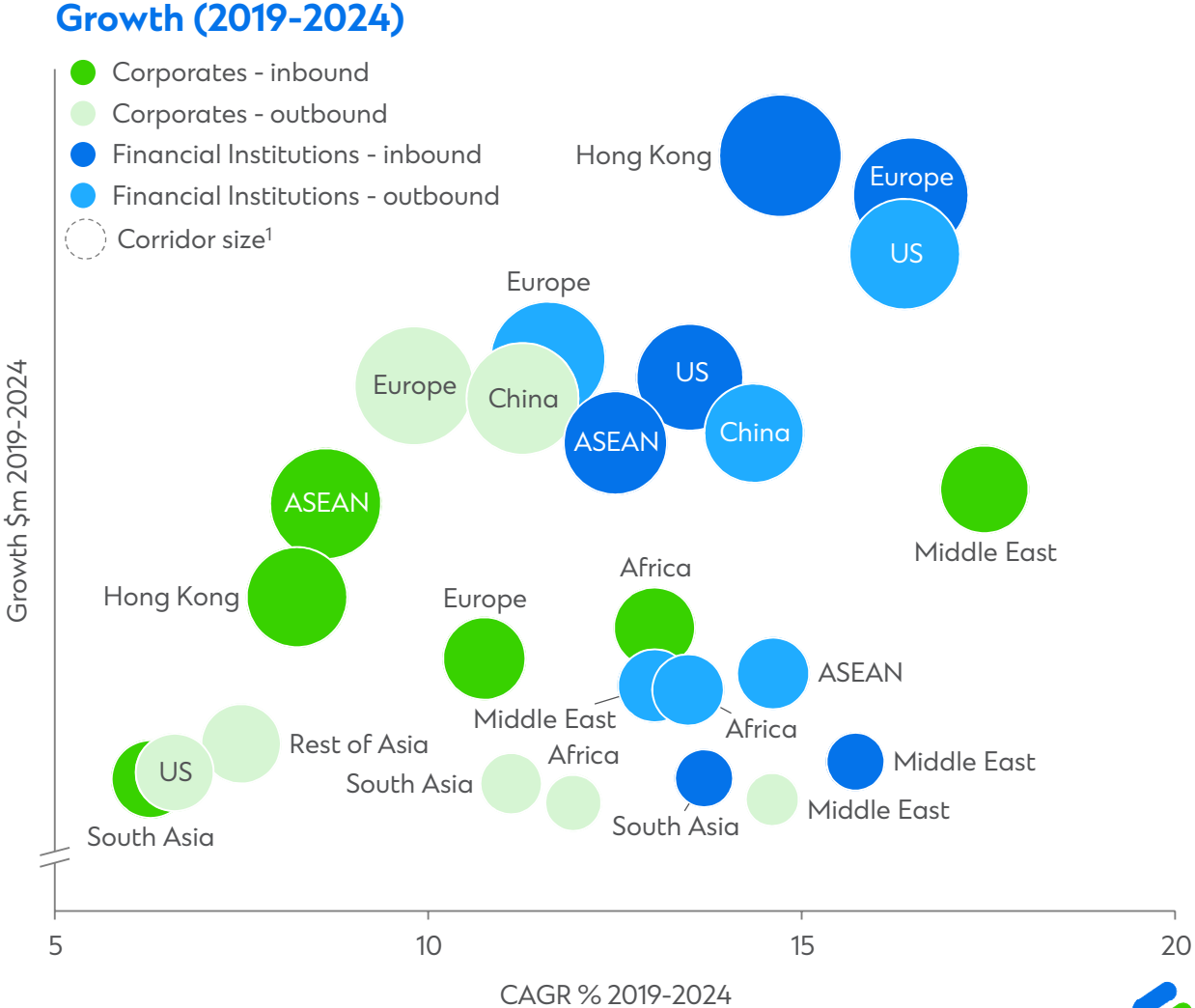
- 12% CAGR since 2019; target for FI to reach 60% of CIB income
- Strong FI franchise across key global financial centres
- Africa and the Middle East fast growing and increasingly important

Corporates a core proposition primed for growth

- Outbound corporate franchise strong in Europe and China, banking top-tier cross-border clients
- Inbound franchise particularly strong into ASEAN, Hong Kong and increasingly Africa & the Middle East

Competitive environment benefitting the network

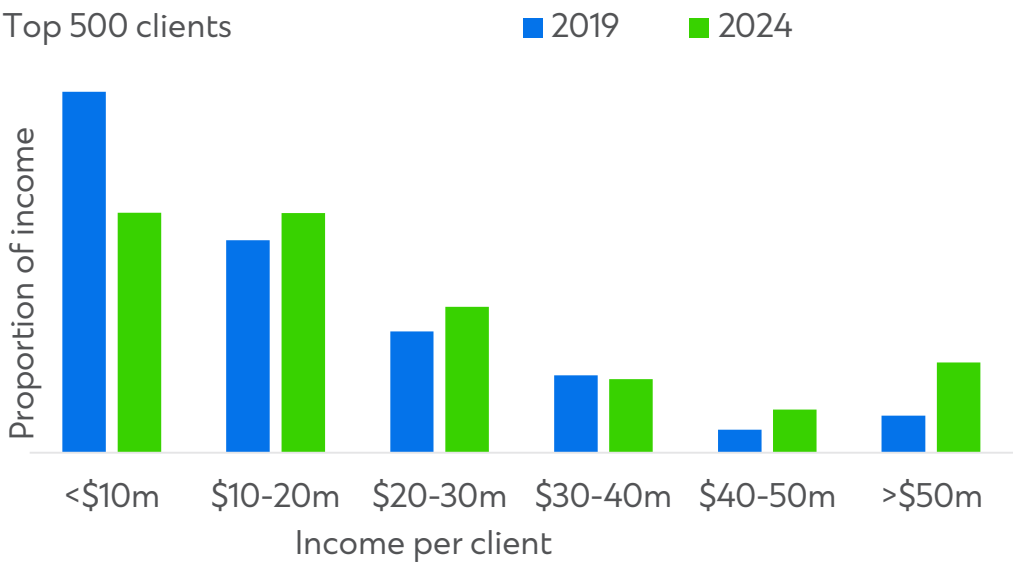
- Gained market share in core markets, as certain competitors have retrenched in recent years
- Network income represented 61% of CIB total in 2024; target 70% over medium term



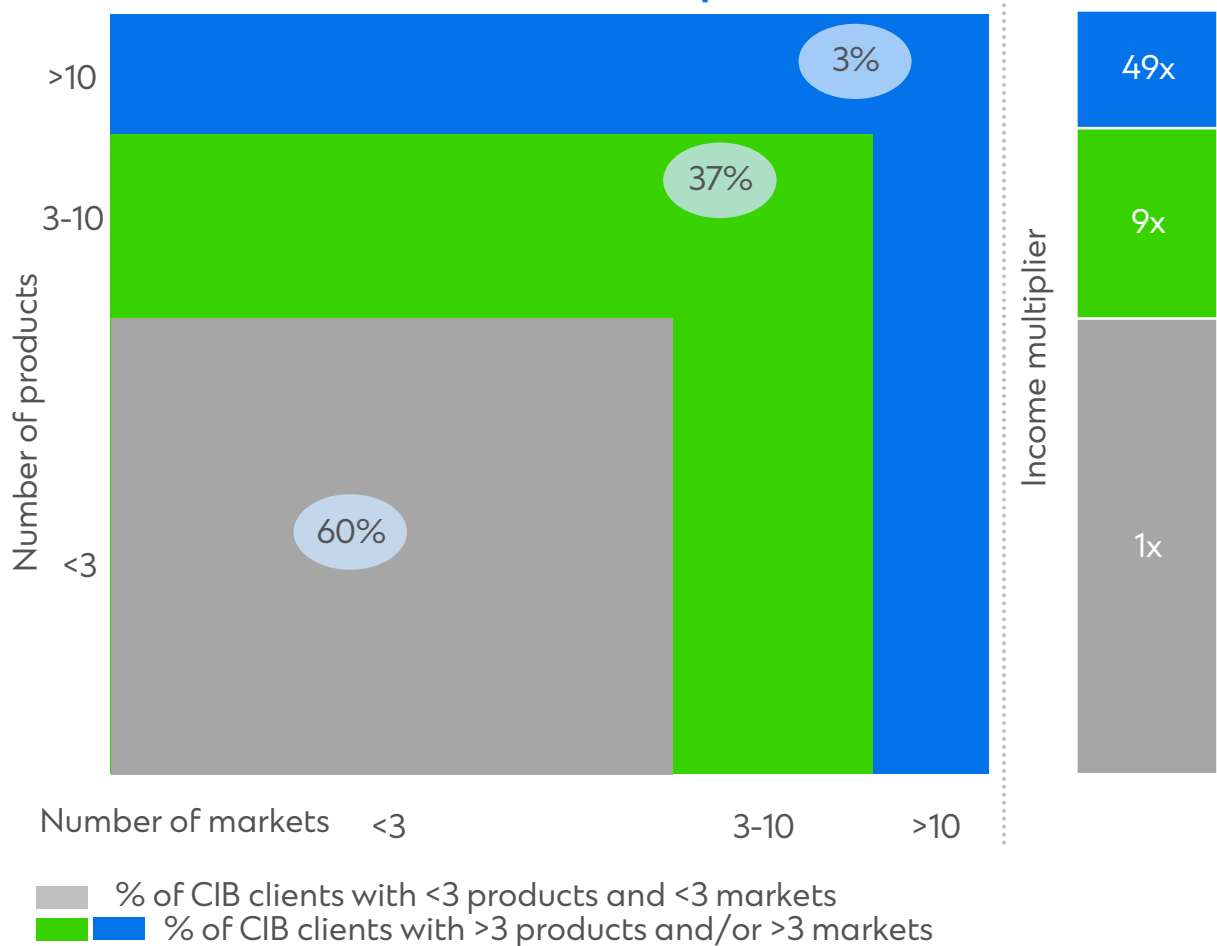
Increasing cross-sell to deepen wallet share

- Increase in cross-sell improves returns, generating higher income per client
- ~90% of CIB income is generated from clients with >3 products and/or >3 markets
- Increasing wallet share, with CIB average income per client up ~35% since 2019¹

Client income distribution shifting to higher paying clients¹



Number of CIB clients and income multiplier



Leveraging the network to drive deeper wallet share

Client transaction examples



**\$465m FX inflow
in South Asia**

- FX transaction to sell USD / buy local currency for a North Asia client financing a cross-border acquisition in a South Asia country with currency controls
- Inflow of USD created capacity to support other corporates with trapped cash in the country, which was otherwise unavailable
- Received further episodic mandates from client in recognition of Standard Chartered's unique ability to execute significant transaction in a market with limited liquidity



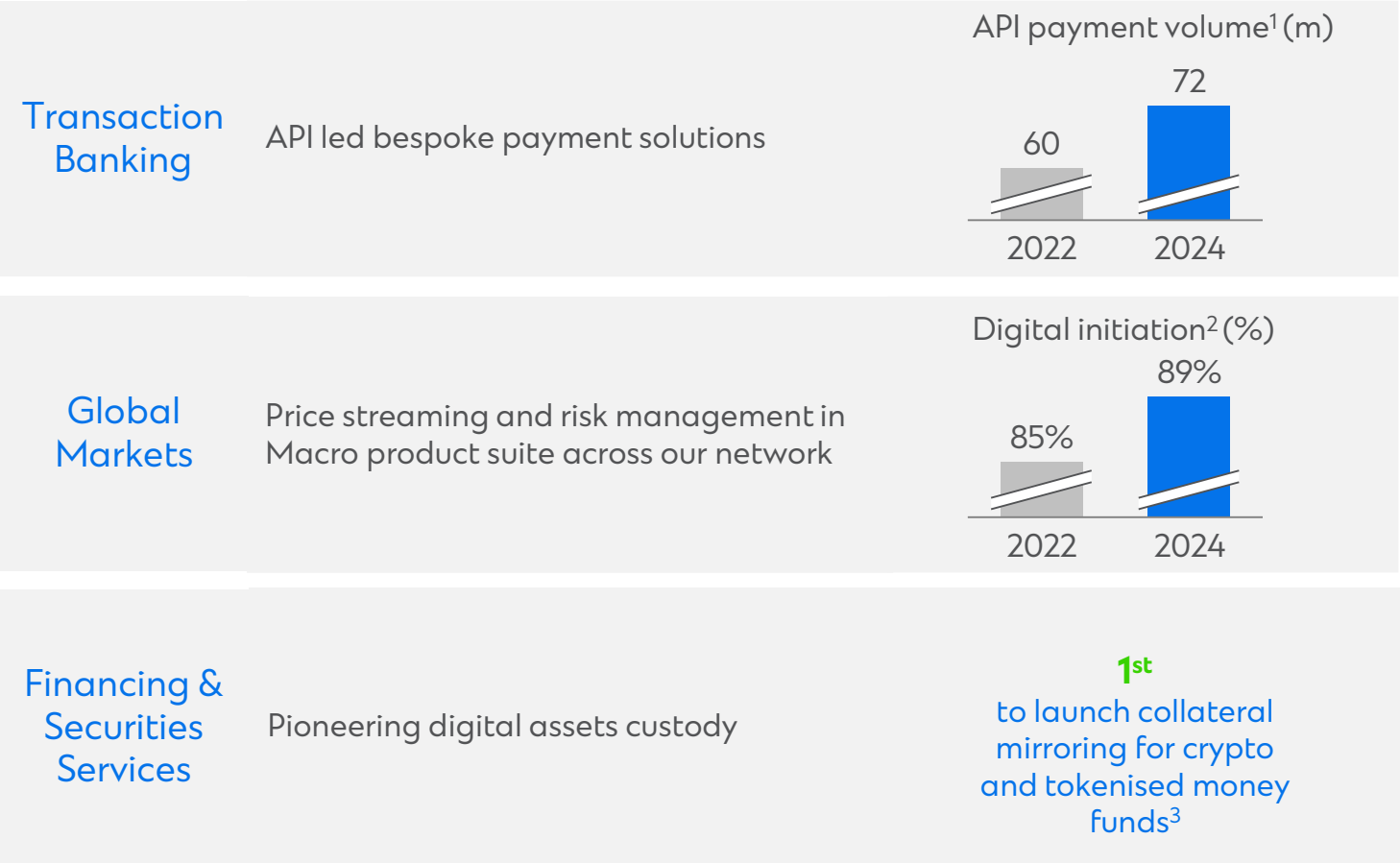
**\$510m 15-year Sukuk
private placement**

- Sole book runner for a GCC sovereign Sukuk private placement distributed exclusively to Asian investors
- Placed with a strategic supranational investor based out of Asia
- The transaction priced well inside the GCC sovereign's public bond curve

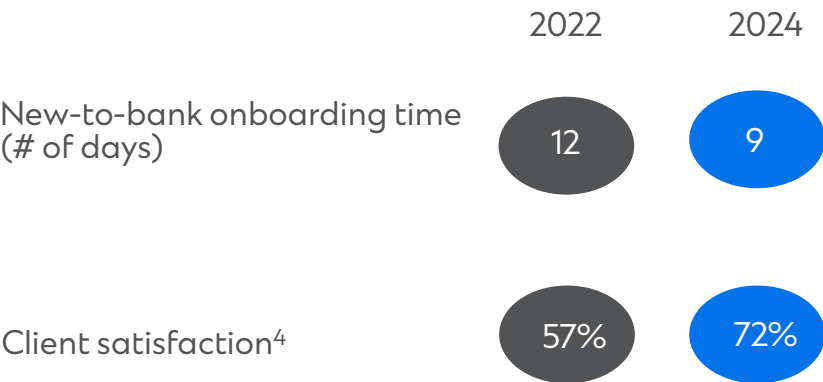


Digitisation is transforming our ability to serve clients

Digital enhancements



Improving key customer metrics



16

1. Volume count of transactions through API digital channel

2. Global Markets sub-set of CIB digital initiation over total transactions

3. Standard Chartered and OKX launch world-leading collateral mirroring programme | Standard Chartered

4. Annual client survey



Driving FI income by targeting fast-growing clients

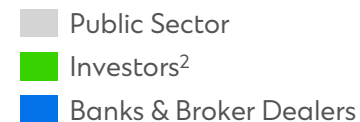
- Financial Institutions (FI) generate ~90bps higher income RoRWA compared to overall CIB
- A broad product offering
 - Scalable clearing and custody services offerings
 - Instant FX and balance sheet solutions for Banks & Broker Dealers
 - Access provider to EMs with attractive yields for Investor and Insurance clients
 - Structured solutions for sophisticated FI client needs

The next phase of growth for FI

- Sponsors, with income growing at high double-digit CAGR over the last 5 years
- Expansion of Fintech business to capture growth opportunities within the space

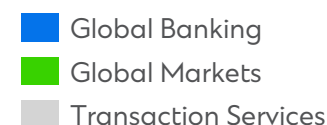
FI income by client segment

FI income as a % of CIB¹



FI income RoRWA³

FI income by product



2019-2024 CAGR

- +10%
- +14%
- +11%

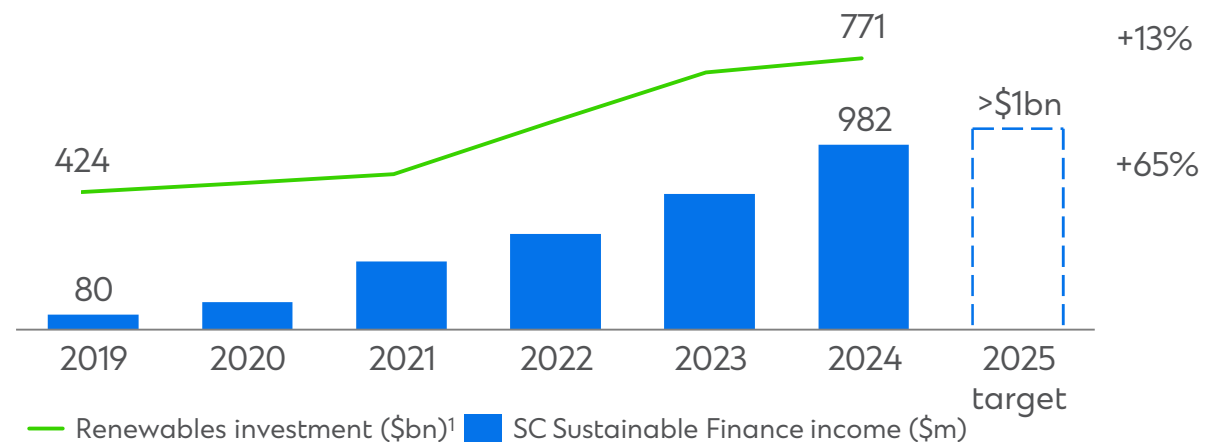


Supported by leading Sustainable Finance capabilities

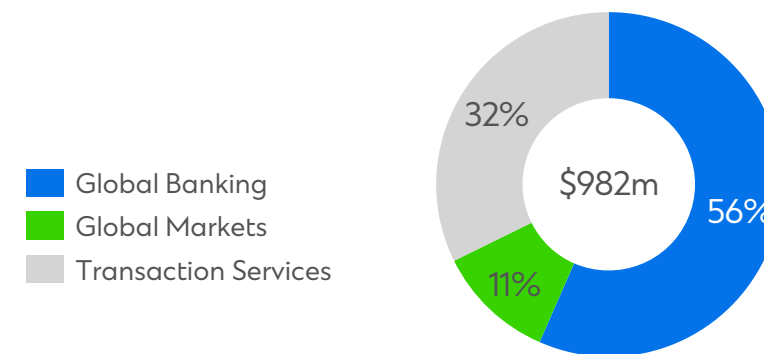


- Achieved strong growth in Sustainable Finance income, outpacing growth in global renewables investment
- Well on track to deliver 2025 income target of >\$1bn
 - Income spread across product types, with >50% coming from Global Banking
 - Asia contributes to more than half of Sustainable Finance income
- Mobilised \$121bn of sustainable finance since 2021 and making good progress towards our \$300bn target by 2030

Financial performance and growth trajectory



Sustainable Finance income by product



In summary



Our business has transformed over recent years, and is now cutting-edge across our footprint



Our base of large, global clients is diversified and places great value on access to our network



Our next phase of growth will come from deepening our wallet share of large clients in a complex and fragmented world



