Business Drivers and Projected Growth

MEDIUM-TERM REVENUE

			FOCUS	INVESTMENT THEMES	KPIs	CAGR TARGET
1	CICES VICES		Build on Established Leadership	 Cross-border payments Improving client experience Integrated solutions 	 Average Deposits USD Clearing Volumes¹ Cross-Border Transaction Value¹ 	HIGH SINGLE DIGITS
	SECL	URITIES VICES	Continue Recent Share Gains and Client Wins	 Servicing capabilities to support pipeline of mandates 	 Assets Under Custody / Assets Under Administration¹ Deposits 	HIGH SINGLE DIGITS
	MARKETS	6	Capital Productivity and Targeted Share Gains	Improved capital managementDigital solutions	 Revenue / RWA Fixed Income Wallet Share Equities Wallet Share 	MID SINGLE DIGITS
	BANKING	ì	Investing for Targeted Share Gains	 Talent in key growth areas Seamless client experiences 	 M&A Wallet Share ECM Wallet Share DCM Wallet Share 	LOW SINGLE DIGITS
PB&WM	GLOBAL WEALTH MANAGEI		Scale Wealth Management Globally	 Hiring Client Advisors¹ Client and advisor experience and product capabilities 	 Client Assets¹ Deposits Loans 	HIGH SINGLE DIGITS TO LOW TEENS
	U.S. PERS BANKING		Lead in Payments and Lending, Maximize Value From Retail Bank and Drive Digital Leadership	 New products and partnerships and deepen share in 6 core markets Personalized offers and digital experience 	 Card Loans Deposits 	HIGH SINGLE DIGITS

DELIVER MEDIUM TERM TARGETS 4-5% Revenue CAGR | ~11-12% RoTCE¹