

Index

IFC = inside front cover

FCG = front cover gatefold

IBC = inside back cover

Accounting

Estimates and Judgements 141
Policies 81–86
Recently Issued Pronouncements
142
UK and Hong Kong Requirements
142

acquisitions 10, 26, 27, 28, 30
Operating Income and Profit 32

Africa FCG, 3, 4, 7, 9, 14, 16, 22, 32
Africa-China Trade Corridor 4, 15
Americas FCG, 3, 4, 15, 30, 32

Annual General Meeting (AGM) 53,
54, 55, 148

Annual Performance Bonus 62–63
Asia FCG, 5, 7, 13, 14, 16, 17, 22
Other Asia Pacific (Other APR) 3,
5, 29, 32, 99

Asset and Liability Committees
(ALCO) 47

Assets 1, 53, 100, 114, 138

Audit 68–72
Independence and Objectivity 59
and Risk Committee (ARC)
34–35, 51, 57

Average Balance Sheet and Yield
143–144

Bangladesh 5, 29
blindness *see* Seeing is Believing
Board 50–74

Internal Control 59
Performance Evaluation 59
Schedule of Matters Reserved
and Terms of Reference 59

Borrowings 83, 138

Botswana 14
branches/corporate offices 4, 5, 13,
15, 151

brand IFC, 11, 14
Business Combinations 105–109

Capital 49

Commitments 132
Management Committee 47
see also Share Capital

card products 3, 13, 30
Cash and Cash Equivalents 82, 132
China 7, 9, 11, 12, 13, 15, 17, 29, 31

Africa-China Trade Corridor 4, 15
China Bohai Bank 13, 105, 140
Clients 2, 4, 5, 6, 7, 9, 10, 12, 13,
14, 15, 17, 146

Commodity derivatives desk 14
Community Investment 23, 55
Compliance and Regulatory Matters 60
Compliance and Regulatory Risk 48
Consortium 9, 14

Consumer Banking 1, 2, 4, 5, 10, 11,
12, 13, 14, 15, 16, 17, 26, 28–30,
34, 38, 39–40, 41, 87

Contingent Liabilities and
Commitments 133
Continuing Connected Transactions
54, 146

Corporate Finance 10
Corporate Responsibility
and Community Committee 51,
57, 58

Country Management Committee
(Manco) 48, 60
Country Operational Risk Group
(CORG) 48

Country Risk 45
Credit card 2, 12, 13, 111
Creditor Payment Policy 55

Credit Risk 38, 135
Management 38
Currency Risk 137
customers 15, 16, 55, 99, 100, 114, 138

Deals 2, 3, 5, 17, 32, 153
Debt Securities 115, 138
Demographic FCG, 18

Deposits 114, 116, 138
Depreciation and Amortisation 92
Derivative Financial Instruments 85,
97–98

Derivatives 47, 85
Directors 54
Board Committees 57
Board of 44, 50–51, 56

Board Nomination Committee 51,
57, 58
Board Remuneration Committee
51, 58–59, 61–73

Interests 54
Remuneration Report 61–73
Report 53–55
Responsibilities Statement 74
Significant Contracts 54
Diverse IFC, 7, 10, 14, 18, 19
Diversity and Inclusion (D&I) IFC, 18
Dividends per share 1, 53, 94
Dubai 4, 9, 10, 14, 32

Earnings per share (EPS) 1, 26, 94
Emerging FCG, 4, 7, 48, 59, 60
employee/s 1, 4, 5, 18–21, 23, 55,
61–62
Benefits 82–83
Benefit Trusts 67
engagement 19, 20, 59
volunteering 22, 23, 24
environment 23, 24, 25
Equator Principles 22, 60
Expertise IFC, 15, 19, 20, 23, 61
Express Trade 3, 12, 16, 30

Fees and commissions 86
Fiduciary activities 83
Financial
Assets 83–85, 96, 138
crime, tackling 22
Instruments 86, 95
Liabilities 83–84, 115, 117, 138
Services 18, 22, 25, 53, 104
First Africa 14, 105, 140
Five Year Summary 147

