

- IFC = inside front cover; FCG = front cover gatefold;*
- A Brain Co. Limited 5, 14, 22, 34, 36, 119
- Accounting
Estimates and Judgements 156–157
Policies 93–99
Recently Issued Pronouncements 158
UK and Hong Kong Requirements 159
- Acquisitions 4, 5, 14, 22, 34, 36, 88, 94, 119–120, 121, 124, 154
- Africa IFC, FCG, 4, 5, 6, 8, 11, 18, 22, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
- Africa-China trade IFC
- American Express Bank 2, 5, 6, 13, 14, 15, 18, 21, 22, 156
- Americas FCG, 4, 12, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
- Annual General Meeting (AGM) 65, 67, 70, 71, 165
- Annual Performance Bonus 75
- Asia IFC, FCG, 4, 5, 7, 8, 11, 18, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
Other Asia Pacific (Other APR) 7, 21, 36, 37, 47, 48, 50, 51, 52, 53, 101, 102, 127
- Asset and Liability Committees (ALCO), Country 58–59
- Asset backed securities 54
- Assets 3, 113, 125, 160
- Audit 80–84
independence and objectivity 71
and Risk Committee (ARC) 43, 44, 69
Average balance sheets and yield 160–161
- Bangladesh 2, 18, 21, 24
- Blindness *see* Seeing is Believing
- Board 68–69
Internal Control 71–72
Performance Evaluation 71
- Borrowings 96, 153
- Botswana FCG, 6
- Branches/corporate offices FCG, 6, 7, 12, 13, 22, 66
- Brand IFC, 13, 25
- Business Combinations 119–120
- Capital 60–61
Commitments 144
Management Committee 44
see also Share Capital
- Cash and Cash Equivalents 95, 144
- China FCG, 2, 4, 7, 13, 18, 20, 22, 24, 32
China Bohai Bank 118, 155
- Community Investment 30, 66
- Compliance and Regulatory Matters 72
- Consumer Banking 4, 7, 12, 13, 17, 21, 34, 37–39, 47, 50, 100
- Contingent Liabilities and commitments 145
- Continuing connected transactions 66, 162–163
- Corporate Finance 6, 55
- Country Management Committee (MANCO) 72
- Country Operational Risk Group (CORG) 72
- Country risk 55
- Creditor payment policy 66
- Credit risk 46, 149–152
management 46
- Currency risk 149
- Debt securities 126
- Deposits 125, 127
- Depreciation and amortisation 105
- Derivative financial instruments 110–111
- Derivatives 46, 57–58
- Directors 65
- Board Committees 63, 69
- Board of 62–63
- Board Nomination Committee 70
- Board Remuneration Committee 70, 73–85
- Interests 65
- Remuneration Report 73–85
- Report 65–67
- Responsibilities Statement 86
- Significant contracts and agreements 65
- Diverse IFC, 26, 28
- Dividends 8, 9, 65, 107
- Dubai FCG, 20, 21
- Earnings per share (EPS) 2, 3, 16, 18, 107
- Employee/s 3, 6–7, 20, 26–29, 66
Benefits 74
Engagement 29, 33, 66
Volunteering 15, 66
- Environment 14, 30, 32, 67
Committee 33
- Equator Principles 33, 72
- Europe 6, 37, 40, 47, 50, 51, 52, 53, 101, 102, 127
- Fees and commissions 103
- Fiduciary activities 96
- Financial
Assets 108–110, 153
Crime, tackling 30
Instruments 98, 108
Liabilities 126, 153, 161
- First Africa 118
- Five year summary 164
- Fleming Family & Partners Limited (FF&P) 62, 78, 118, 135
- Foreign currency translation 94
- Forward looking statements 166
- Ghana FCG, 26, 28
- Global trade flows FCG
- Goal 14
- Goodwill and intangible assets 121–122
- Governance 33, 43–44, 68–72
- Graduate Programme, International 26
- Greatest Race on Earth 32, 33
- Great Manager Programme 28, 29
- Grindlays India/MESA 121, 122
- Group
Asset and Liability Committee (GALCO) 43, 44, 58
Code of Conduct 72
Compliance and Regulatory Risk Committee 44
Financial Crime Risk Committee 33
Internal audit 59
Management Committee 64
Market Risk Committee 44, 56
Special Asset Management (GSAM) 51
Summary 34
- Growth markets IFC, 8, 18, 20, 22
- Harrison Lovegrove & Co. Limited 5, 6, 14, 22, 34, 36, 119, 121
- Hedges 58, 98, 111
- HIV/AIDS 30, 66
Policy 67
- Hong Kong FCG, 2, 5, 6, 7, 12, 13, 18
- Hsinchu International Bank (HIB) 7, 18, 22, 34, 35, 93, 119, 120, 121, 122, 154
- Hyperinflation 99
- Income 37–42, 103–104
and expenses, statement of recognised 90
- India FCG, 2, 4, 5, 6, 7, 11, 12, 14, 18, 20, 30, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
- Indonesia 5, 18
also see PT Bank Permata (Permata)
