

Balanced growth across

Consumer Banking

We delivered strong performance across the business and integrated recent acquisitions. We further consolidated our presence in key markets through significant investments in strengthening distribution, deepening product capability and launching our Private Bank.



“Breadth and balance of businesses across fast-growing and attractive markets drove income and profit growth.”

Mike DeNoma, Group Executive Director, Consumer Banking

Operating income

\$5,806m

2006: \$4,684m

2005: \$3,802m

Description

Consumer Banking provides innovative financial products and services to over 14 million customers, including individuals and small and medium enterprises ('SME'), in Asia, Africa and the Middle East. We also launched The Standard Chartered Private Bank to serve the growing demand for more specialised products and services tailored for high net worth individuals in our markets. We are focused on continuously improving the benefits and experience of our customers.

For more information visit: www.standardchartered.com

Profit before taxation

\$1,677m

2006: \$1,322m

2005: \$1,273m

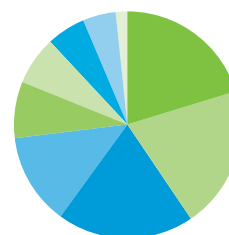
2007 highlights and achievements

- Launched The Standard Chartered Private Bank, with offices now spread across 11 locations in seven markets; we have had significant success in building a strong new team and attracting new clients and assets
- Locally incorporated in China enabling us to serve our customers in local currency; now represented in 13 cities across the nation through 38 outlets
- Launched Consumer Transaction Banking to deepen capability in serving customers' transaction needs through all channels, including the internet and mobile phones
- Agreed to acquire a stake in UTI Securities in India, adding on-line and off-line brokerage capabilities and 39 outlets
- Continued strong growth in Wealth Management driven by product innovation and deeper customer penetration
- Invested significantly in SME Banking across our franchise yielding strong income growth across major markets and product areas
- Continued to drive product innovation; launched over 1,500 global product initiatives across Wealth Management, SME Banking and other product areas
- Conducted over 150 Rapid Improvement Events to improve cycle times, accuracy and costs of key processes

Priorities

- Enhance the overall experience we provide to our customers
- Continue to innovate in products and services across our markets
- Further develop and leverage our network of branches and ATMs
- Strengthen our internet and mobile banking capabilities
- Continue progress on the integration of our acquisitions
- Simplify processes and provide support tools to improve the effectiveness and experience of our frontline staff
- Improve productivity levels across the organisation

Operating income by region (%)



- Hong Kong – 20%
- Other Asia Pacific – 20%
- Korea – 20%
- Middle East and Other South Asia – 13%
- Singapore – 8%
- India – 7%
- Malaysia – 5%
- Africa – 5%
- Americas, United Kingdom and Europe – 2%

our businesses

Wholesale Banking

We reported record income for the year as a result of organic growth and acquisitions that added critical capabilities in key strategic business areas and broadened our geographical coverage. We expanded into new markets and delivered more sophisticated products and solutions to meet client demand.



“We have delivered strong results with growth across all product streams, geographies and client sectors.”

Mike Rees, Chief Executive, Wholesale Banking

Operating income

\$5,243m

2006: \$3,923m

2005: \$3,059m

Description

Wholesale Banking provides a wide range of solutions to help corporate and institutional clients facilitate trade and finance across some of the fastest growing markets and trade corridors in today's global economy. Our focus is on building a client-driven business, being the leading international bank of choice in Asia, Africa and the Middle East and leveraging our in-depth local knowledge and extensive cross-border network.

For more information visit: <http://wholesalebanking.standardchartered.com>

Profit before taxation

\$2,347m

2006: \$1,849m

2005: \$1,444m

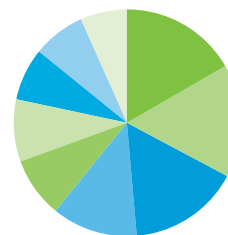
2007 highlights and achievements

- Exceptional year with very strong financial performance across the board, reflecting continued success of our client-led income growth strategy
- Our core markets showed resilience amidst the market turmoil
- Investments were focused on our big engines of growth such as Hong Kong, India and Singapore, among other markets
- Continued to deliver on our acquisitions in Korea, Taiwan, Indonesia and Pakistan
- Significantly strengthened our presence in the UAE to further support growing client demand in the region
- Invested in building our Equity Derivatives, Commodity Derivatives and Convertibles businesses and accelerated Principal Finance
- The acquisition of Pembroke, Harrison Lovegrove and A Brain added strategic capabilities to our business. American Express Bank and UTI Securities acquisitions will further expand our strategic capabilities
- Launched Straight2Bank – our e-banking platform
- Established Wholesale Banking Sustainable Business Council to commercialise environmental opportunities

Priorities

- Continue to build scale in our core businesses
- Continue to strengthen and deepen our client relationships
- Increase focus on our Local Corporates and Financial Institutions businesses
- Expand our product sophistication and provide increasingly strategic and value-added capabilities to clients
- Increase geographical coverage – particularly focusing on our eight key markets

Operating income by region (%)



- Other Asia Pacific – 18%
- Hong Kong – 17%
- India – 17%
- Middle East and Other South Asia – 13%
- Africa – 9%
- Singapore – 8%
- Korea – 8%
- Americas, United Kingdom and Europe – 7%
- Malaysia – 3%