Fleming Family & Partners Limited
(FF&P) 53, 105, 124, 140
foreign currency translation 81–82
Foreign Exchange Exposure 47
Forward Looking Statements 149

Geographies 12, 13, 26, 28, 29, 30,
31, 34, 39, 89

Ghana 14, 18
Global Network capabilities 17
GOAL 23, 24
Goodwill and Intangible Assets
110–111

Governance IFC, 4, 6, 15, 22, 32,
34–36, 37, 48, 51, 55, 56–60, 66
Graduate Programme, International 18
Greatest Race on Earth *see*
sponsorships

Grindlays India/MESA 111
Group
Asset and Liability Committee
(GALCO) 34–36, 47, 49

Code of Conduct 60
Corporate Treasury 47
Internal Audit 48
Management Committee 52
share plans 62
Special Asset Management
(GSAM) 42
structure 27
Summary 26

hedges 47, 85, 98
HIV/AIDS 22, 23
Policy 55
Hong Kong FCG, 3, 5, 13, 16, 21,
28, 30, 31, 39, 73, 99, 142
Hsinchu International Bank (HIB) 5, 7,
10, 13, 27, 33, 39, 107, 108,
110, 111, 141

Hubbing 10, 11
Hyperinflation 86

Income 28–33, 90–91
and Expenses, Statement of
Recognised 78
India 3, 5, 7, 9, 13, 16, 28, 29, 30,
31, 32

Indonesia 5, 9, 14
see also PT Bank Permata
(Permata)
Infrastructure FCG, 2, 5, 9, 10, 11,
22, 26, 29, 32, 34, 36
Innovative IFC, 2, 3, 10, 12, 14, 17,
20, 24, 31, 49, 124

intangible assets 82
Interest 90
Income and Expense 86
Rate Exposure 47
Rate Risk 134–135

International Financial Reporting
Standards (IFRS) 59, 67, 75
Investment Securities 102–103, 138
Islamic banking 5, 9, 14, 29

Kenya 14
Korea 3, 5, 10, 13, 16, 18, 26, 28,
29, 30, 32, 99
see also SC First Bank (SCFB)

leadership 10–11
Leading by example IFC, 7, 10, 11
Leases 82, 132
Legal Risk 48

Liquidity
Management Committee 35
Risk 47, 136
Loan Capital 53
Loan Portfolio 39–40
Loans and Advances 99–100
Local knowledge 4, 6, 7, 17, 42

Major Interests in Shares and Voting
Rights 53

Malaysia 3, 5, 14, 29, 30, 32
Management

Agenda 8
Senior 52
Market Risk 46, 139
Middle East FCG 7, 9, 10, 16
And Other South Asia (MESA) 3,
4, 14, 28, 29, 30, 32, 33
Minority Interests 126
money laundering prevention 22
Movement in Group Individual
Impairment Provision 44

Nationalities IFC, 1, 18, 19, 21
Nets for Life 23, 25
Nigeria 9, 14, 29–30
Non-executive Directors 34, 54, 56,
57, 58, 59, 61, 66, 68
Non-Performing Loans and Advances
102

Operational Risk 47–48
Country Operational Risk Group 48
Operating Expenses 91
Operating Income 1, 3, 4, 5, 6
Operating Income and Profit 26
Organic 4, 5, 6, 7, 8, 9, 10, 11, 12,
13, 14, 15, 18, 28, 31
Organisation for Economic
Co-operation and Development
(OECD) 34
Other impairment 92
outlook 11
Outserve 10, 15