We will continue to deliver strong top line growth and higher returns



Financial update

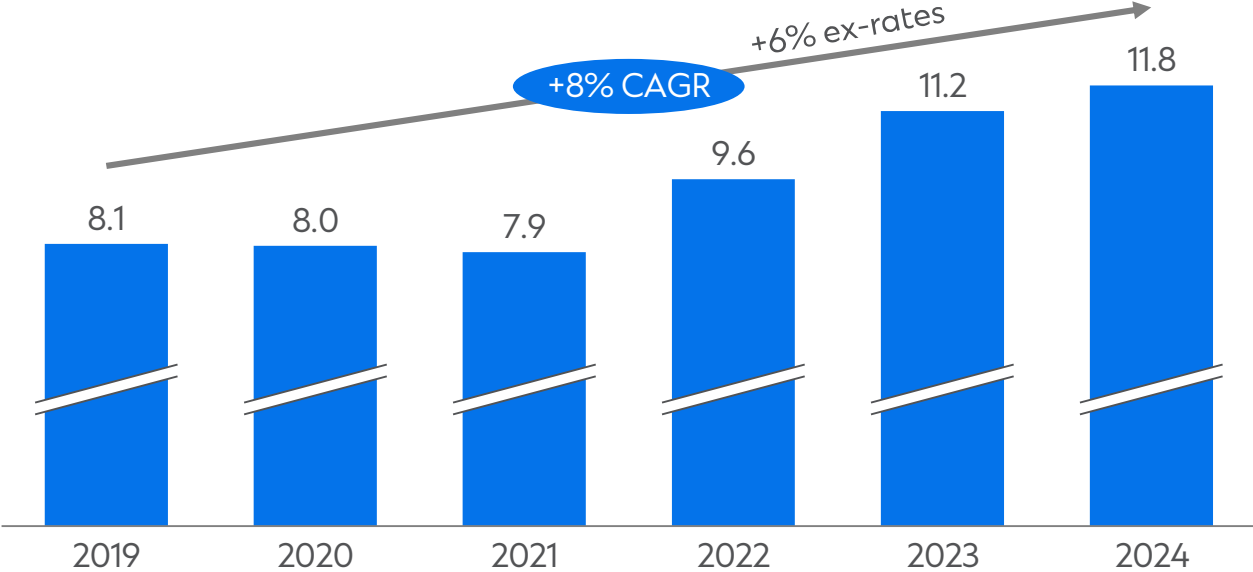
Mark Bailey

Chief Financial Officer, CIB

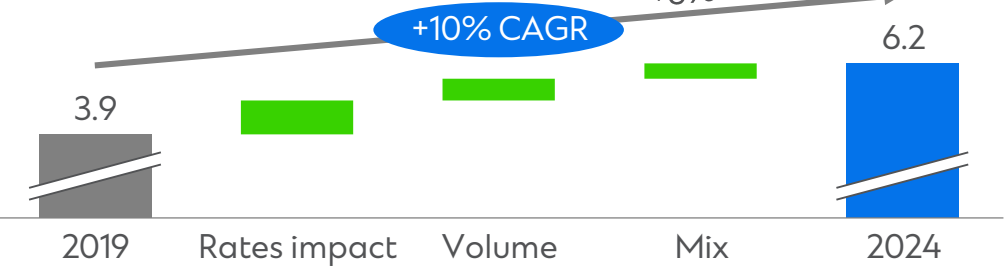


CIB has grown strongly across the years

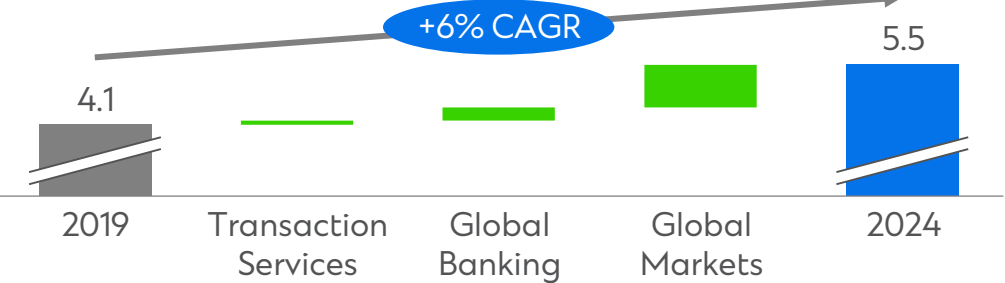
CIB income



NII



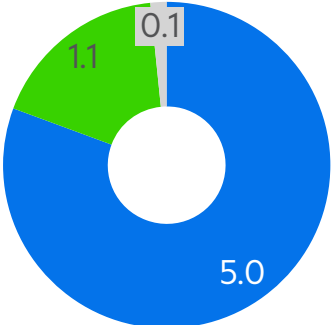
Non-NII



2024 income split (\$bn)

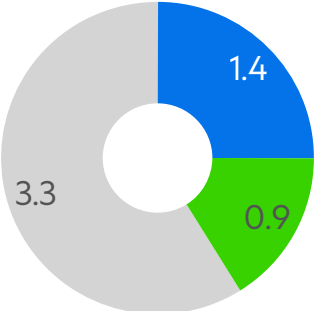
NII

- Transaction Services
- Global Banking
- Global Markets



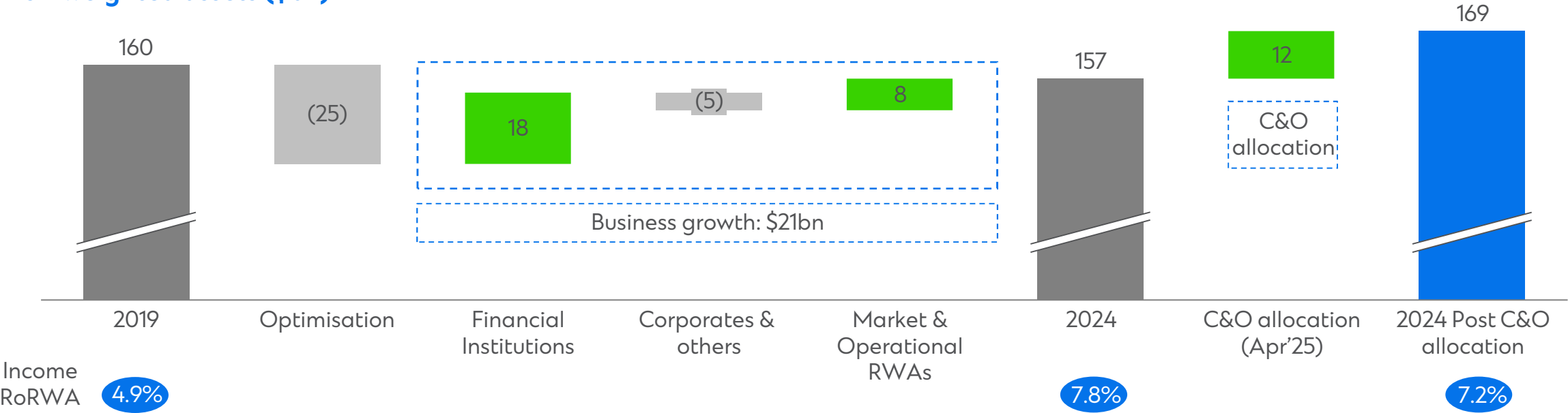
Non-NII

- Transaction Services
- Global Banking
- Global Markets



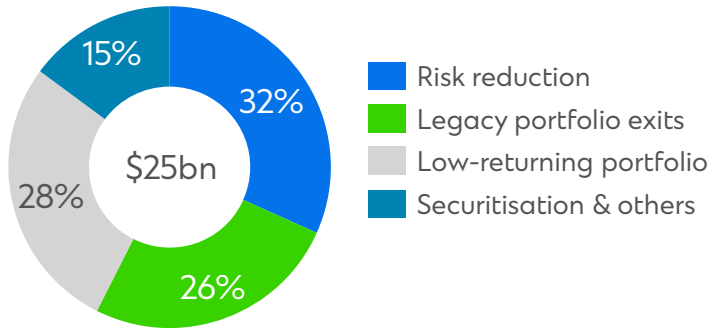
Creating capacity for growth: RWA efficiencies

Risk-weighted assets (\$bn)



RWA optimisation

2019-2024



Future optimisation

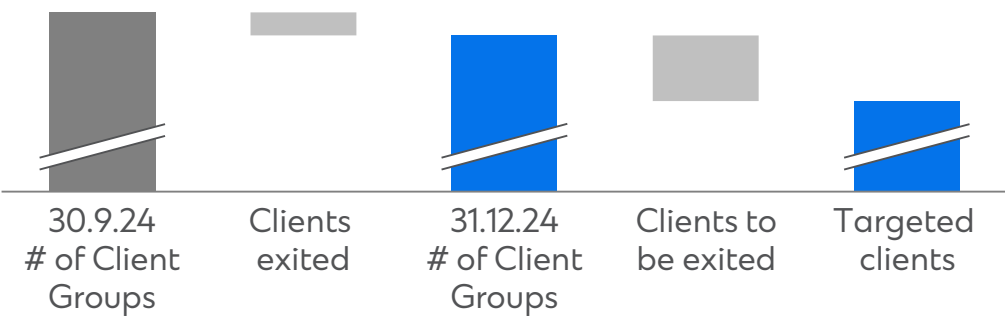
- Continue to optimise RWA over the medium-term
- Income RoRWA to build from 2024 levels



Creating capacity for growth: cost efficiencies

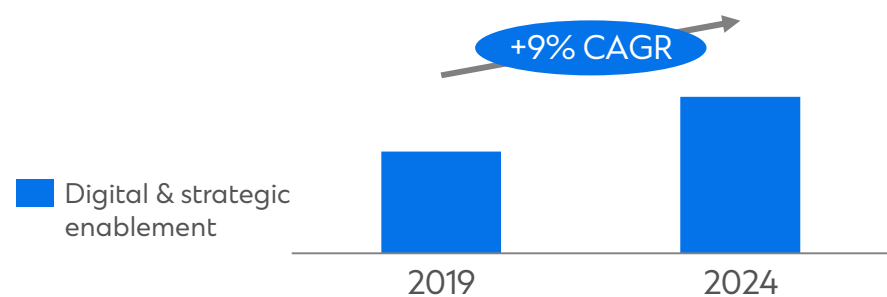
Tail client management

Completed 40% of tail client exit target (~3k)

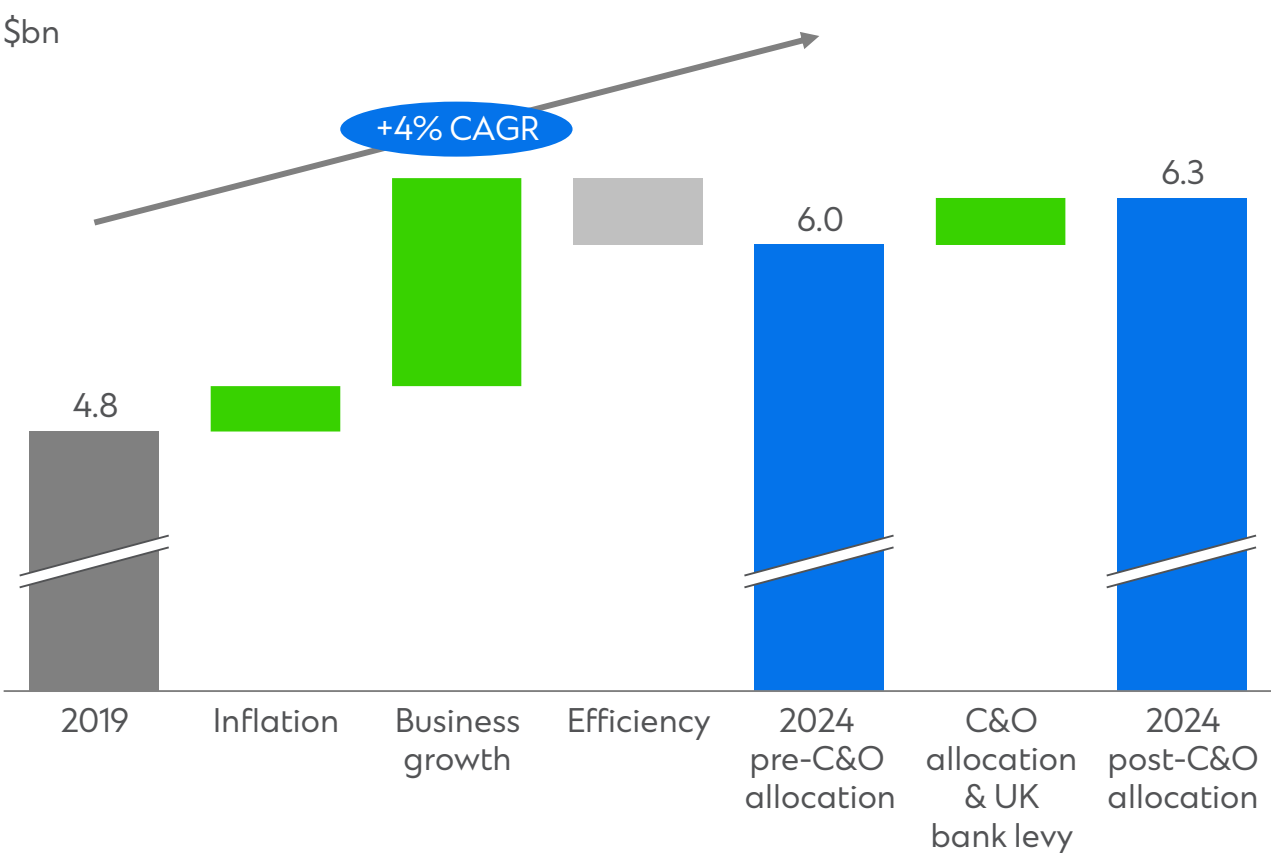


Investments in digital and strategic enablement

Supporting future growth in electronic trading, automation of payment platforms, and delivery of regulatory projects



Continue to make strategic investments while driving positive jaws

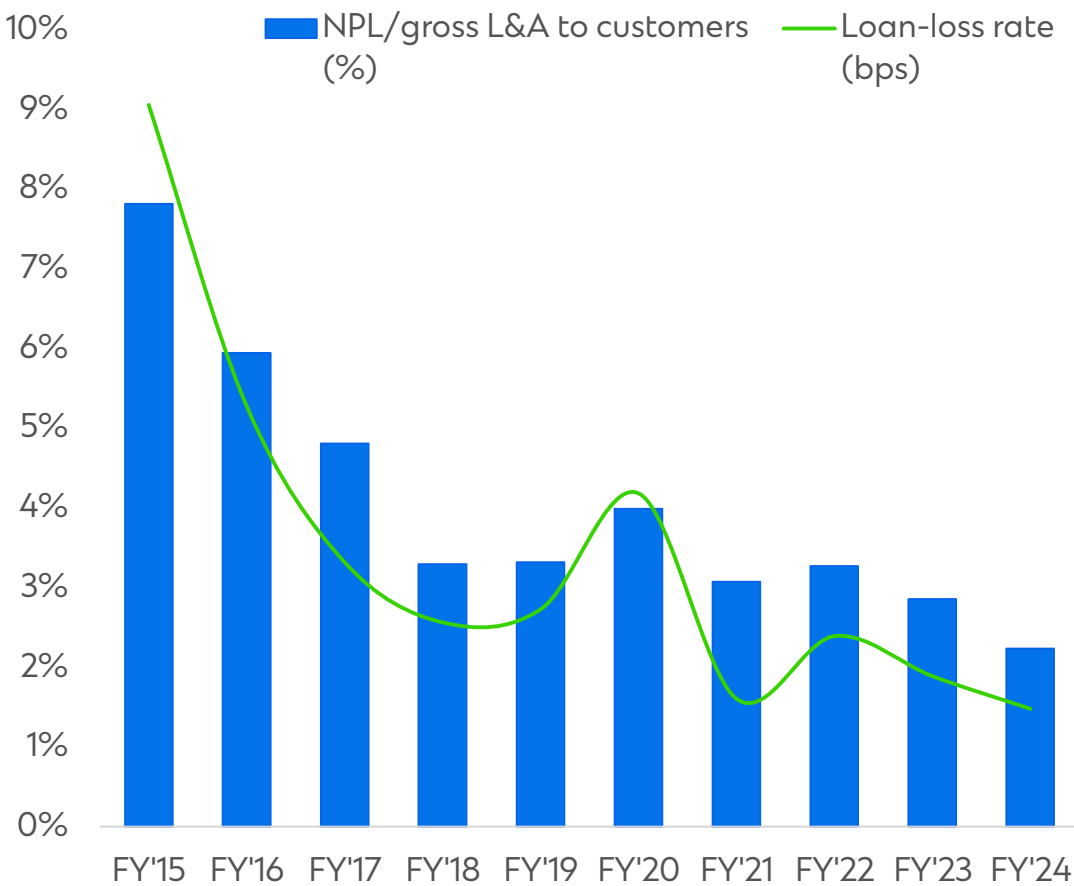


Targeting positive income-to-cost jaws over the medium-term

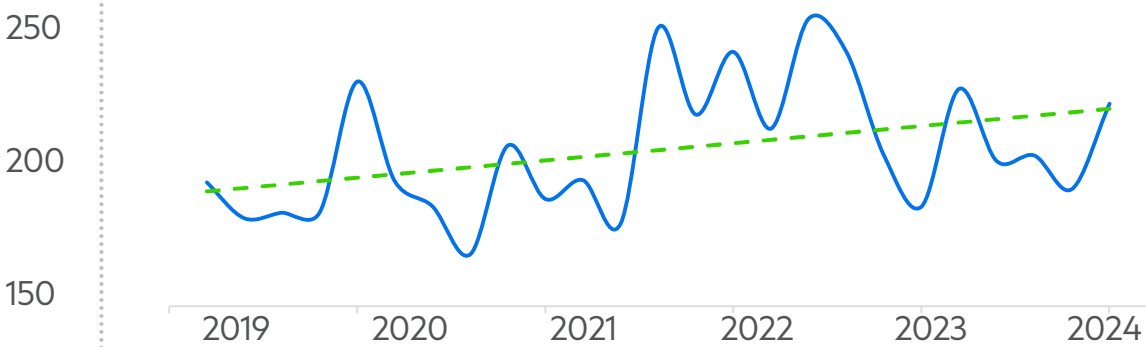


Improved risk profile whilst growing the business

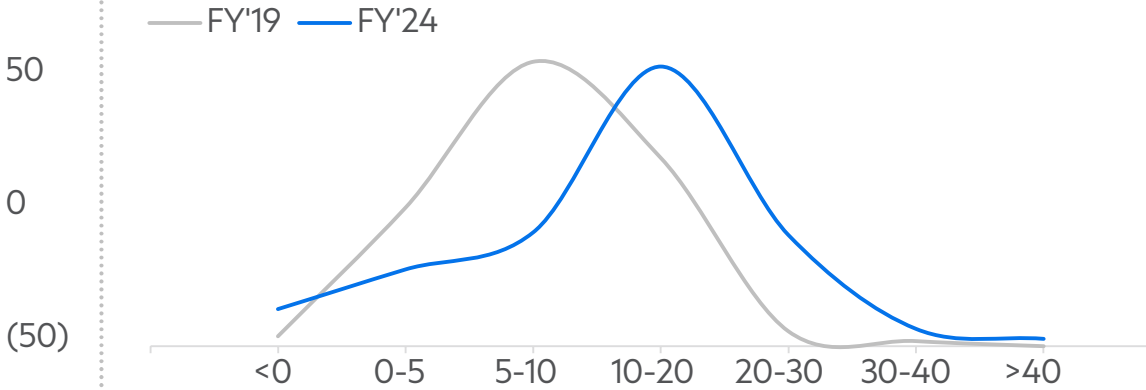
CIB credit risk indicators



Global Markets income / Market risk-weighted assets



Daily Global Markets income (\$m)



Medium-term targets



Income growth at 5-7% CAGR at ccy, excluding rates impact



Positive income-to-cost jaws



Income returns on RWA to build from 2024 levels



Network income ~70% and Financial Institutions income ~60% of CLB income



Achieving our targets

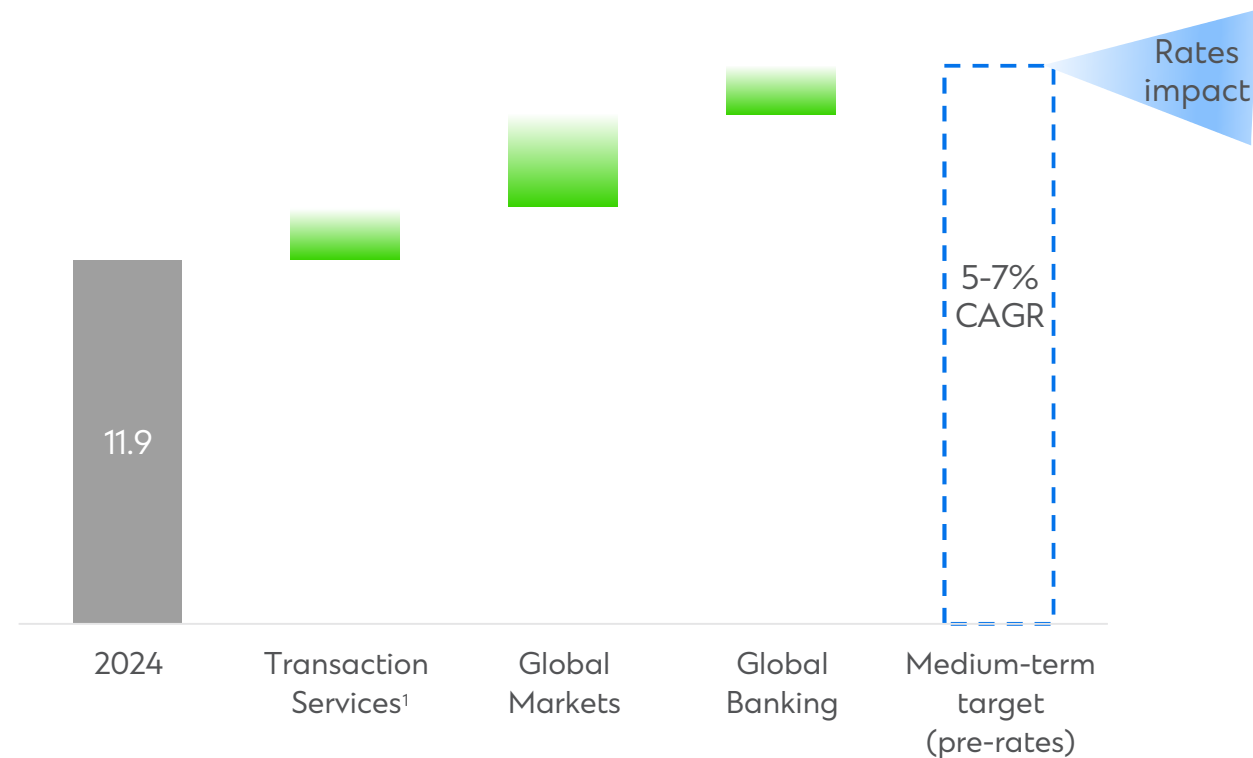
Medium term 5-7% income growth to be driven by underlying business momentum

