



The Masterplan *

- To build the best universal banking franchise in China and to offer superior China financial services globally
- Operating profit before provisions rising to \$627 million in 2010 from \$101 million in 2005, representing CAGR of 54%
- Return on assets and equity growing to 2.54% and 27.87% respectively by 2010
- Cost-to-income ratio cut to below 50%, with non-performing loans remaining below 2%
- Become a \$250 million annual commercial banking business in mainland China by 2010, and the most profitable site in Asia ex-Hong Kong
- Aim by end-2012 to be serving at least 1,500 high net worth clients with AuM in mainland China of \$4.6 billion

*According to the bank's China Strategic Plan for 2006-2010