


Standard Chartered is built on teamwork, partnership and the diversity of our people.

Standard Chartered employs almost 60,000 people worldwide, representing over 100 nationalities. Today, our top management is made up of over 50 nationalities. Diversity and Inclusion lies at the heart of our values and is integral to our journey to become the world's best international bank. Our diverse teams help to fuel creativity and innovation, supporting the development of innovative products and services for our customers. Diversity and Inclusion is a fundamental part of the Group's culture and remains a long-term priority for Standard Chartered.

What we stand for

Strategic intent	The world's best international bank Leading the way in Asia, Africa and the Middle East				
Brand promise	The Right Partner – Leading by Example				
Values	Responsive	Trustworthy	Creative	International	Courageous
Approach	Participation Focusing on attractive, growing markets where we can leverage our relationships and expertise		Competitive Positioning Combining global capability, deep local knowledge and creativity to outperform our competitors		Management Discipline Continuously improving the way we work, balancing the pursuit of growth with firm control of costs and risks
Commitment to stakeholders	Customers Passionate about our customers' success, delighting them with the quality of our service	Our People Helping our people to grow, enabling individuals to make a difference and teams to win	Communities Trusted and caring, dedicated to making a difference	Investors A distinctive investment delivering outstanding performance and superior returns	Regulators Exemplary governance and ethics wherever we are

 For more information visit www.standardchartered.com

Contents



▶▶ 16 Driving performance forward



▶▶ 20 People on the move



▶▶ 24 Sustainability in action

1	Performance Highlights	26	Financial Review	77	Consolidated Balance Sheet
2	Group at a Glance: Our Business	34	Risk Review	78	Statement of Recognised Income and Expense
4	Group at a Glance: Regions of Operation	49	Capital	79	Cash Flow Statement
6	Chairman's Statement	50	Board of Directors	80	Company Balance Sheet
8	Group Chief Executive's Review	52	Senior Management	81	Notes to the Accounts
12	Business Review: Performance	53	Report of the Directors	143	Supplementary Financial Information
18	Business Review: People	56	Corporate Governance	148	Shareholder Information
22	Business Review: Sustainability	61	Directors' Remuneration Report	150	Principal Group Addresses
		74	Statement of Directors' Responsibilities	152	Index
		75	Independent Auditor's Report	IBC	Major Awards in 2006
		76	Consolidated Income Statement		