- Transaction Services from deposits growth and FX cross-sell
- Global Markets from flow business
- Global Banking through origination volume

Remain watchful of the external environment

- Net interest income challenging to grow in 2025
- Tariff related uncertainty
- Targets are over the medium term and may vary year by year
 - Group commitment to positive jaws each year 2024-2026 remains unchanged

CIB income target



Transaction Banking

Michael Spiegel

Global Head, Transaction Banking



Key messages



A full-service Transaction Bank across Asia, Africa and the Middle East, and a major global clearing bank



Unique cross-border capabilities in the fast-growing economies across the network

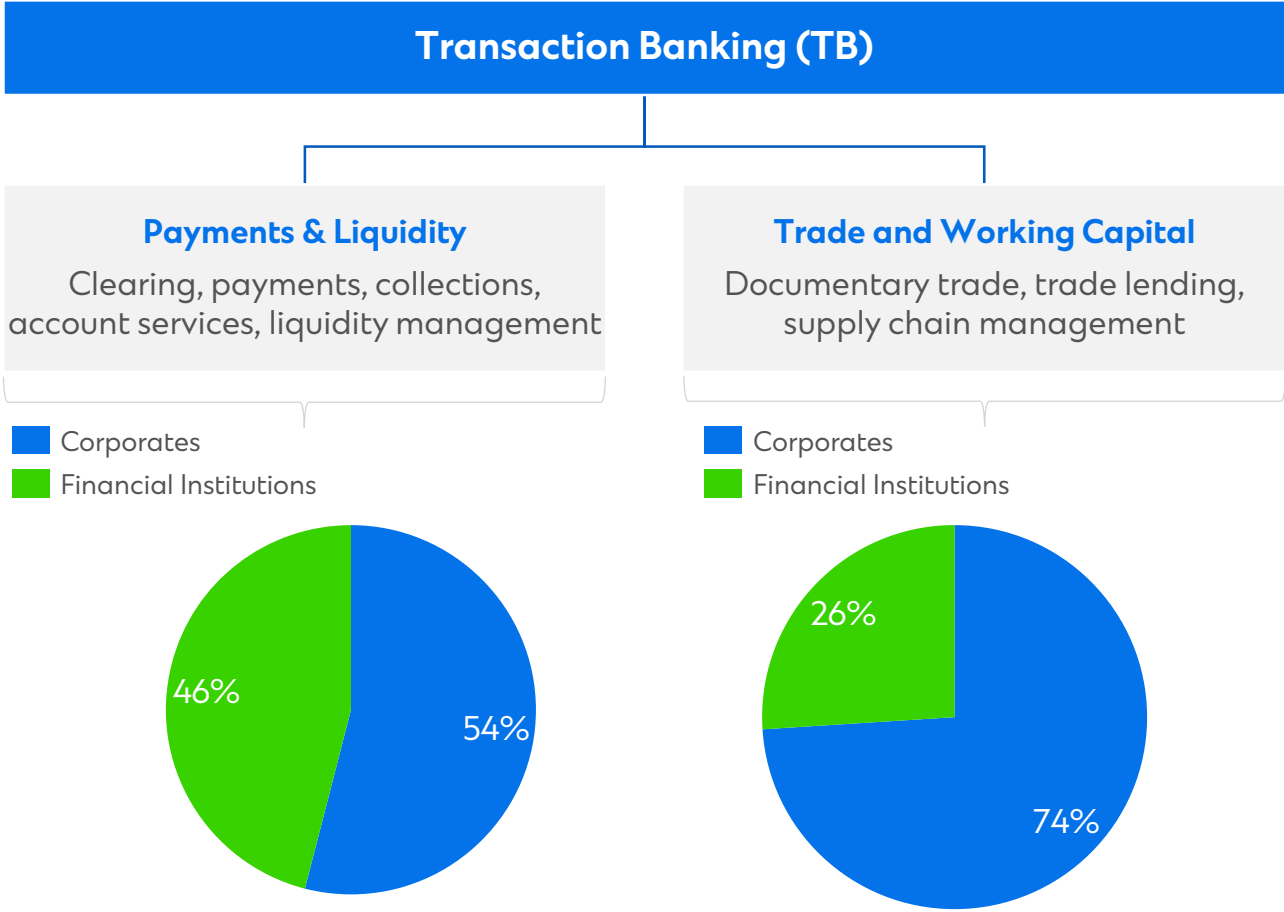


Prioritise investments in digital platforms and emerging technologies

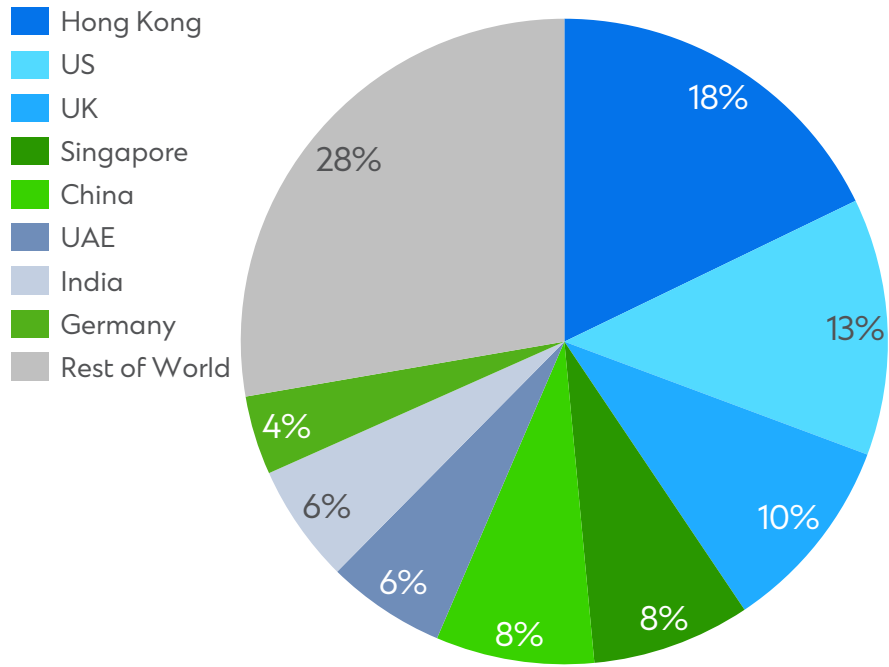


Overview of Transaction Banking

Income (\$bn)

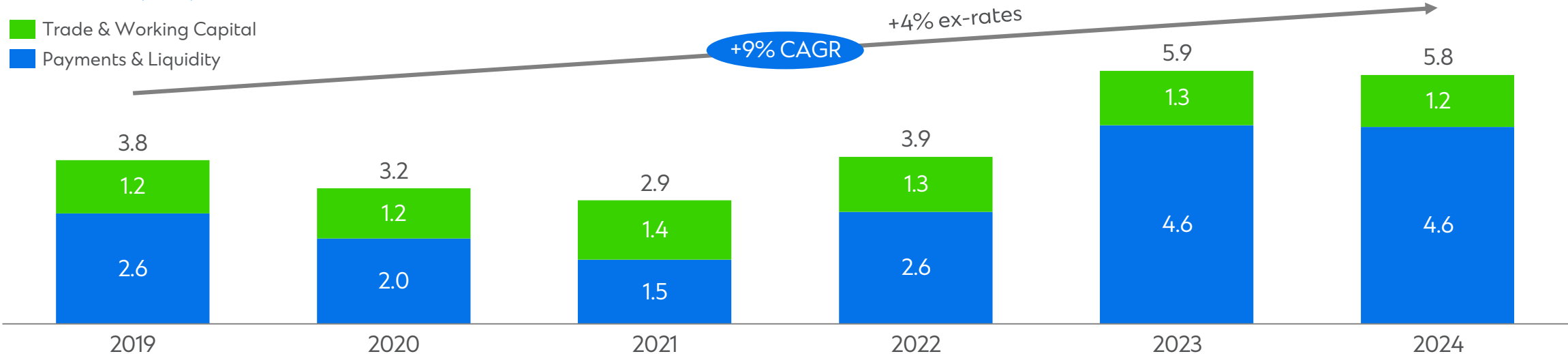


TB income by markets¹

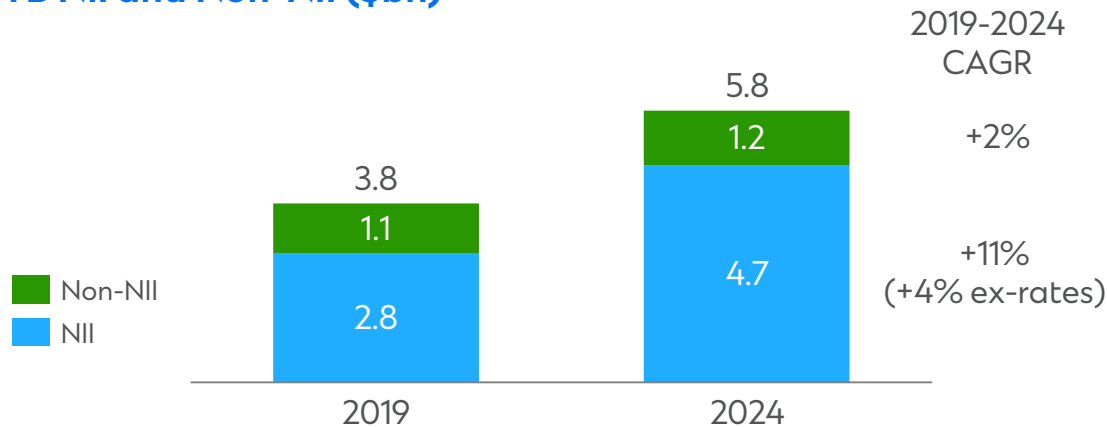


Financial performance

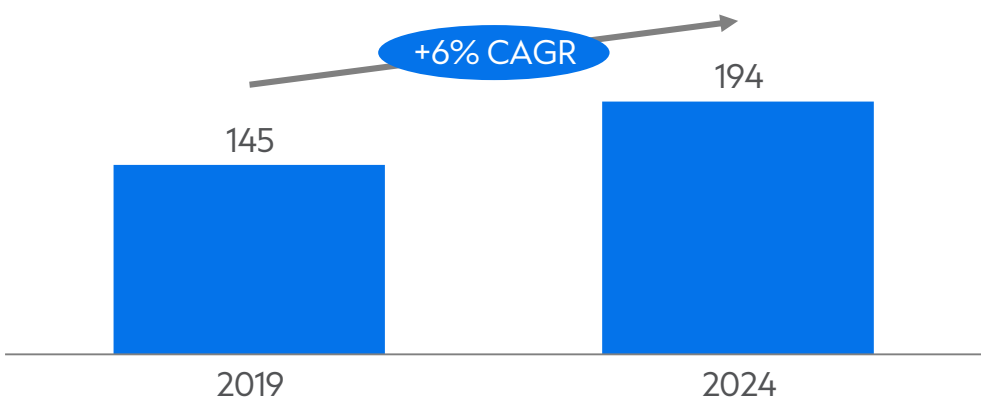
TB income (\$bn)



TB NII and Non-NII (\$bn)




TB CASA avg. deposits (\$bn)



Why clients choose us

Case study

Client	Our proposition
	<ul style="list-style-type: none">• Structured and syndicated deal to support a Chinese renewable energy company through bond and guarantee facility• Mandated Lead Arranger, Sole Structuring Bank, Facility Agent and Fronting Bank Agent
	<ul style="list-style-type: none">• Cash mandate through our deep expertise in complex Asian markets, superior solutions and investment in technology• We also support strategic JVs across various markets in Africa, the Middle East and Europe
	<ul style="list-style-type: none">• Innovative payment solutions in the Aviation industry• Benefiting both airlines and consumers through cost savings, enhanced security, and improved user experience



Meet clients' unique needs

Bespoke structuring and servicing abilities



Market knowledge

Understand nuances across Asia, Africa and the Middle East, while fortifying in Europe and the US



Digitally-enabled solutions

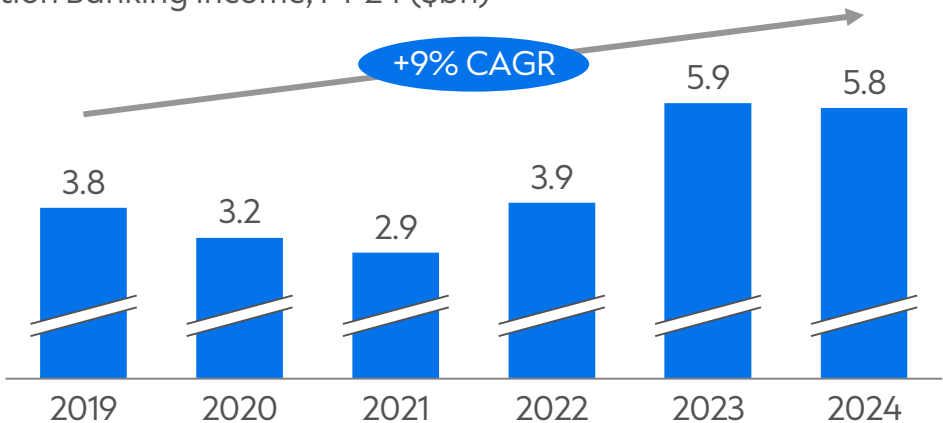
Digital platforms enabling real-time, seamless and user-friendly capabilities



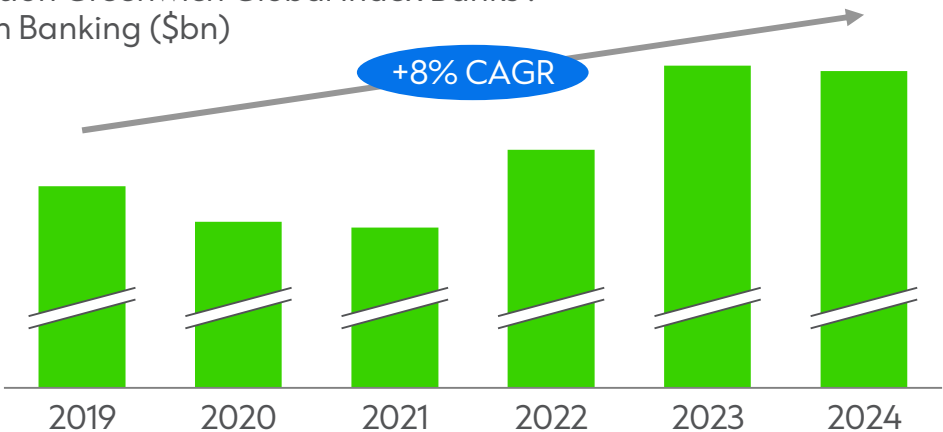
Market share and competitive positioning

Transaction Banking income resilient and in line with market

SC Transaction Banking income, FY'24 (\$bn)



FY'24 Coalition Greenwich Global Index Banks¹:
Transaction Banking (\$bn)



Competitive positioning

Coalition
Greenwich
Competitor
Analytics¹



#2
Transaction Bank in Asia



#2
Global Documentary
Trade

SWIFT MT700
Advising



#1
Global FI Network Trade
Bank²

32 1. Coalition Greenwich Competitor Analytics – FY24. Based on SCB's internal business structure and internal revenue numbers, and the following peer group: BoFA, BARC, BNPP, CITI, DB, HSBC, JPM, SG and WFC. Analysis includes all Institutional Clients and Corporates with annual sales turnover of more than US\$10mn
2. As of FY'24 by value and volume



Key priorities

- 1 Leverage network presence; capitalise on growth opportunities from shifting trade flows
- 2 Competitive payment proposition to drive sustainable growth
- 3 Deploy Trade strategically for cross-sell
- 4 World class digital and integrated client experience

**Transaction Banking
priorities**



1 Leverage network presence; capitalise on growth opportunities

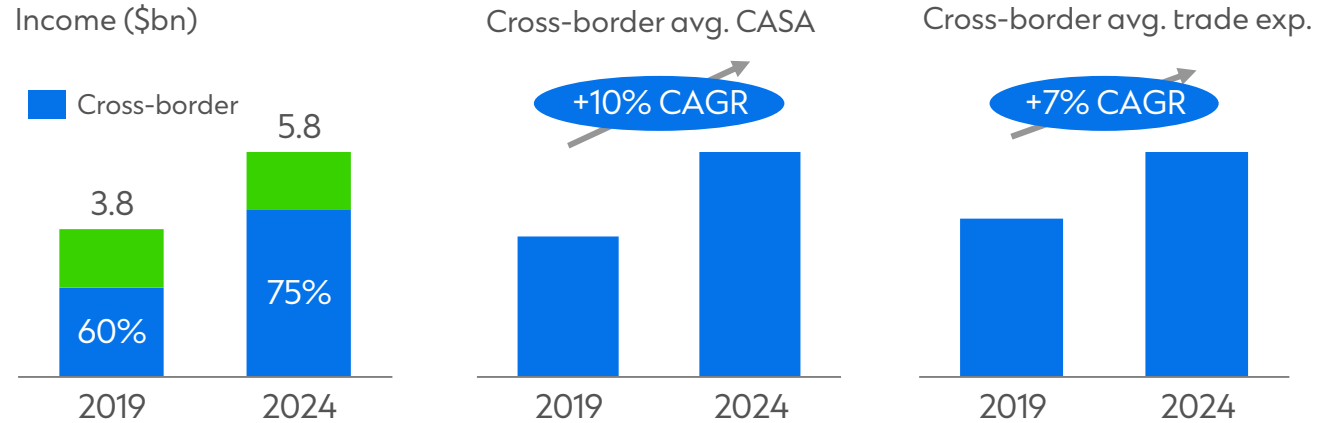


- Cross-border income driving faster growth
 - TB cross-border income 75% of TB income, up 14%pts since 2019
 - Cross-border CASA deposits up 10% CAGR
 - Cross-border Trade exposure up 7% CAGR

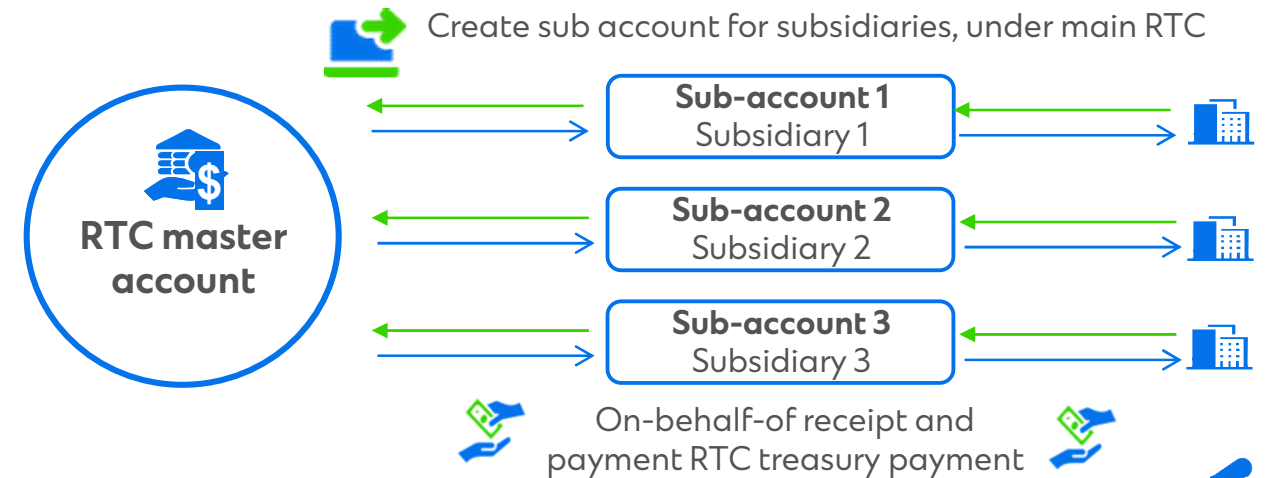
Focus areas:

- Supply chain: well-positioned to support clients as supply chain continues to be reconfigured within our unique network
- RMB denomination: leading RMB-denominated trade and clearing capabilities to meet rising demand