- Infrastructure FCG, 11, 12, 25
- Intangible assets 94
- Interest 99
Expense 103
- Income 103
Rate exposure 57
Rate risk 56, 57
- International Financial Reporting Standards (IFRS) 79, 86, 87, 93, 158, 159
- Investment securities 115–117
- Islamic Banking 2, 6, 18, 22, 24
- Kenya FCG, 41
- Key Performance Indicators 16–17, 25
- Korea 5, 7, 13, 14, 32
see also SC First Bank (SCFB)
- Leading by Example IFC, 25, 29, 33
- Leading the way IFC, 20, 24, 25, 28, 32
- Leases 144
- Legal risk 72
- Liquidity
Management Committee 44
Risk 58–59, 147–148
- Loan portfolio 65
- Loan portfolio 47–48
- Loans and advances 112, 114–115
- Major interests in shares and voting
Rights 65
- Malaysia 2, 7, 9, 18, 21, 22, 24, 38
- Management
Agenda 13
Senior 64
- Market risk 56–57
- Middle East IFC, FCG, 4, 5, 8, 11, 18, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
And Other South Asia (MESA) 2, 6, 18, 21, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
- Minority interests 138
- Money laundering prevention 33
- Movement in group individual
Impairment provision 53
- Nigeria 6, 13, 22, 41
- Non-executive directors 78
- Operational risk 59
Country Operational Risk Group 72
- Operating expenses 35, 37, 104
- Operating income 2, 3, 4–5, 6–7, 16, 18, 37, 38, 104
- Operating income and profit 34
- Organic 11, 12–14, 16, 18–21
- Other impairment 105
- Outlook 15
- Outserve Plus 25
- Pakistan FCG, 2, 5, 6, 13, 14
also see Union Bank
- Pembroke Group Limited 5, 6, 14, 22, 34, 36, 119, 121
- Pension fund 129
- Performance Share Plan (PSP) 75–76
- Post balance sheet events 156
- Private Bank 2, 4, 6, 7, 13, 18, 21, 35, 36
- Problem credit management and provisioning 50
- Product performance 39, 42
- Property, plant and equipment 123
- PT Bank Permata (Permata) 18, 34, 117, 121, 122, 155
- Qualifying third party indemnities 65
- Regulatory risk 59
- Related party transactions 66, 155–156
- Remuneration policy 73–74
- Repurchase and reverse repurchase agreements 146
- Reserves and retained earnings 136–137
- Responsible selling 30, 71
- Restatement of prior periods 154
- Restricted Share Scheme (RSS) 76
- Retirement benefits 77, 81, 128–133
- Right Partner IFC, 25, 29, 33
- Risk
Credit risk 46–47
Liquidity risk 44, 58–59, 147–148
Management 65
Reputational risk 59
Risk appetite 44, 45
Risk governance 43–44
Risk management review 43
Risk Review 43–59
Risk, value at 43, 56, 57
Stress testing 45, 56
- Risk committees
Consumer Banking 44
Group Compliance and Regulatory 44
Group Credit 44
Group Market 44
Group Operational 44, 59
Group Reputational Risk and Responsibility 44
Group Risk (GRC) 43, 44
Other Risk Type 44
Wholesale Banking 44
- SC First Bank (SCFB) 7, 13, 117, 121, 122
- Seeing is Believing 30, 66
- Segmental information 100–103
- Share based payments 138–143
- Share capital 65, 135
- Shared Services Centre 20
- Shareholding guidelines 77
- Sharesave schemes 29, 66, 77
- Singapore FCG, 5, 7, 11, 15
- Small and Medium Enterprises (SME) 4, 6, 7, 12, 20, 21, 30, 34
- Social, ethical and environmental responsibilities (SEE) 67, 72
- Sri Lanka 25
- Strategic intent IFC
- Strategy IFC, 2, 11, 12, 14, 15, 20, 21, 25, 26, 29, 30, 43, 68
- Straight2Bank 5, 24, 25
- Subordinated liabilities and other borrowed funds 134–135
- Sustainability IFC, 2, 14, 30–33
and Responsibility Committee 33, 70–71
- Taiwan 5, 7, 12, 13, 14, 18, 22, 25
also see Hsinchu International Bank
- Taxation 106
Tax Management Committee 44
- Temasek Holdings (Private) Limited 65, 66, 162
- Transaction Banking 2, 4, 6, 18, 22
- Uganda FCG
- UK 6, 15, 37, 40, 47, 48, 50, 51, 52, 53, 101, 102, 127
Group Head Office FCG
- Underlying results 36
- Union Bank 13, 22, 34, 93, 121, 120, 122, 154
- United Arab Emirates (UAE) FCG, 2, 5
- UTI Securities 4, 5, 7, 14, 156
- Values IFC, 25, 29
- Vietnam 21
- Volume and price variances 162
- Wealth Management 4, 7, 21, 34
- Whistlejacket Capital Limited 11, 35, 54, 105, 155, 156
- Wholesale Banking 5, 6, 12, 13, 17, 21, 34, 40–42, 46, 51–52, 100
- Women 14, 22, 26, 28, 29, 66
- Yeareum Mutual Savings Bank 14, 156
- Zambia FCG