

## Contents

Business Highlights	1
Group at a Glance	2
Chairman's Statement	4
Group Chief Executive's Review	6
Business Review	12
Financial Review	22
Board of Directors	38
Senior Management	40
Report of the Directors	41
Corporate Governance	44
Directors' Remuneration Report	49
Statement of Directors' Responsibilities	62
Auditor's Report	63
Income Statement	64
Balance Sheet	65
Notes to the Accounts	69
Supplementary Financial Information	136
Principal Group Addresses	140
Shareholder Information	142
Index	144
Major Awards 2005	IBC

Front Cover:  
Dire Tune of Ethiopia breaks the tape to win the 2006 Hong Kong Marathon. Dire Tune's victory in the final leg of the Greatest Race on Earth lifted her team, Haji Adilo, to second place in the series.

© Standard Chartered PLC  
All rights reserved

The STANDARD CHARTERED word mark, its logo device and associated product brand names are owned by Standard Chartered PLC and centrally licensed to its operating entities.

# Leading the way in Asia, Africa and the Middle East

Drawing on over 150 years of international banking experience, Standard Chartered is actively driving value creation in its markets with a clear strategy for growth. Combining deep local knowledge with international capability, Standard Chartered offers innovative, award-winning financial products and services, in many of the world's fastest growing markets.

Employing almost 44,000 people, representing 89 nationalities in over 1,200 locations and engaged in a broad range of Consumer and Wholesale Banking activities, Standard Chartered's strengths lie in breadth, diversity and balance.

Standard Chartered is committed to being The Right Partner to all its stakeholders. Across its network the Group is trusted for its outstanding standards of governance and its commitment to making a difference to the communities in which it operates.

The Business Review section of this Report combines information on corporate responsibility and people strategies, along with operating highlights, to give a balanced account of the year at Standard Chartered.



From our earliest branches in Africa, to our state-of-the-art priority banking centre in Taipei, our commitment to the customers, employees and communities in the markets in which we operate makes us one of the world's best international banks.