Transaction Banking cross-border performance



Regional Treasury Centres (RTC)



2 Competitive payments proposition to drive sustainable growth




- Top non-US USD clearing bank with strong capabilities across major currencies and many Asian and AME currencies

CIPS **1st foreign bank**
CIPS¹ licence outside of China
to clear offshore RMB

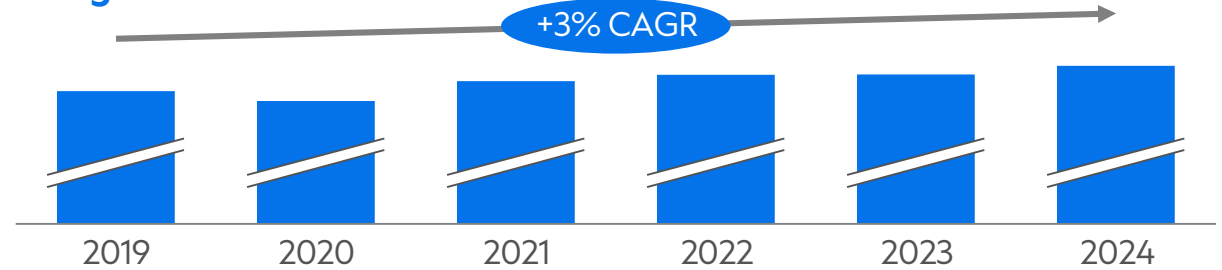
- Self-clearing capabilities in 29 currencies and domestic payment capabilities in 43 markets

Focus areas:

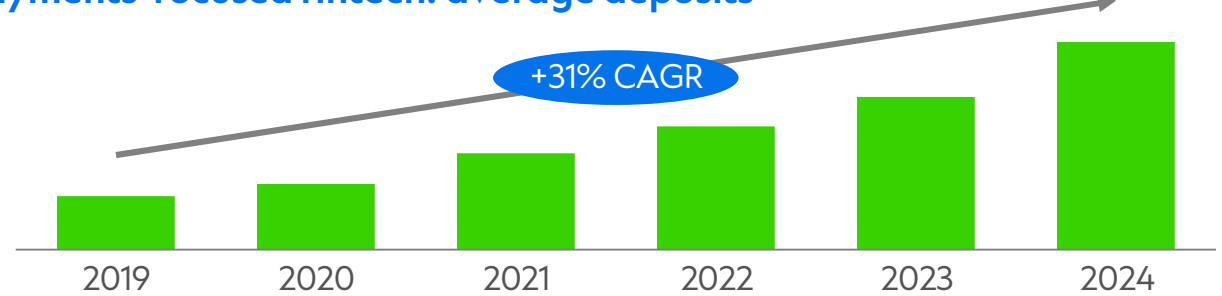
- Growing payment-focused fintech, with cost-effective and integrated settlement capabilities
- Tailored Prism FX proposition, an omni-channel end-to-end digital solution for payables and receivables, for corporates and FI

 **>130 currencies**
via SC Prism FX²

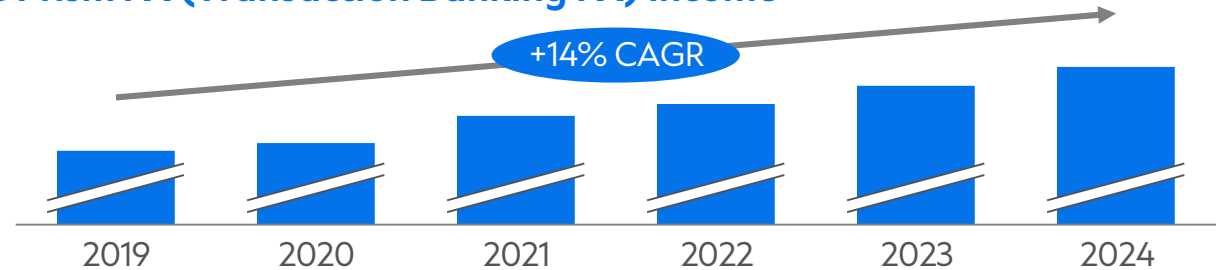
Clearing income



Payments-focused fintech: average deposits



SC Prism FX (Transaction Banking FX) income



3 Deploy Trade strategically for cross-sell

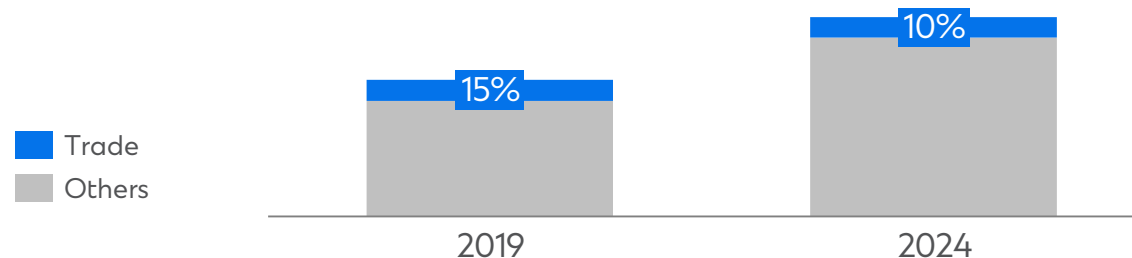


- Reinforced discipline in client selection; exited relationships with limited cross-sell potential
- Leading to enhanced client profile with Investment Grade of Trade exposure of 67%, from 56% in 2019

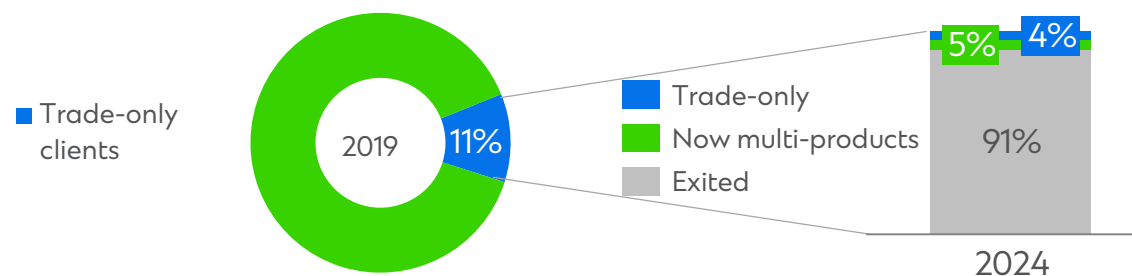
Focus areas:

- Continue to realign Trade to deliver scalable, multi-products, cross-border solutions, that meet the complex needs of global clients
- Offer Trade as an anchor product to enable cross-sell into other products

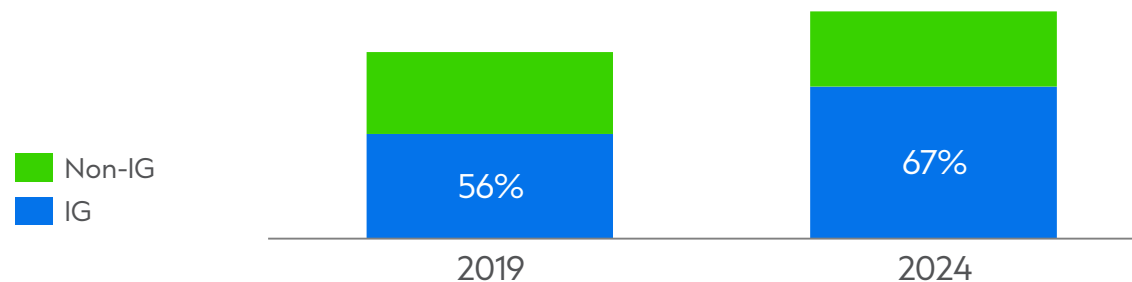
Trade income as a % of CIB Income



Change in Trade only clients¹



Investment Grade % of Trade exposure



4 World class payment platform

SCPay: Future ready platform



Scalable

Micro-services and
cloud native

Digital by design

Straight-through
payments

High volume handling

~2,500 transactions
per second

ISO native

ISO adoption
across markets

Future ready

Connect to blockchain
and fit in with APIs

Live in 28 markets

Supporting >75% of
client payment volumes

24x7 availability

to handle high
payment volumes

Standardisation

Enabling analytics
and reporting

Risk management

Fraud detection and
data quality checks

4 Digital channels – competitive positioning

Components¹



API Access & Connectivity

User experience,
functionality



Mobile Application

User experience,
functionality



Host-to-Host (H2H)

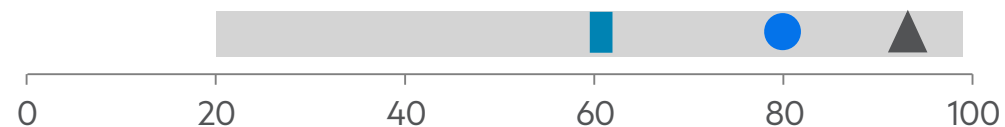
User experience,
functionality



Online Portal

Security, other corporate services,
global capabilities

Peer comparison¹



Peer group range

Peer group mean

SC position

Top 3 mean



Looking ahead

Transaction Banking over the medium-term

Grow operational deposit base, leveraging our payment capabilities and network strength

Improve client experience through efficient digital interfaces

Become the bank of choice for cross-border Transaction Banking solutions



Financing & Securities Services

Margaret Harwood-Jones

Global Head, Financing and Securities Services



Key messages



A leading asset servicing provider for post trade activities



Strong network presence in emerging markets and expanding with focus on FI clients



Continuous investment in digitisation and digital assets



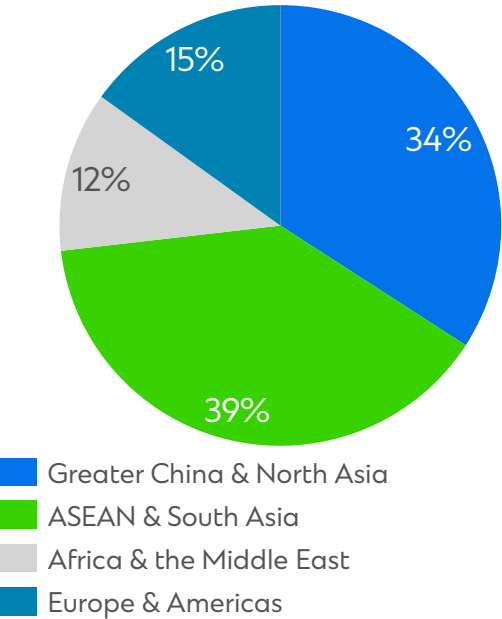
Overview of Financing & Securities Services (FSS)

Full suite of product offerings

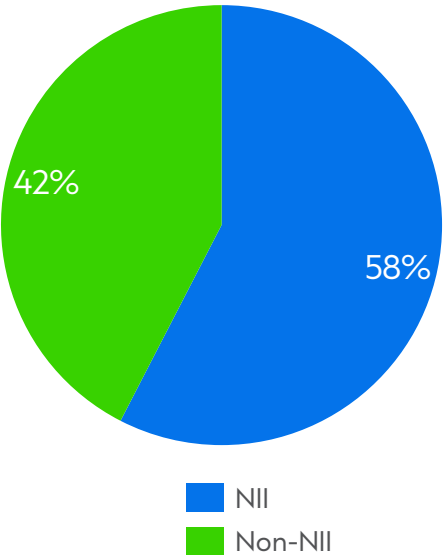
Custody & Clearing	Fiduciary and Fund services	Prime and Financing services
<ul style="list-style-type: none">• Direct & multi-direct custody• Domestic custody• Account operator	<ul style="list-style-type: none">• Fiduciary Services• Fund Administration• Transfer Agency• Compliance Monitoring	<ul style="list-style-type: none">• OTC Clearing• Rates Intermediation• FX Prime Brokerage• Prime Custody

FY'24 FSS income split

By geography



By type



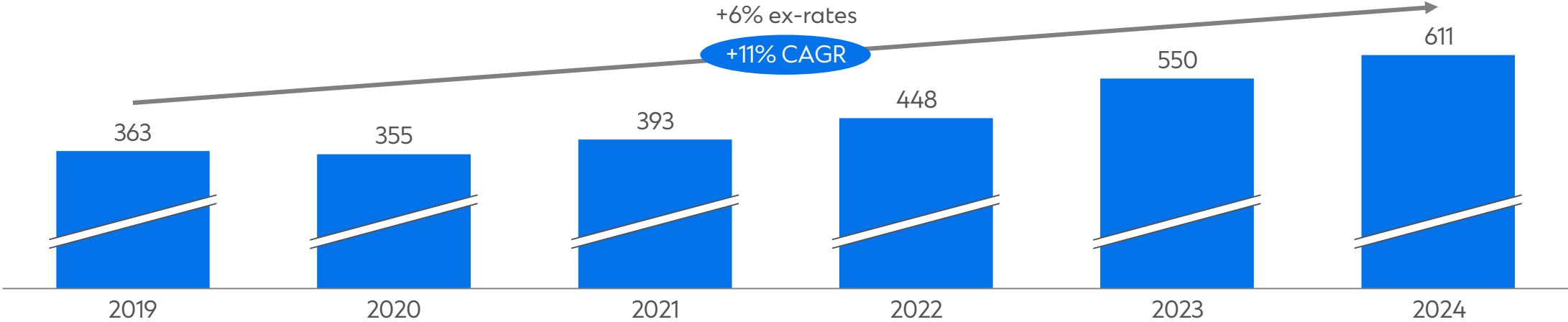
Franchise highlights

40	Custody & Clearing footprint markets
>60	Custody & Clearing non-footprint markets
4	Regional Custody hubs
21	Fund and fiduciary services footprint markets

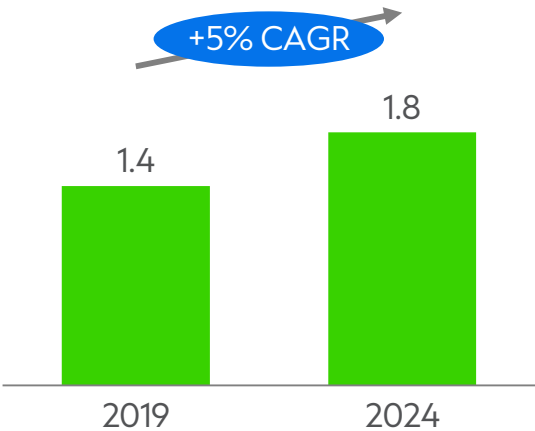


Financial performance

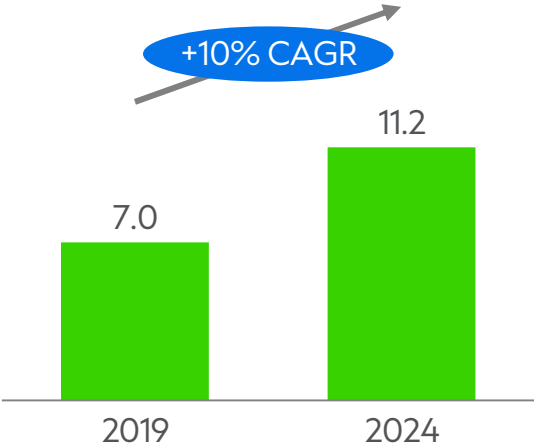
Income (\$m)



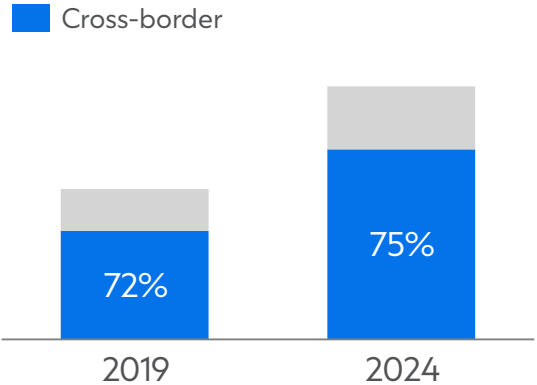
Assets under custody/administration avg. (\$tn)



Custody avg. deposits (\$bn)



Cross-border as a % of FSS income



Why clients choose us



Case study

Client	Our proposition
 J.P.Morgan	<ul style="list-style-type: none"> Strategic partnership providing network expertise in complex markets
 	<ul style="list-style-type: none"> Supported client in launching the first tokenised retail fund in Asia Pacific, providing asset servicing to both digital and real-world assets Working in close partnership to develop digital asset custody
 	<ul style="list-style-type: none"> Asset servicing solutions across markets in Asia Enabling the client, a specialist emerging market hedge fund, to have the ability to access ~100 markets globally



Key priorities

1 Focus on FI clients – Investors & Insurers, and Banks & Broker Dealers

2 Build the digital assets ecosystem

FSS
priorities



1 Focus on FI clients

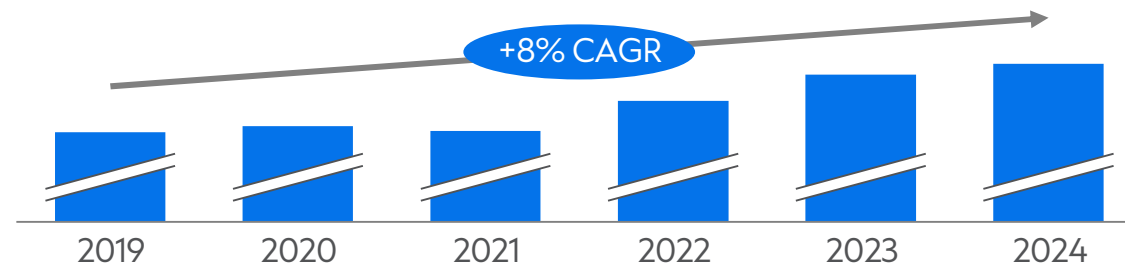


- Servicing client needs in emerging markets
- Client mandates driving growth enabled by product innovation and market advocacy

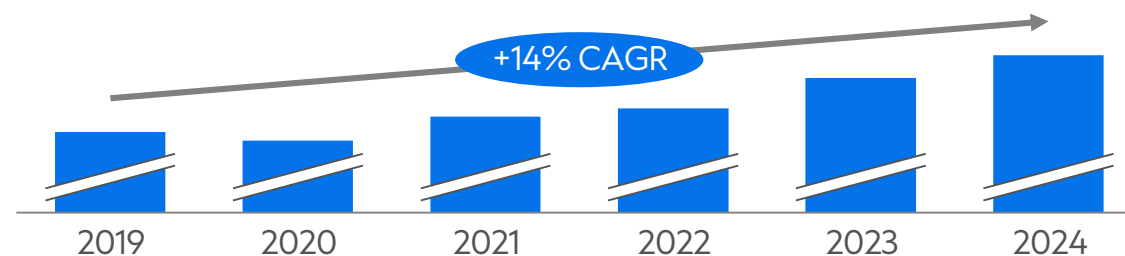
Focus areas:

- Grow Investors & Insurers via new client acquisitions; Banks & Broker Dealers via new market mandates
- Products and data differentiation
 - Intensify digitisation and enable data solutions
 - Broaden ETFs and private markets offerings; lead in digital assets proposition
- Actively assess opportunities to scale securities services business i.e. RBC Trustees Hong Kong acquisition in 2023

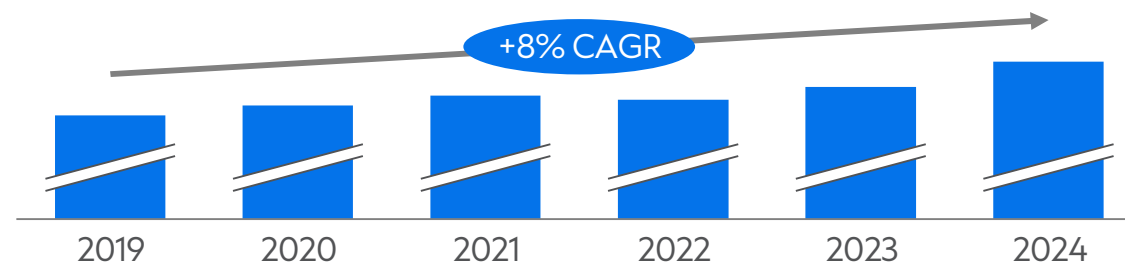
Banks & Broker Dealers income



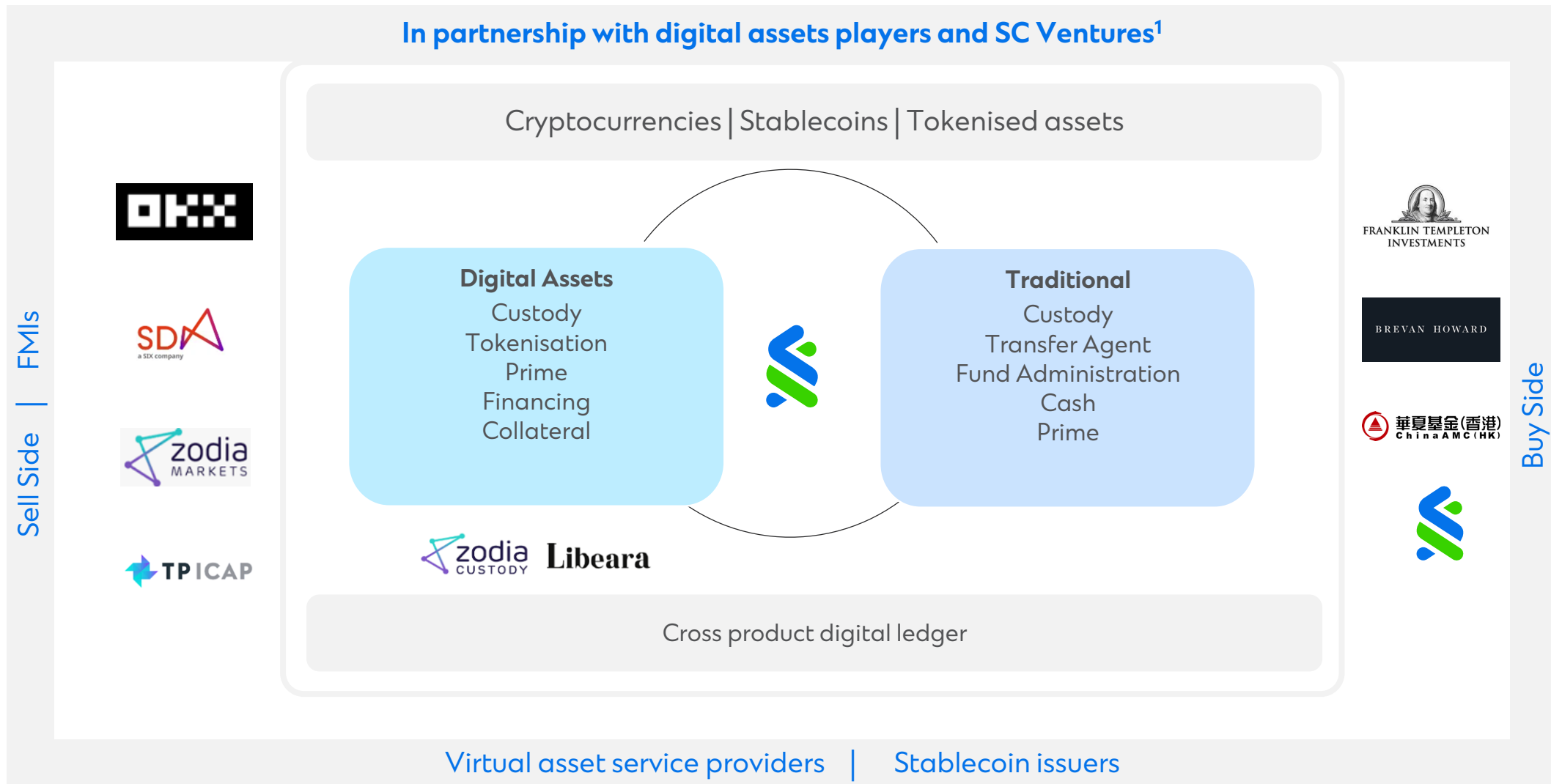
Investors & Insurers income



Custody FX income



2 Build the digital assets ecosystem



Looking ahead

FSS over the medium-term

Build on the network strengths in emerging economies and new corridors

Leverage FI client strengths and deepen client relationships

Build and monetise the digital assets ecosystem

Target AuC growth through FI and network strategies



Global Markets

Tony Hall

Global Head, Trading, Global Markets



Key messages



A top 5 global EM FICC Bank



Leveraging onshore and offshore capabilities to deliver innovative client solutions



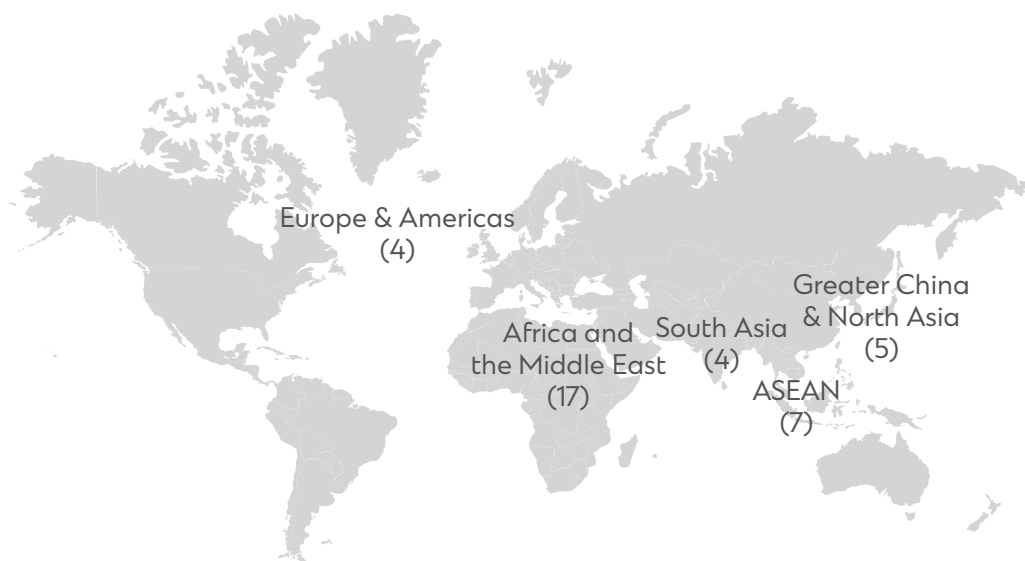
We are investing in digitisation to serve clients more efficiently



Overview of Global Markets

Strategically positioned across EMs

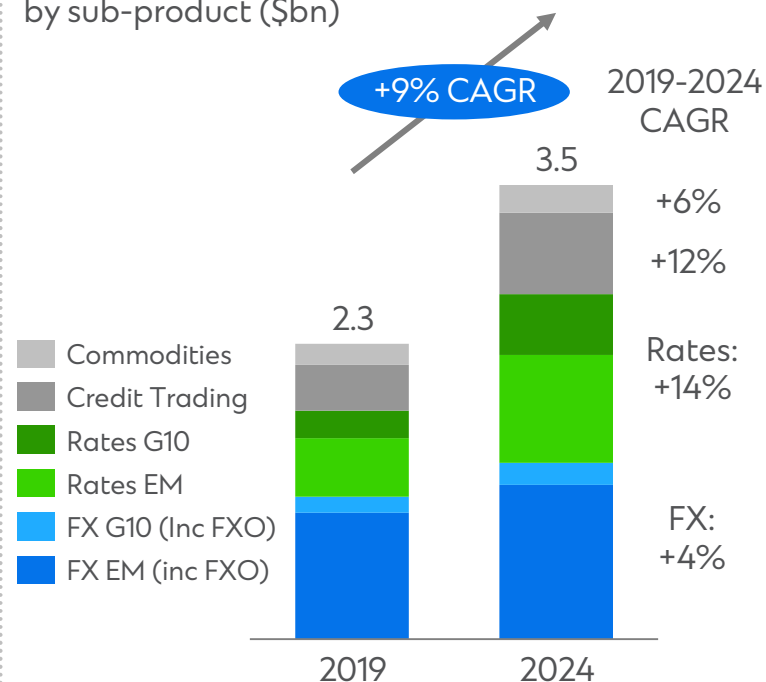
- Unique EM franchise leveraging our global footprint, with onshore presence in 37 markets
- Strategic investments in technology and talents
- Leveraging WRB distribution across high net worth and family offices



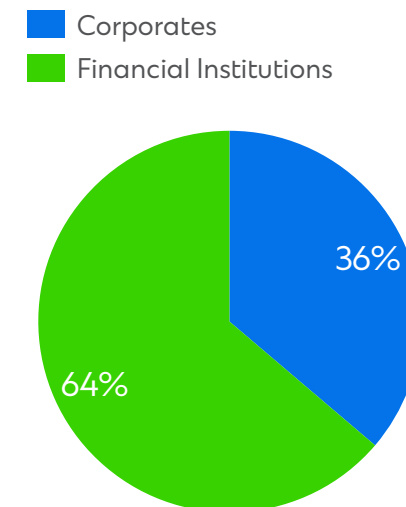
Diversified Global Markets income

- Extensive capabilities across FX, Rates, Commodities & Credit Trading
- Global Markets income up 9% CAGR since 2019
 - Significant increase in Rates income, up ~2x and 14% CAGR
 - Credit Trading income up 12% CAGR with growing offerings in bonds

Global Markets income by sub-product (\$bn)

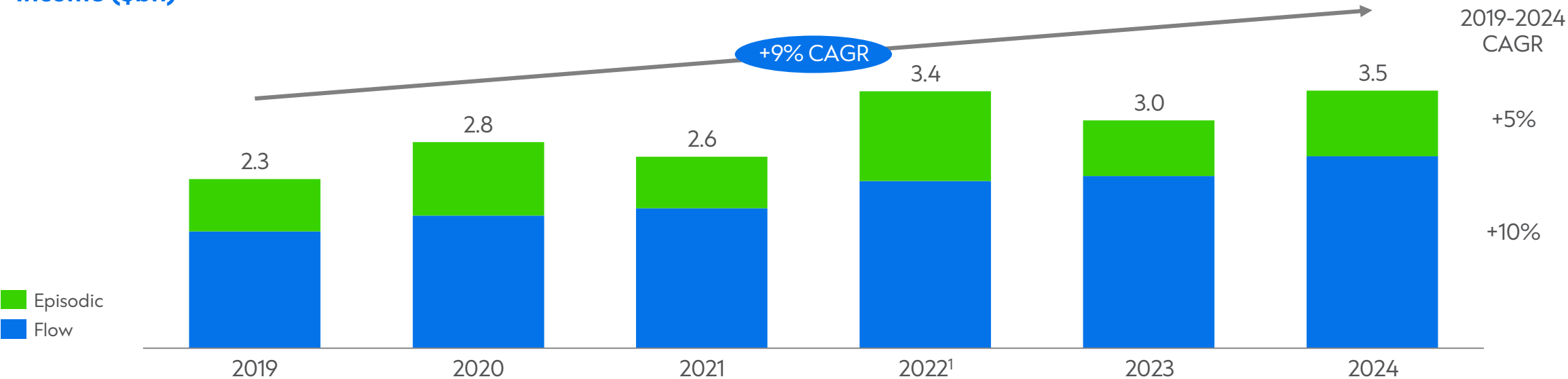


FY'24 Global Markets income by segment

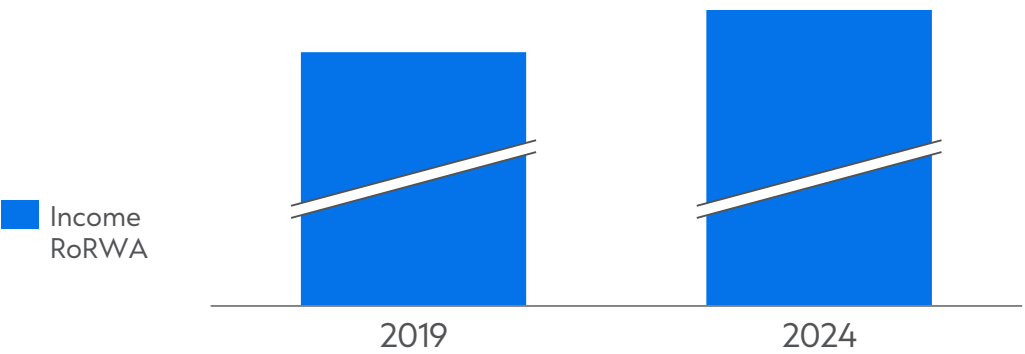


Financial performance

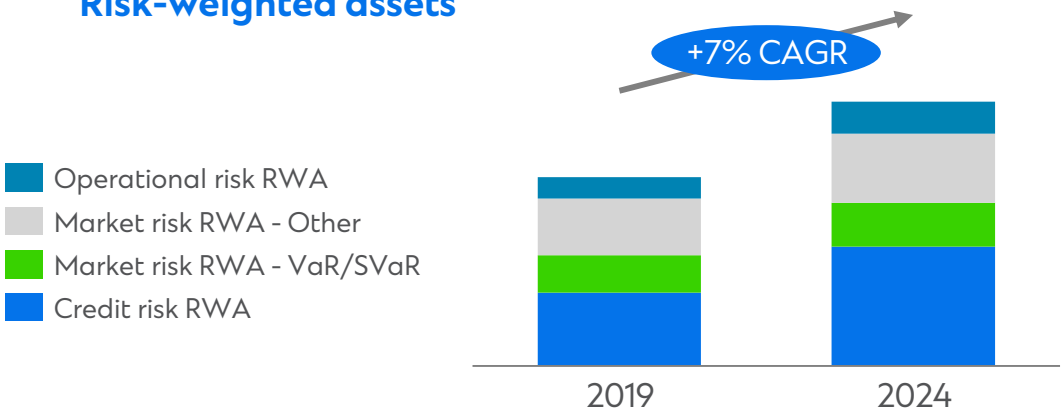
Income (\$bn)



Return on risk-weighted assets



Risk-weighted assets



52 1. 2022 income included \$0.2bn gain of mark-to-market liabilities



Why clients choose us

We provide a full suite of capabilities across risk distribution and bespoke solutions

Global Corporates

Risk origination

Commodities solutions

Trapped cash solutions

Financial Institutions

Risk distribution

Structured credit solutions

Access solutions

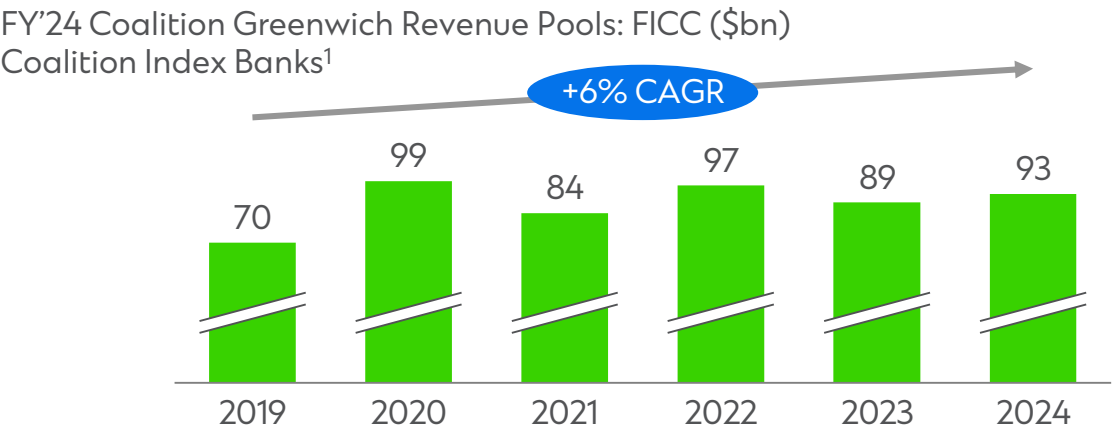
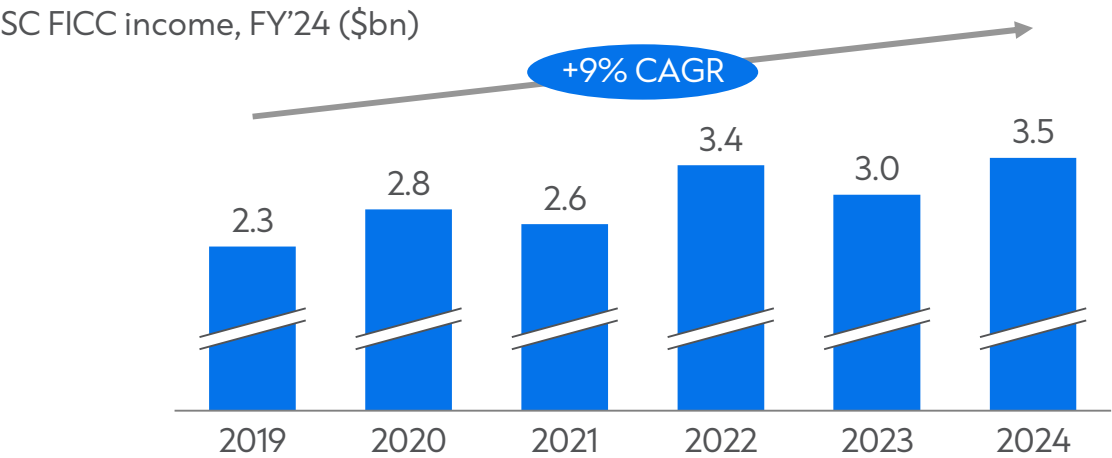
Islamic Finance capabilities

Sustainable Finance expertise

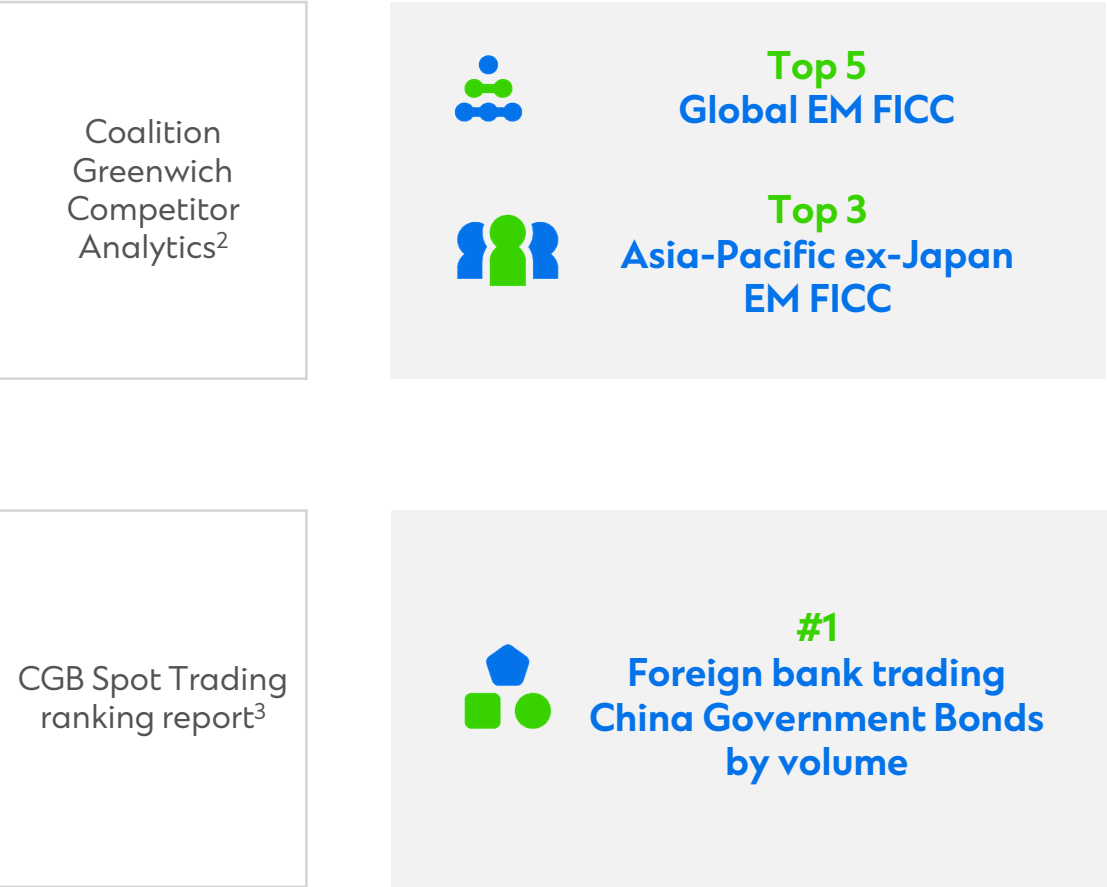


Market share and competitive positioning

Outperforming the market in FICC income



Competitive positioning



54

1. Coalition Greenwich Competitor Analytics – FY24: Based on Coalition Greenwich FICC standard taxonomy and based on the following peer group. FY20-FY24: BofA, BARC, BNPP, CITI, DB, GS, HSBC, JPM, MS, SG, UBS & WF. FY17-FY19: BofA, BARC, BNPP, CITI, CS, DB, GS, HSBC, JPM, MS, SG & UBS

2. Coalition Greenwich Competitor Analytics – FY24. Based on SCB’s internal business structure and internal revenue numbers, and the following peer group: BARC, BNPP, CITI, DB, GS, HSBC, JPM, MS. EM FICC is defined as EM FX, EM Rates & EM Credit

3. Year 2024 China Government Bond (CGB) Spot Trading ranking report from Ministry of Finance



Key priorities

1

Invest in digitisation and client connectivity

2

Grow Financial Institutions franchise

3

Continue to deliver innovative and bespoke solutions

**Global Markets
priorities**



1 Digitisation and client connectivity



- Strengthened digital and client connectivity capability; with digital income up 12% CAGR, led by FX Options and Rates offering
 - Good increase in FX digital volumes
- Overall proprietary platforms income up 15% CAGR since 2019
 - Established SC Markets – a fast and flexible digital solution, providing unrivalled access to liquidity across markets
 - Launched SCALE, the bank's foreign exchange (FX) API service

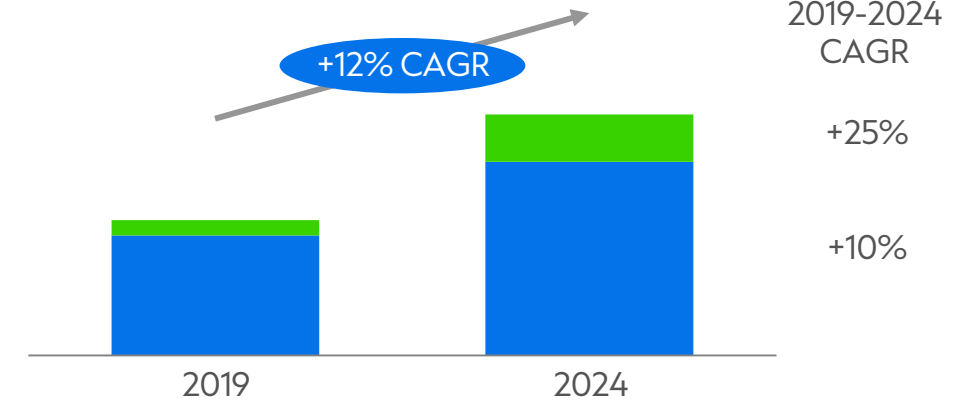
Focus areas:

- Enhance pricing engines and algorithmic trading capabilities
- Improve straight-through-processing across trade lifecycle
- Continue to invest in SC Markets to bring all asset classes to clients

Digital income¹

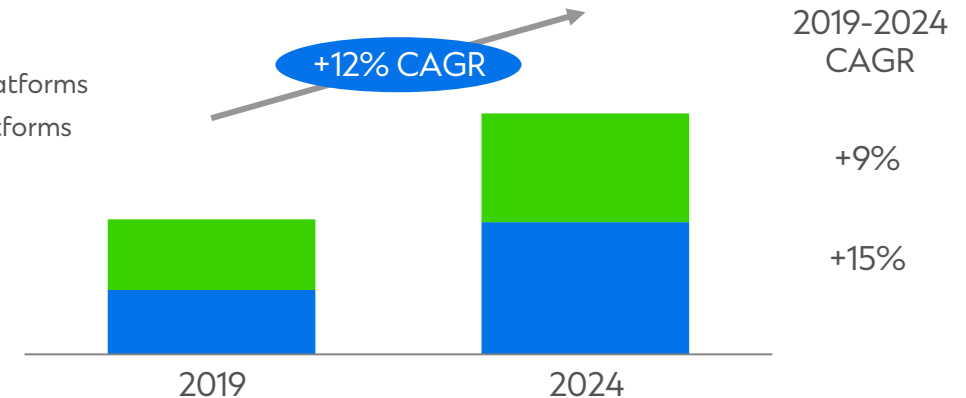
By product

- Others
- FX cash



By channel

- Multi-dealer platforms
- Proprietary platforms



2 Grow Financial Institutions franchise

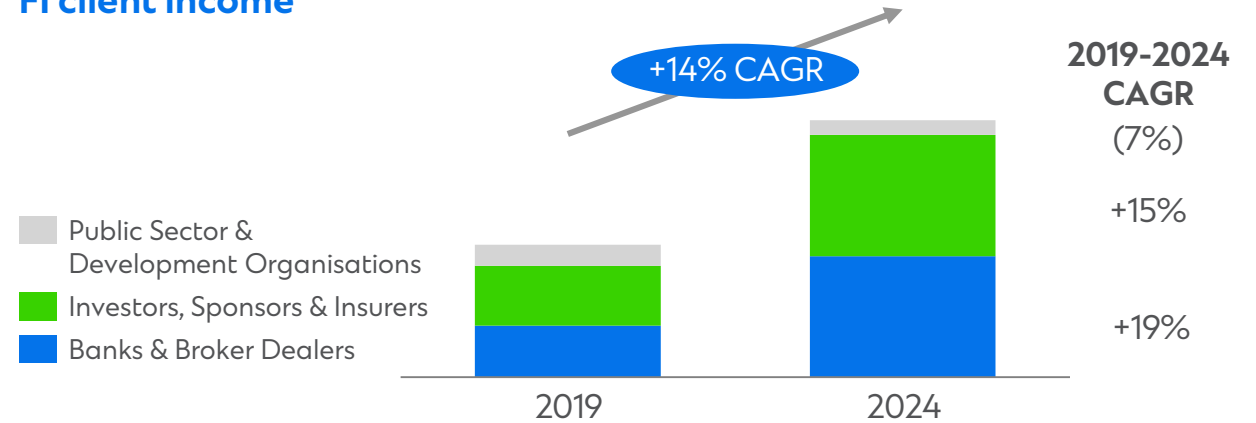


- Global Markets Financial Institutions income up 14% CAGR since 2019
 - Focus on banks & broker dealers, as well as clients within investors, sponsors and insurers group
- Significantly up-tiered top-100 FI clients
 - # of clients generating >\$5m income per client increased ~3x
 - # of clients generating \$3m – \$5m income per client more than doubled

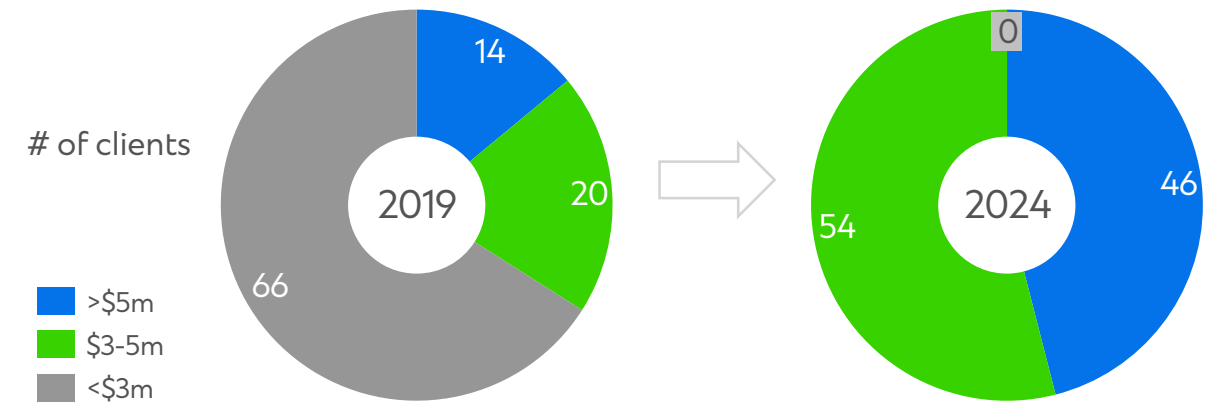
Focus areas:

- Diversify and deepen top client relationships
- Leverage credit trading and structured financing solutions
- Grow relationship with Private Banks and wealth clients

FI client income



Top 100 FI clients split by income per client





3 Deliver innovative and bespoke solutions

- Full range of asset side and liability side solutions for corporate and FI requirements
- Yield enhancement, market access, risk management, structured financing and physical commodities
- Bringing developed market solutions to clients across the network and local market risk access to client base globally

Focus areas:

- Structured solution offerings to broader client base to increase market share
- Expand capabilities in structured Islamic and Sustainable Finance
- Local market risk origination with distribution to Europe and Americas investor clients
- Automation of structured notes issuance to support internal and external private wealth clients

Case study

Client	Our proposition	Client outcome
 <p>Clients seeking to increase exposure to emerging and frontier markets</p>	<ul style="list-style-type: none"> • Research, Sales & Trading team provides exhaustive due-diligence in local markets 	 <p>Cost effective access to return on assets via a total return swap</p>
	<ul style="list-style-type: none"> • Engage with relevant monetary authorities on behalf of clients for issuance of assets 	
	<ul style="list-style-type: none"> • Leverage trading expertise to execute transaction across frontier markets 	
	<ul style="list-style-type: none"> • Risk management solutions 	

Looking ahead

Global Markets over the medium-term

Grow flow income
through digitisation

Deepen Financial
Institution client
relationships

Become top 3
Global EM FICC Bank



Global Banking

Henrik Raber

Global Head, Global Banking



Key messages



An integrated platform for end-to-end financing and advisory



Enhanced client profile enabled by improved product offering



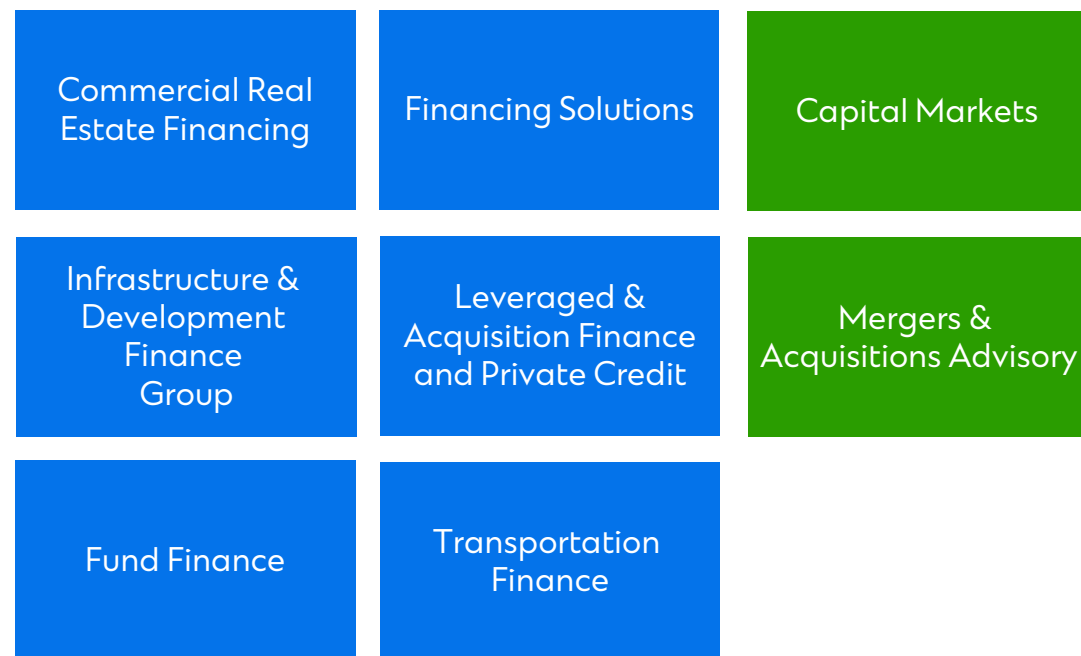
Poised to capture growth in Infrastructure, Sponsors, and Sustainable Finance



Overview of Global Banking

Comprehensive solutions

- 8 product verticals with comprehensive financing and advisory solutions
- Expertise for Corporate and FI needs across the capital structure



■ Lending and Financial Solutions ■ Capital Markets & Advisory

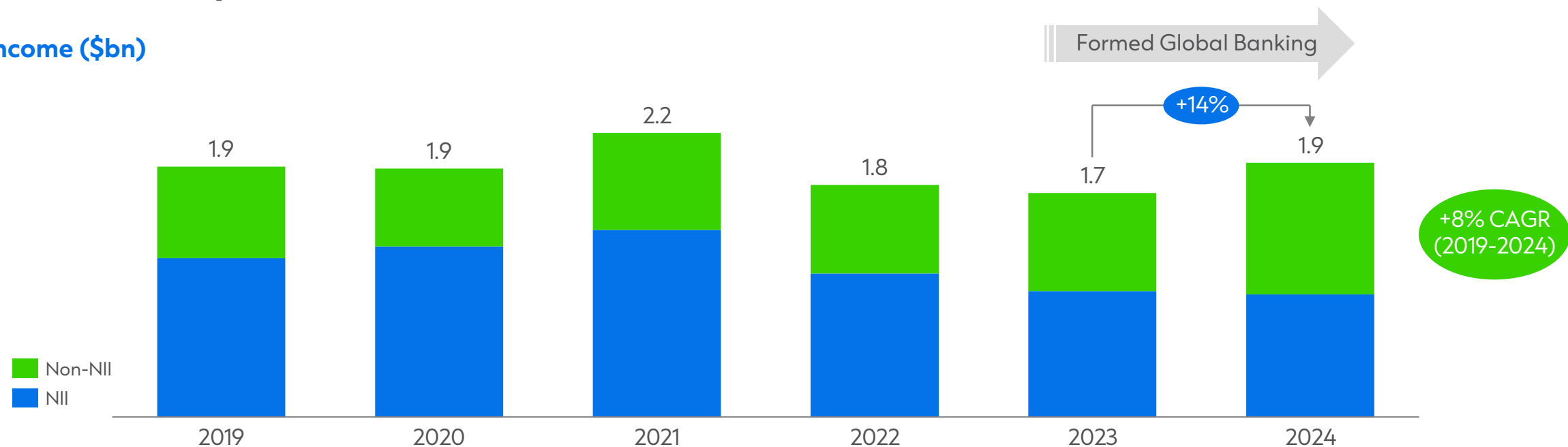
Leveraging unique network capabilities across multiple markets

- Bankers based in >20 markets globally

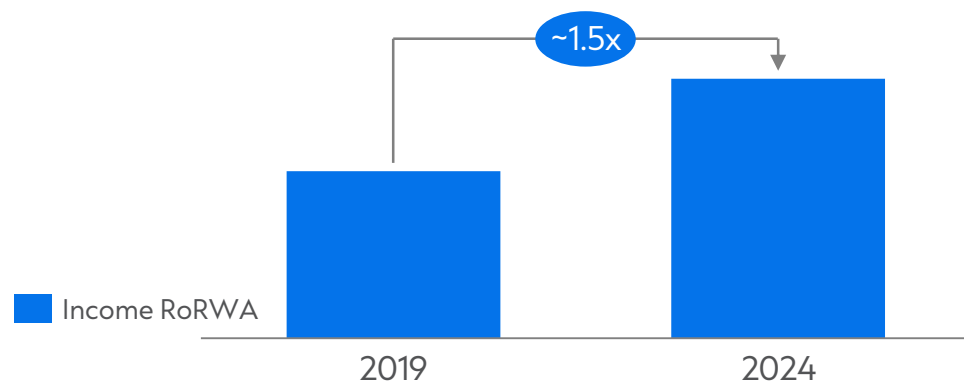


Financial performance

Income (\$bn)

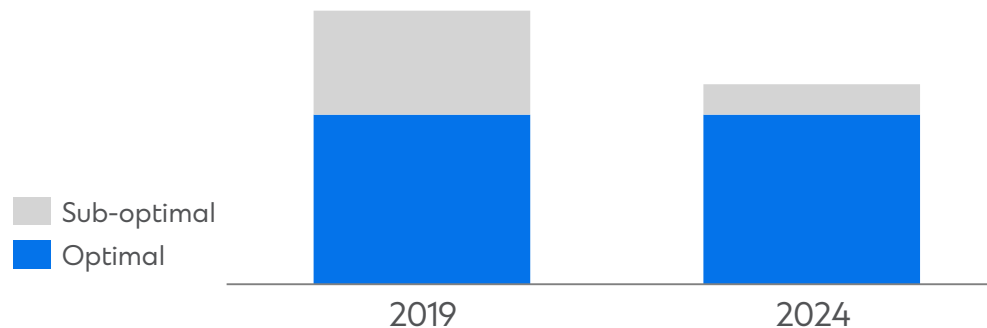


Return on risk-weighted assets



Risk-weighted assets



Suboptimal RWA down ~70% since 2019



Why clients choose us



Case study

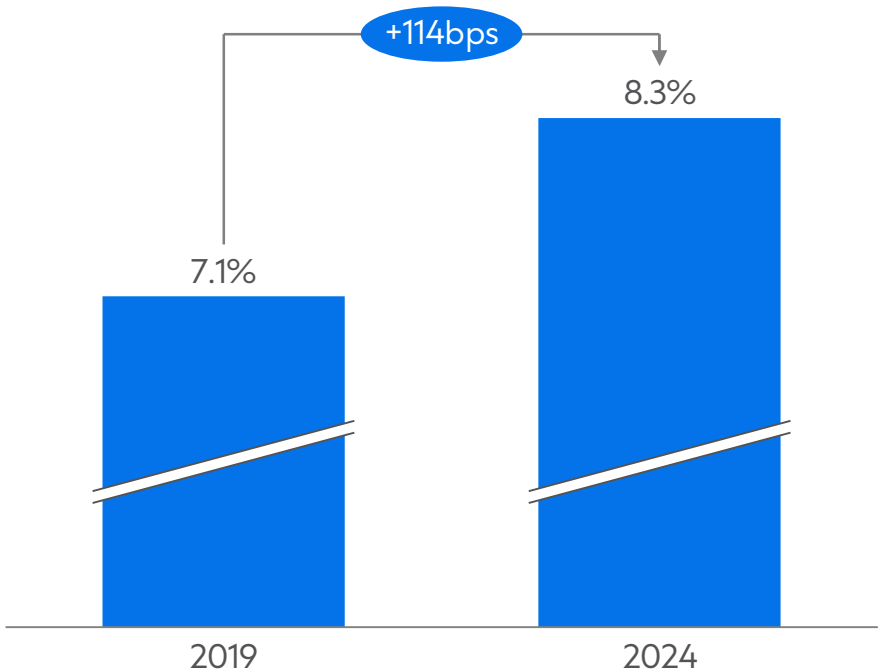
Client	Our proposition	Client outcome
 A leading global e-commerce client looking to expand into Taiwan	<ul style="list-style-type: none">Supported the client by lead-arranging client's debut syndicated loan in Asia, a local currency facilityNew funding avenue and diversified financing sources, supporting its active expansion in AsiaDebut local currency syndication for one of the largest retailers in Asia	 Cost effective access to funding requirements in Asia



Market share and competitive positioning

Syndicated Loans

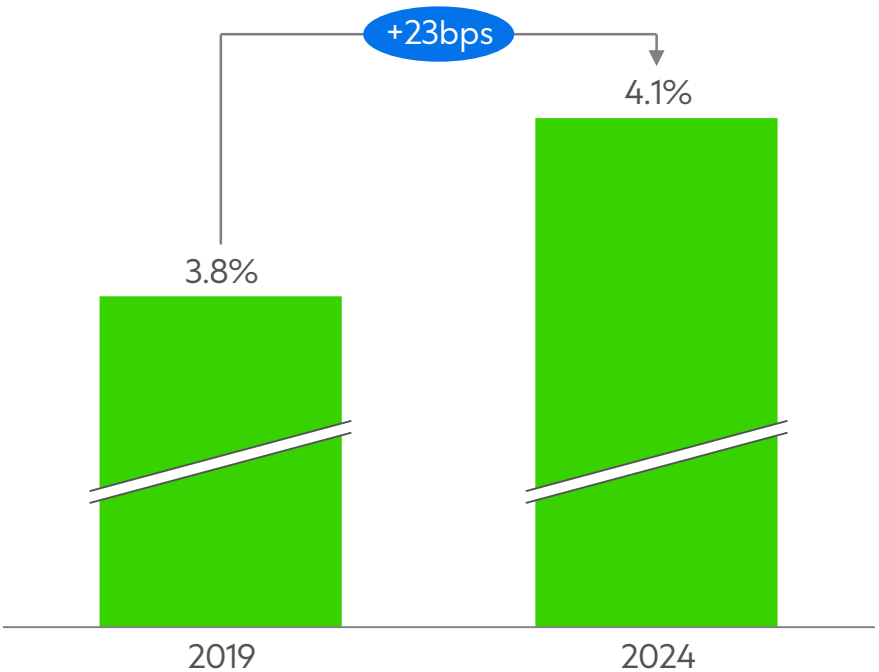
Footprint market share¹



Footprint league table standings	#1	#1
----------------------------------	----	----

IG bond issuances

Footprint market share¹



Footprint league table standings	#4	#3
----------------------------------	----	----



Key priorities

1

Originate-to-Distribute (O2D)

2

Infrastructure and Sustainable Finance

3

Financial Sponsors

**Global Banking
priorities**



1 Originate-to-Distribute (O2D)

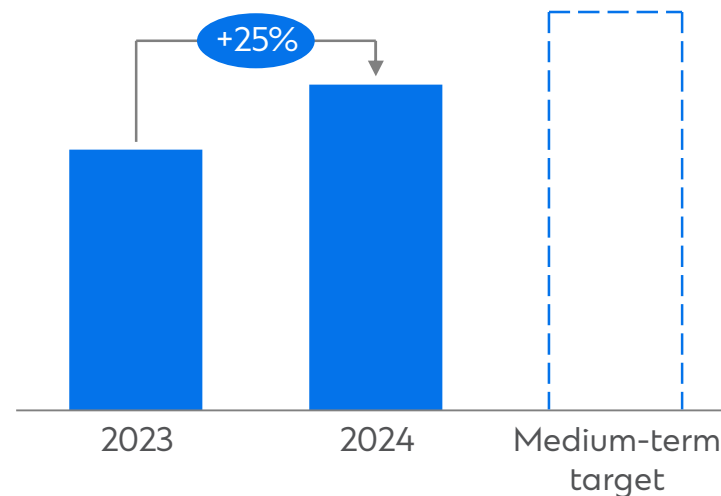


- Integrated platform for O2D to achieve a high returning business
- Effective risk management with Loans and Bond Syndicate, Trade Finance and Credit Insurance under one umbrella

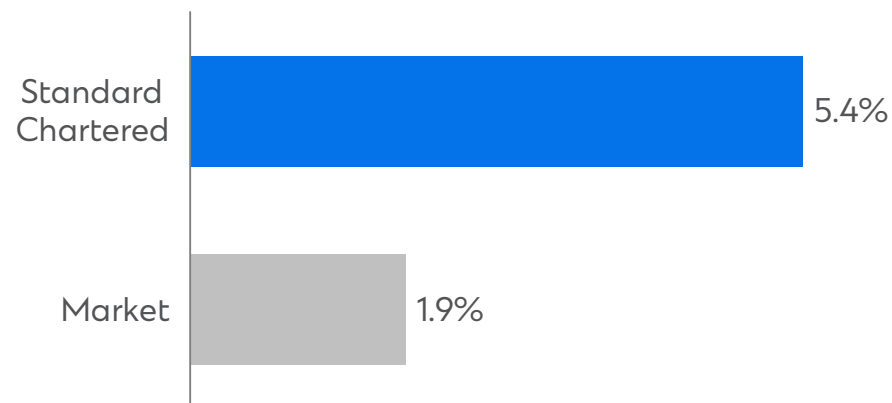
Focus areas:

- De-risk low returning assets and redeploy schedule roll-offs to higher return business
- Grow asset book through higher origination volumes while increasing balance sheet velocity

Origination volume



Syndicated volume¹ 2019-2024 CAGR



2 Infrastructure and Sustainable Finance

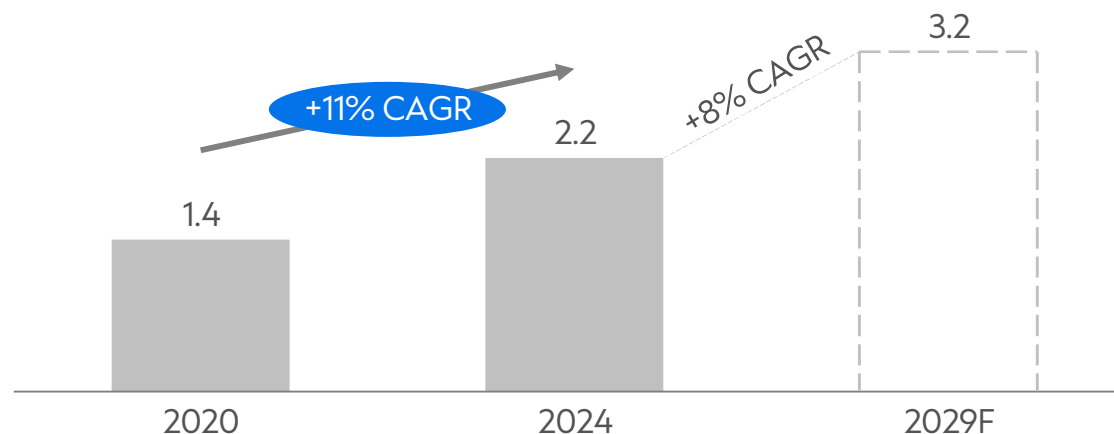


- Deep expertise in complex project financing and capturing entire value chain
- Diversified exposure with innovative products and a warehouse
- Broad client mix; private credit partnership with Apollo

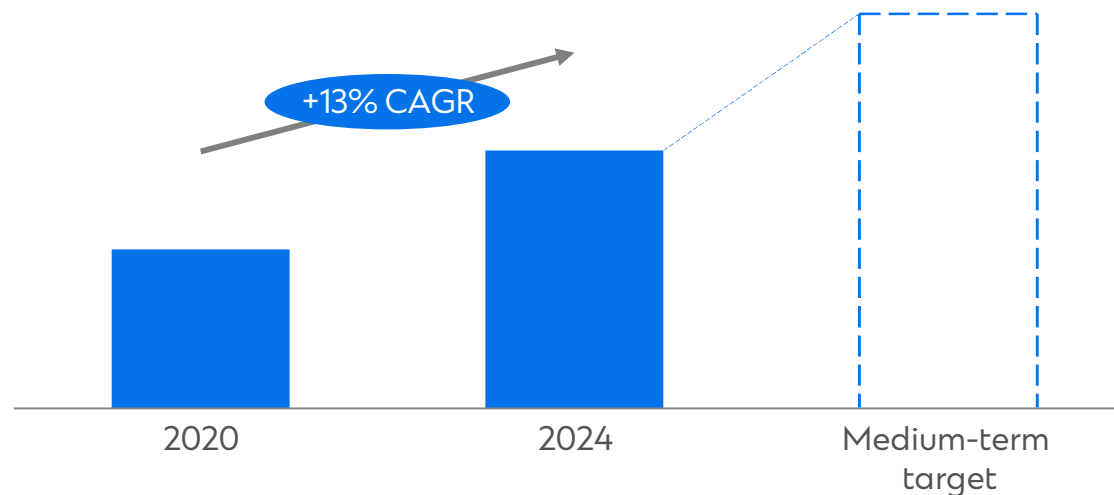
Focus areas:

- Focus on new technologies and continue to expand in the West, entering frontier markets
- Support emerging markets energy transitions and capture transition finance opportunities

Global Infrastructure capital deployed¹ and forecast² (\$tn)



Global Banking Infrastructure Finance income



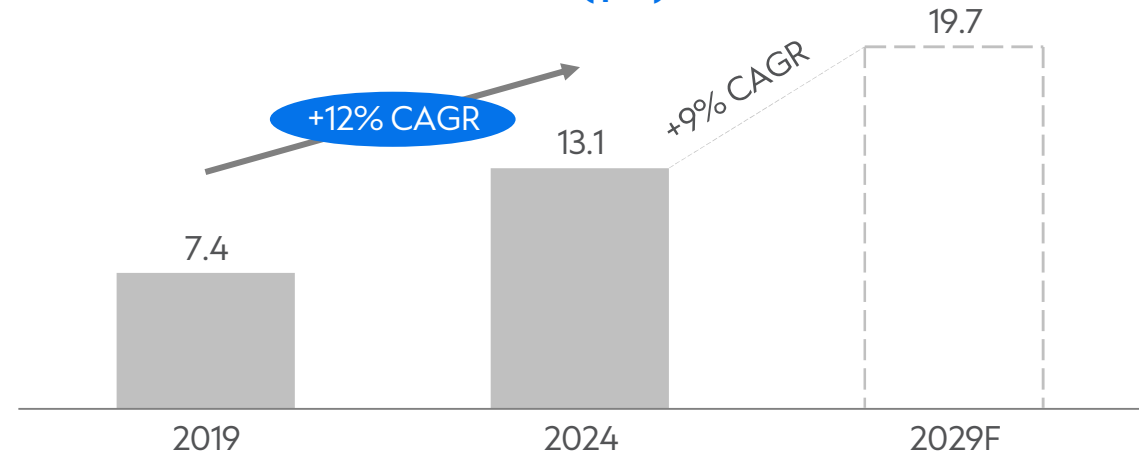
3 Financial Sponsors

- Growth driver with big fee pools and higher returns, aligned to CIB strategy of growing FI income share
- Income growth from strategic moves to deepen relevance with global sponsor clients

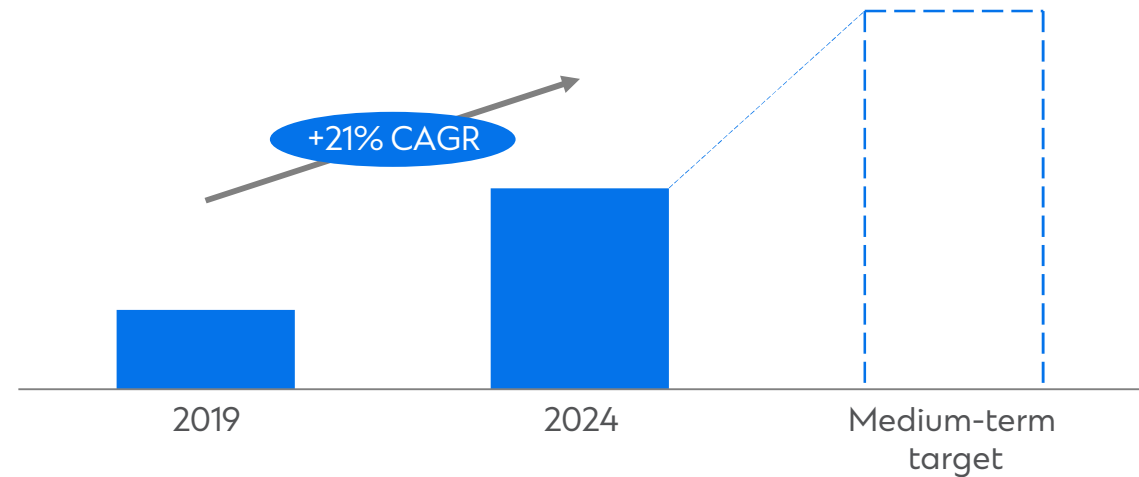
Focus areas:

- Re-organise coverage model to form a dedicated Sponsor coverage team and invest in talents with the right skillsets
- Originate and cross-sell across Sponsors' global wallets that fit our network

Private Markets AUM estimates¹ (\$tn)



Global Banking Sponsors client income



Looking ahead

Global Banking over the medium-term

Increase origination
volumes to retain footprint
market share leadership

Grow client wallet and
Financial Institutions

Continue to enhance
returns by redeploying
suboptimal assets and
increasing O2D velocity



Closing remarks

Roberto Hoornweg

Co-Head CIB and CEO Europe and Americas, and Middle East and Africa



Key takeaways



CIB competes at the highest level across our diversified markets



We connect corporate and financial institution clients to a unique network that offers access to growth opportunities



We thrive in a changing environment, helping clients navigate the world's most dynamic markets



We will deliver 5-7% income growth, excluding rates impact; positive jaws; income RoRWA to build from 2024 levels



Appendices



Global Markets: flow and episodic income definition

	Typical characteristics	Typical products
Episodic Income	<p>Duration, event & MTM driven</p> <p>Income >\$500k</p> <ul style="list-style-type: none"> • Issuance related • Long dated • Sizeable market & credit risk • MTM movements on open risk 	<ul style="list-style-type: none"> • Deal Contingents • Total Return Swaps • Credit Linked Notes • Cross Currency Swaps • Structured Financing Solutions
Flow Income	<p>Liquidity & Exposure Management</p> <p>Income <\$500k</p> <ul style="list-style-type: none"> • Digitised • Competitive • Programmatic • Translation hedging • Payment related • Shorter dated • Cash-flow hedging • Market dependent 	<ul style="list-style-type: none"> • Forwards / NDFs / Spot / Options • Yield Enhancement • Deposits & Repo • Commodity hedging



Summary of key priorities and medium-term targets

	Key priorities	Looking ahead over the medium-term
Transaction Banking (TB)	<ul style="list-style-type: none"> • Leverage network presence; capitalise on growth opportunities from shifting trade flows • Competitive payment proposition to drive sustainable growth • Deploy Trade strategically for cross-sell • World class digital and integrated client experience 	<ul style="list-style-type: none"> • Grow operational deposit base, leveraging our payment capabilities and network strength • Improve client experience through efficient digital interfaces • Become the bank of choice for cross-border Transaction Banking solutions
Financing & Securities Services (FSS)	<ul style="list-style-type: none"> • Focus on FI clients – Investors & Insurers, and Banks & Broker Dealers • Build the digital assets ecosystem 	<ul style="list-style-type: none"> • Build on the network strengths in emerging economies and new corridors • Leverage FI client strengths and deepen client relationships • Build and monetise the digital assets ecosystem • Target AuC growth through FI and network strategies
Global Markets	<ul style="list-style-type: none"> • Invest in digitisation and client connectivity • Grow Financial Institutions franchise • Continue to deliver innovative and bespoke solutions 	<ul style="list-style-type: none"> • Grow flow income through digitisation • Deepen Financial Institution client relationships • Become top 3 Global EM FICC Bank
Global Banking	<ul style="list-style-type: none"> • Originate-to-Distribute (O2D) • Infrastructure and Sustainable Finance • Financial Sponsors 	<ul style="list-style-type: none"> • Increase origination volumes to retain footprint market share leadership • Grow client wallet and Financial Institutions • Continue to enhance returns by redeploying suboptimal assets and increasing O2D velocity



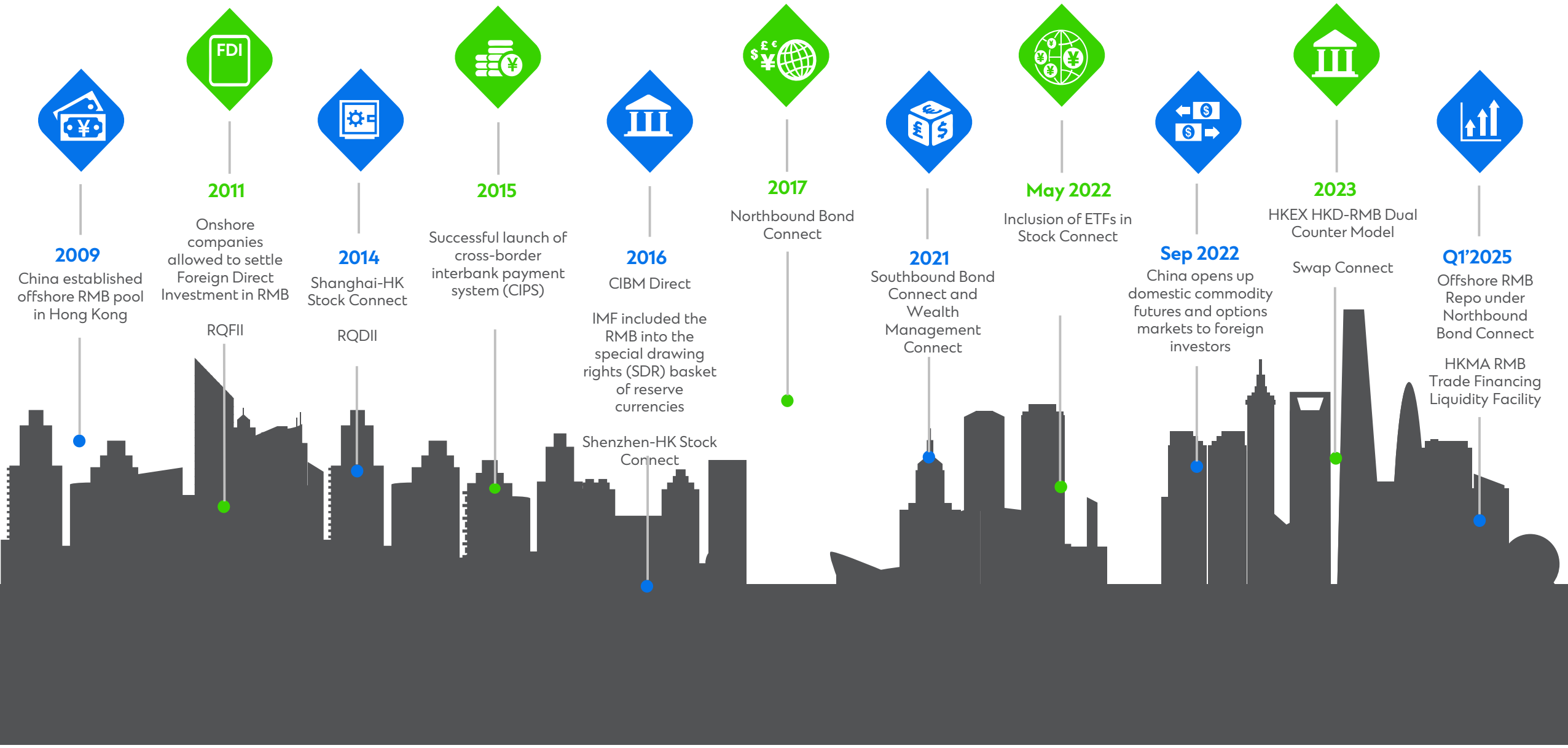
RMB Internationalisation

Charles Feng

Head, Macro Trading, Greater China and North Asia, Global Markets



RMB Internationalisation journey



RMB positioning

Trade currency

4th

most-used
payment currency¹

2nd

most-used global
trade finance
currency²

Investment currency

2nd

largest Bond Market
by total securities
outstanding³


Reserve currency

3rd

largest in IMF SDR
basket weighting⁴



Our RMB capabilities

 **Top cross-border RMB settlement bank¹**

 **First blockchain-based RMB-denominated L/C³**

 **Institution of the year for RMB⁵**

 **Top CNH primary liquidity provider²**

 **First foreign bank participated in multi-currency integrated cross-border sweeping pilot programme in China⁴**

 **RMB House of the year⁶**

Awarded the **“Best RMB Bank”** in **21 markets⁷**

1. CIPS monthly report as of December 2024

2. Hong Kong Monetary Authority – HKMA designates Primary Liquidity Providers and expands Scheme <https://www.hkma.gov.hk/eng/news-and-media/press-releases/2024/10/20241025-4/>

3. <https://www.coindesk.com/markets/2020/05/13/standard-chartered-claims-first-yuan-based-letter-of-credit-issued-on-a-blockchain>

4. <https://av.sc.com/cn/en/content/docs/cn-first-foreign-bank-to-cooperate-on-multicurrency-cash-pooling-pilot-en.pdf?tblci=GiAFVWIOSROJLhYahcl8LGUZCUQApXjLvYiIJY8pEKcTDyDxrEo7cihg57Z2rtS>

5. By CFETS Awards 2024

6. By Asia Risk Awards 2023

7. By the Asset Triple A Treasuries Awards 2025



Extensive presence in Asia, Africa and the Middle East

34

RMB capability
offshore markets

7

China corridors

30+

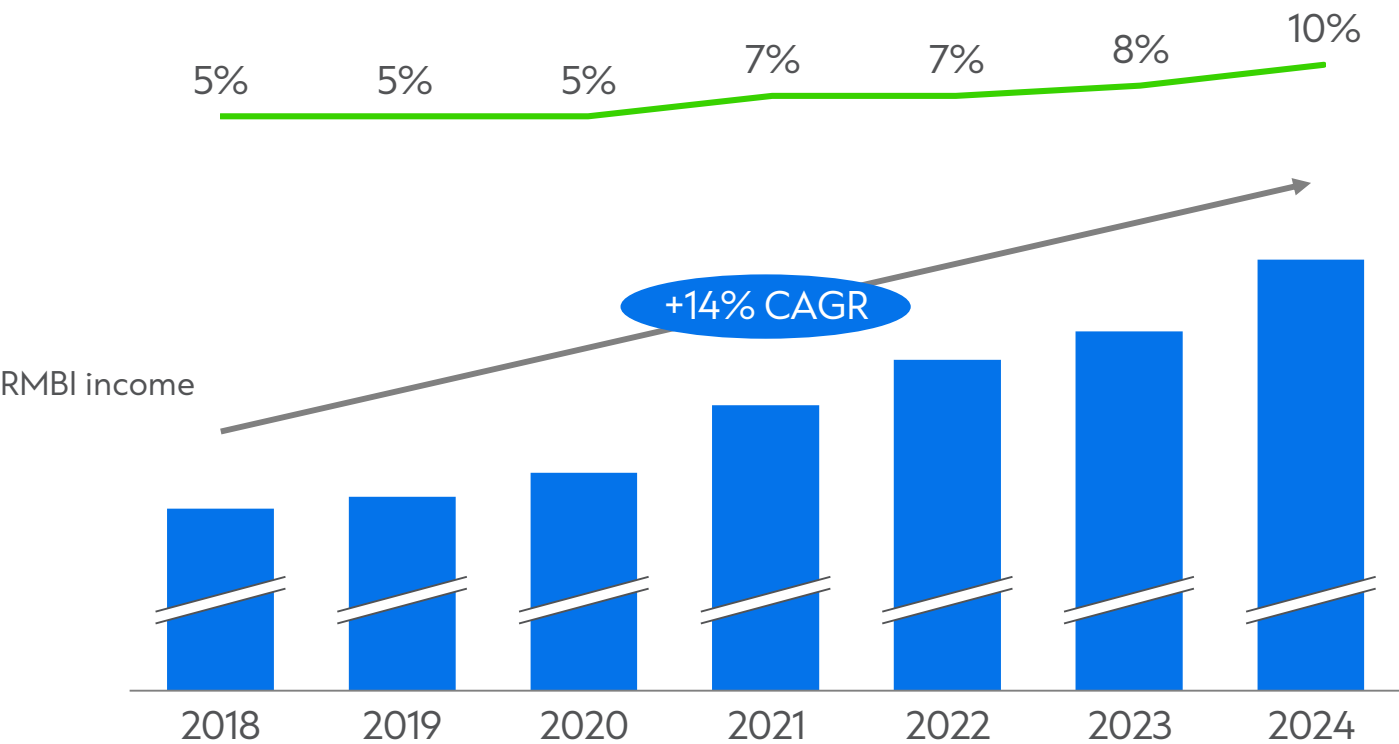
China corridor
bankers



We have grown our RMBI franchise

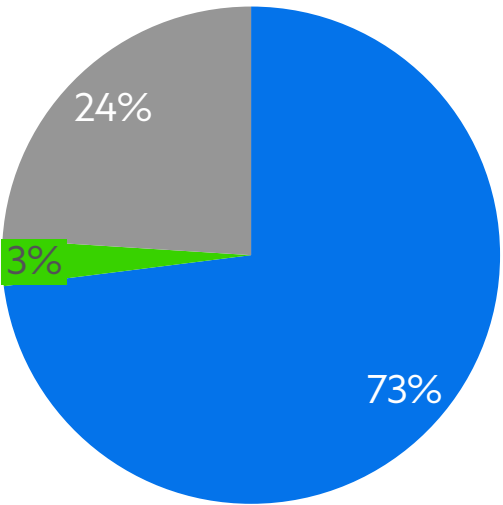
RBMI income since 2018

RMBI as a % of Global Markets income



Product split (FY'24)

- Global Markets
- Global Banking
- Transaction Services



Sustainable Finance

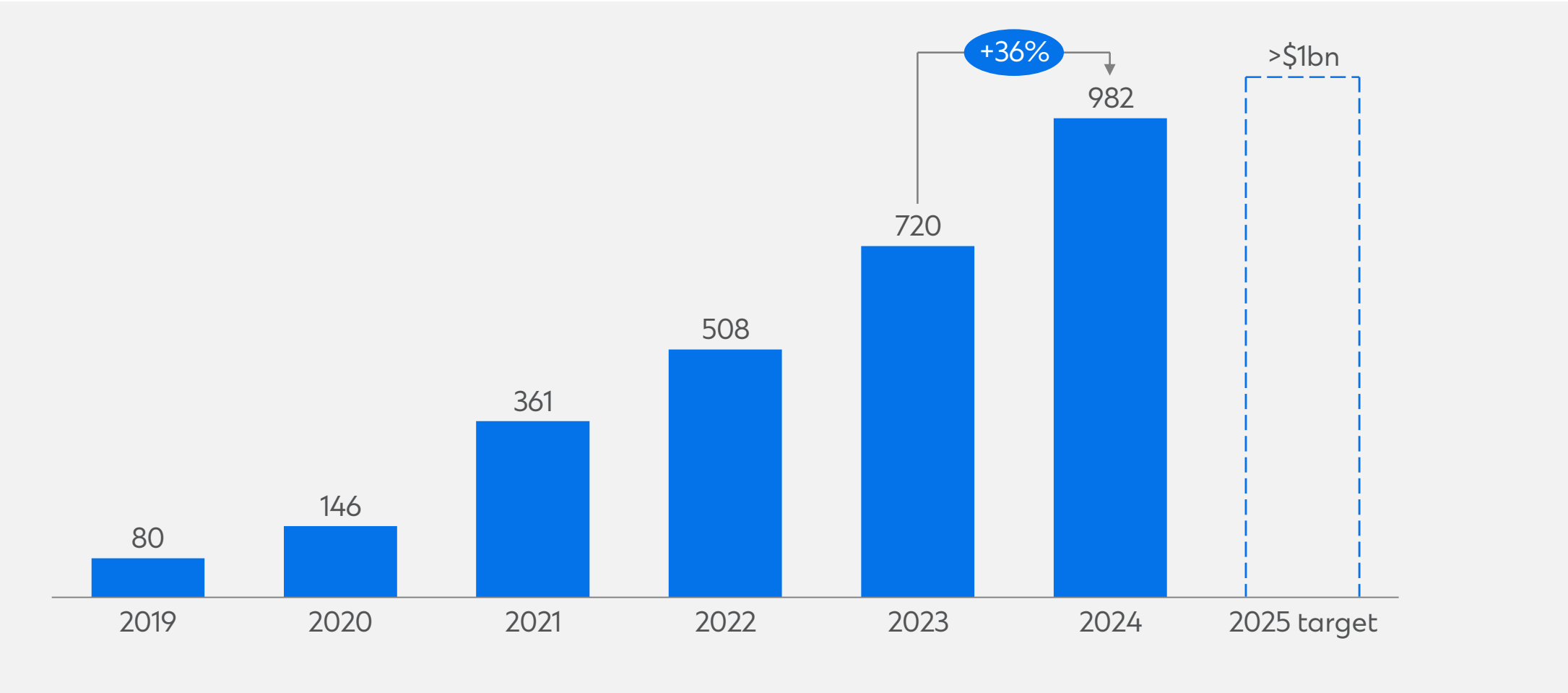
Marisa Drew

Chief Sustainability Officer



Financial performance

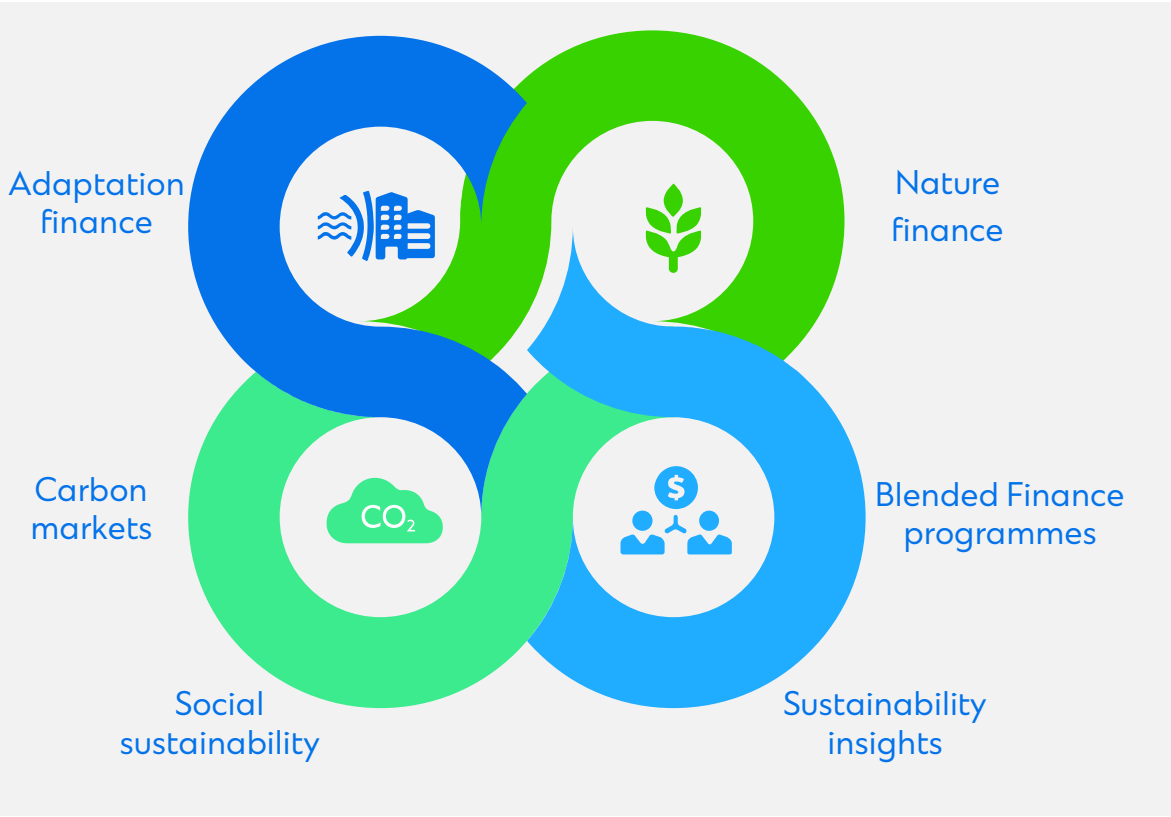
Sustainable Finance income (\$m)



CSO organisation



Innovation themes



Case study: Adaptation Finance

Solar
Jinko



Global investments on energy transition

\$2tn

Investment in the global energy transition in 2024

21%

YoY growth in global investment with the Asia Pacific growing the fastest; accounting for half of the world's energy transition investment

1/3

of the tens of trillions of global energy transition investment is expected to be invested by China over the next 5 years



Sources

Slide 15	Details
Average peers equivalent CIB income	Peer average represents the CIB divisions (ex-equities) of Bank of America, Barclays, BNPP, Citi, Deutsche Bank, DBS, Goldman Sachs, HSBC, JPM, Morgan Stanley
Global Bond Market	Securities Industry and Financial Markets Association (SIFMA), BIS data for 3Q24
Global Trade Volume	World Trade Organisation
Credit growth	BIS data
Global GDP	Bloomberg, OECD for 2024
SWIFT payment volume	SWIFT
GSIB Bank revenue growth	Calculated from Visible Alpha and Capital IQ Pro historical data



Speaker bios



Sunil Kaushal

Co-Head CIB and CEO ASEAN
and South Asia

Sunil was appointed Co-Head, Corporate & Investment Banking effective 1st April 2024. In addition, he has responsibility for our ASEAN and South Asia markets and is a member of Group Management Team. He is based in Singapore.

Sunil has been with Standard Chartered for over 26 years and has over 36 years of banking experience in key markets across North, Southeast and South Asia, Middle East, and Africa. Prior to his current appointment, he held the role of Regional CEO Africa and Middle East (AME) at the Bank from October 2015.

He also led the acceleration of Standard Chartered's digital transformation in the AME region with the launch of digital banks across nine markets in Africa and oversaw the digitisation of the Bank's wealth management offering.



Roberto Hoornweg

Co-Head CIB and CEO Europe
and Americas, and Middle East
and Africa

Roberto was appointed Co-Head, Corporate & Investment Banking effective 1st April 2024. In addition, he has responsibility for our Europe, Americas, Middle East & Africa markets and is a member of Group Management Team. He is based in Dubai.

Roberto is a seasoned global financial markets and banking industry leader with more than 30 years of experience across the banking industry. He joined Standard Chartered in 2017 as Global Head of Financial Markets, leading the teams who help some of the world's largest corporates, and financial institutions with risk management, transaction services, financing and research in fixed income, currencies, commodities across more than 50 markets.

Before joining Standard Chartered, Roberto led Brevan Howard Asset Management's Liquid Portfolio Strategies funds business. He previously 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.



Speaker bios



Charles Feng

Head, Macro Trading, Greater China and North Asia, Global Markets

Charles has been the Head of Macro Trading for Greater China & North Asia, Global Markets since 2018. He has held other senior trading roles since joining the bank in 2009.

Before he joined SCB, Charles spent 14 years at Morgan Stanley, Deutsche Bank, Credit Suisse, and Salomon Brothers.

Charles is a seasoned market leader especially in the RMB field. He and his teams have won numerous industrial awards on RMB products over the years.



Mark Bailey

Chief Financial Officer, CIB

Mark Bailey is the Chief Financial Officer, Corporate and Investment Banking (CIB), working with the CIB senior management team to develop and implement the strategies for the business across Clients and Businesses.

Mark joined Standard Chartered in July 2016 as the CFO Financial Markets working closely with the FICC franchise, including Strategy Creation and Financial MIS. He returned to London in 2018 to head the Financial Planning and Stress Testing function as well as CFO for Treasury and Digital Ventures.

Prior to joining Standard Chartered, he was with Deutsche Bank for 13 years.



Speaker bios



Marisa Drew
Chief Sustainability Officer

Marisa Drew was appointed as the bank's inaugural Chief Sustainability Officer (CSO) on 1 July 2022. She is responsible for overseeing the Group's sustainability strategy, public sustainability commitments and net zero delivery as well as facilitating the scaling of sustainable finance.

During her very long career in financial services, Marisa has held numerous leadership roles in investment banking and leverage finance. In 2017, Marisa moved into the field of sustainability as CEO of the Impact Advisory and Finance Group for Credit Suisse and ultimately served as the bank's inaugural CSO.

Marisa currently serves on several boards and advisory panels, including City of London Corporation and on the Monetary Authority of Singapore's Sustainable Finance Advisory Panel.



Michael Spiegel
Global Head, Transaction
Banking

Michael is a veteran transaction banking and client coverage specialist.

His career spans more than three decades across Europe, the United States and Asia where he has held senior management positions in Global Transaction Banking and Client Coverage.

Prior to joining Standard Chartered in 2020, Michael worked at Deutsche Bank where he shaped the global trade finance and corporate cash management delivery and was a driving force behind the development and roll-out of a fully integrated vendor finance solution.



Speaker bios



Margaret Harwood-Jones
Global Head, Financing and
Securities Services

Margaret has been the Global Head of Financing and Securities Services at Standard Chartered since 2016. Based in London, she is also a member of the Corporate and Investment Banking (CIB) Management Team.

With over 30 years of experience within the securities services industry, Margaret has held leadership roles in global sales management, relationship and service management, marketing, strategic development and business unit leadership for global custody and corporate trustee activity.

As a strong industry advocate, Margaret is Chair of the Board of the International Securities Services Association (ISSA). In addition, she is a Director of Zodia Custody and sits on the board of Libeara, both SC Ventures incubated subsidiaries of Standard Chartered with strong propositions in the evolving Digital Asset ecosystem.



Sharad Desai
Global Head, Sales and
Structuring, Global Markets

Sharad joined Standard Chartered as Global Head, Financial Markets Sales in September 2019. He also double-hatted as Global Head, FI, CCIB Client Coverage, from December 2021 to April 2024, with responsibility for managing Banks and Broker Dealers, Correspondent Banking and Fintech, Strategic Investors Group, Public Sector & Development Organisation clients and the Strategic Enablement teams globally.

Sharad brings 30 years of global experience in Fixed Income sales. He began his career with ANZ Grindlays in Mumbai in 1990 (as a branch manager in retail banking) before moving to HSBC in 1992. During his fourteen years at HSBC, Sharad held various senior sales roles in Mumbai, Hong Kong, London, and New York. Sharad moved to JP Morgan in 2006, where he was the Head of FICC Sales for Asia Pacific for 9 years.



Speaker bios



Tony Hall

Global Head, Trading, Global Markets

Tony was appointed Global Head of Trading for Global Markets effective 1st September 2024, where he manages a team of traders covering FX, Rates, Commodities, Credit and XVA. He is a member of the CIB Management Team and the Singapore Foreign Exchange Market Committee.

Tony has close to 30 years of global experience in financial markets including more than 20 years in Singapore. He began his career with UBS in 1995 as an FX Derivatives Floor Trader on the Chicago Mercantile Exchange and went on to hold various leadership positions from 2008 to 2019, including Global Head of FX Derivatives Trading and Head of FX, Rates & Credit, APAC.



Henrik Raber

Global Head, Global Banking

Henrik was appointed Global Head of Global Banking effective 1st September 2024, with additional oversight over the bank's M&A Advisory business as well as the Credit Markets businesses. He is a member of the CIB Management Team, and he is based in Dubai.

Prior to Standard Chartered, Henrik headed the European Credit Flow Sales and Trading businesses (encompassing Investment Grade, High Yield and Loans) at UBS Investment Bank. During his eight-year tenure at UBS he also managed the Syndicate business, the Global Medium-Term Note franchise and was a member of the European Fixed Income Management Committee.



Select technical and abbreviated terms

Term	Definition
AME	Africa and the Middle East
API	Application Programming Interface (API) is a set of rules and specifications that allows different software applications to communicate and exchange data
Apollo	Apollo Global Management Inc.
ASEAN	Association of Southeast Asian Nations
Avg.	Average
AUC	Assets under custody
bn	billion
bps	basis points
C&O	Central & Others
CAGR	Compound annual growth rate
CASA	Current accounts and savings accounts
ccy	Constant currency. A performance measure on a constant currency basis is presented such that comparative periods are adjusted for the current year's functional currency rate. Better/(Worse)
CGB	China Government Bond
CHIPS	Clearing House Interbank Payments System (is a private clearing house in the US that facilitates large
CIB	The Group's Corporate & Investment Banking client segment
CIPS	Cross Border Interbank Payment System, is a Chinese payment system designed for cross boarder renminbi (RMB) payments and trade
CNY	Chinese Yuan, the official currency of China
CPM	Credit Portfolio Management

Term	Definition
CRE	Commercial real estate
EM	Emerging Markets
ETFs	Exchange traded funds
Exp.	Exposure
FICC	Fixed Income, Currencies and Commodities
Fintech	Financial technology companies
Fls	Financial Institutions
FMI	Financial market infrastructure
FSS	Financing and Security Services
FX	Foreign exchange
FXO	Foreign exchange options
FY	Full year
GB	Global Banking
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GM	Global Markets
GSIB	Global Systemically Important Bank
IEA	International Energy Agency
IG	Investment grade
Inbound income	Income captured by a market or location from a client group (ultimate parent) domiciled in a different location
ISO	International Organization for Standardization



Select technical and abbreviated terms

Term	Definition
L&A	Loans and advances
Loan loss rate	Credit Impairment Profit & Loss on Loans & Advances to Banks & Customers over Average Loans and Advances to Banks and Customers
\$m	USD million
MT700	MT700 message is a standard SWIFT message used by banks to issue a documentary credit (a letter of credit) in international trade
MTM	Mark-to-market
NDFs	Non-deliverable forwards
NII	Net interest income
NIM	Net interest margin
NPL	Non-performing loans
NTB	New-to-bank
NTD	New Taiwan Dollar
O2D	Originate-to-distribute
OTC Clearing	Over-the-Counter clearing is a process where bilateral OTC derivative transactions are "novated" to a central counterparty (CCP)
Outbound income	Income generated on a client group (ultimate parent) from the market or location where they are domiciled

Term	Definition
Repo	Repurchase agreement, a form of secured short-term borrowing
RMB	Renminbi, also known as RMB, is the official currency of China
RMBI	Internationalisation of Renminbi usage
RoRWA	Return on risk-weighted assets
RWA	Risk-weighted assets. A measure of a bank's assets adjusted for their associated risks, expressed as a percentage of an exposure value in accordance with the applicable standardised or IRB approach provisions
Sukuk	A Sukuk is an Islamic financial certificate, similar to a bond in Western finance, that complies with Islamic religious law commonly known as Sharia
SWIFT	Society for Worldwide Interbank Financial Telecommunication
tn	trillion
TS	Transaction Services
US	United States
USD	United States Dollar
VaR/SVaR	Value at risk/Stressed Value at Risk
WRB	The Group's Wealth & Retail Banking client segment
YoY	Year-on-year. YoY variance is better/(worse) other than assets and liabilities which is increase/(decrease)
YTD	Year-to-date
ZAR	South African Rand
%pts	Percentage points



Important notice

Forward-looking statements

The information included in this document may contain 'forward-looking statements' based upon current expectations or beliefs as well as statements formulated with assumptions about future events. Forward-looking statements include, without limitation, projections, estimates, commitments, plans, approaches, ambitions and targets (including, without limitation, ESG commitments, ambitions and targets). Forward-looking statements often use words such as 'may', 'could', 'will', 'expect', 'intend', 'estimate', 'anticipate', 'believe', 'plan', 'seek', 'aim', 'continue' or other words of similar meaning to any of the foregoing. Forward-looking statements may also (or additionally) be identified by the fact that they do not relate only to historical or current facts.

By their very nature, forward-looking statements are subject to known and unknown risks and uncertainties and other factors that could cause actual results, and the Group's plans and objectives, to differ materially from those expressed or implied in the forward-looking statements. Readers should not place reliance on, and are cautioned about relying on, any forward-looking statements.

There are several factors which could cause the Group's actual results and its plans and objectives to differ materially from those expressed or implied in forward-looking statements. The factors include (but are not limited to): changes in global, political, economic, business, competitive and market forces or conditions, or in future exchange and interest rates; changes in environmental, geopolitical, social or physical risks; legal, regulatory and policy developments, including regulatory measures addressing climate change and broader sustainability-related issues; the development of standards and interpretations, including evolving requirements and practices in ESG reporting; the ability of the Group, together with governments and other stakeholders to measure, manage, and mitigate the impacts of climate change and broader sustainability-related issues effectively; risks arising out of health crises and pandemics; risks of cyber-attacks, data, information or security breaches or technology failures involving the Group; changes in tax rates or policy; future business combinations or dispositions; and other factors specific to the Group, including those identified in Standard Chartered PLC's Annual Report and the financial statements of the Group. To the extent that any forward-looking statements contained in this document are based on past or current trends and/or activities of the Group, they 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, nor should be interpreted as, a profit forecast or to imply that the earnings of the Group for the current year or future years will necessarily match or exceed the historical or published earnings of the Group. Each forward-looking statement speaks only as of the date that it is made. Except as required by any applicable laws or regulations, the Group expressly disclaims any obligation to revise or update any forward-looking statement contained within this document, regardless of whether those statements are affected as a result of new information, future events or otherwise.

Please refer to Standard Chartered PLC's Annual Report and the financial statements of the Group for a discussion of certain of the risks and factors that could adversely impact the Group's actual results, and cause its plans and objectives, to differ materially from those expressed or implied in any forward-looking statements

Non-IFRS performance measures and alternative performance measures

This document may contain financial measures and ratios not specifically defined under International Financial Reporting Standards (IFRS) or international accounting standards (IAS) and/or alternative performance measures as defined in the European Securities and Market Authority guidelines. Such measures may exclude certain items which management believes are not representative of the underlying performance of the business and which distort period-on-period comparison. These measures are not a substitute for IAS or IFRS measures and are based on a number of assumptions that are subject to uncertainties and change. Please refer to Standard Chartered PLC's Annual Report and the financial statements of the Group for further information, including reconciliations between the underlying and reported measures.

Financial instruments

Nothing in this document shall constitute, in any jurisdiction, an offer or solicitation to sell or purchase any securities or other financial instruments, nor shall it constitute a recommendation or advice in respect of any securities or other financial instruments or any other matter.