Pakistan 6, 7, 8, 10, 14, 20, 34, 39, 105
see also Union Bank

Partnership IFC, 9, 11, 14, 18, 21,
23, 24, 25
Pearl River Delta 9
Pension Fund 65, 118
Performance Share Plan (PSP) 62–64
Post Balance Sheet Events 140
Priorities 2, 9, 11, 22, 23
Private Bank 3, 9, 10, 11, 12
Problem Credit Management and
Provisioning 41
Product Performance 33
Products and services IFC, 2, 9, 12,
13, 15, 17, 59, 87
Property, Plant and Equipment 82, 112
Provisions 82, 117
PT Bank Permata (Permata) 5, 14,
27, 33, 104, 108, 110, 111, 140

Qatar 9, 14
Qualified Domestic Institutional
Investor (QDII), services 13
Qualifying Third Party Indemnities 54

Regulators IFC, 6, 22, 30, 62
Related Party Transactions 54, 140
Remuneration Policy 61
Repurchase and Reverse Repurchase
Agreements 133–134
Reserves and Retained Earnings 125
residential mortgage backed
securitization (RMBS) 17
Responsible selling 23, 59
Restatement of Prior Periods 139
Restricted Share Scheme (RSS) 64
Retirement Benefits 65, 69, 117–122
Right Partner IFC, 6, 7, 10, 15, 24

Risk

Liquidity Risk 36
Management 11, 35, 54
Reputational Risk 48
Risk Appetite 38
Risk Governance 34–36
Risk Management Review 34
Risk Review 34–48
Risk, Value at 46
Stress Testing 37, 46

Risk Committees
Consumer Banking 35
Group Compliance and
Regulatory 35
Group Credit 35
Group Market 35, 46
Group Operational 35, 47
Group Reputational Risk and
Responsibility 35, 48
Group Risk (GRC) 34–36, 38, 45
Other Type 35
Product and Reputational 48
Wholesale Banking 35
Risk Weighted Assets and
Contingents (RIWAC) 31

SC First Bank (SCFB) 5, 13, 14, 20,
21, 27, 34, 108, 109, 110, 111
Scope International 21
SC Thai 111

Seeing is Believing 11, 23, 154
Segmental Information 87–90
Service assurance 3, 5, 13
Service excellence 15, 16
Share Based Payments 127–131
Share Capital 53, 83, 124
Shareholding Guidelines 65
Sharesave schemes 19, 64
Singapore 3, 5, 10, 13, 14, 15, 16,
23, 28–9, 30, 31, 32, 39, 99
Small and Medium Enterprises (SME)
3, 5, 12, 16, 28–29

Social, Ethical and Environmental
Responsibilities (SEE) 55, 60
South Africa 30, 32
Sponsorships

Greatest Race on Earth 10
marathons 14

Sri Lanka 29
Strategic Intent IFC
Strategy 2, 6, 7, 9, 11, 12, 13, 14,
16, 17, 20, 22, 23, 25, 31, 34,
35, 37, 38, 42, 51, 52, 56, 61,
85, 115

Subordinated Liabilities and Other
Borrowed Funds 123–124
Sub-Saharan 14, 25
Subsidiary Undertakings and
Associates, Investments in
104–105

Taiwan 5, 6, 7, 8, 9, 10, 17, 26, 28,
29, 30, 34, 39
see also Hsinchu International Bank
taxation 83, 93, 113
Technology 10, 15, 26, 51, 92
Temasek Holdings (Private) Limited
53, 54, 146
Trade Flows, Global FCG

Uganda 29–30
UK 4, 13, 14, 15, 30, 32, 142
Group Head Office 30, 32
Union Bank 4, 7, 10, 14, 27, 33, 39,
105, 106, 108, 110, 111, 140
United Arab Emirates (UAE) 9, 10, 14,
16, 20, 32

Values IFC
Volume 9
Volume and Price Variances 145

Wealth Management 28, 30
Web Bank 3, 13
Wholesale Banking 1, 2, 4, 5, 10, 12,
13, 14, 15, 17, 26, 31, 34, 38,
39–40, 42–43, 87
Women 18, 19, 23, 24
Work-life balance 21

Zambia 14, 29
Zimbabwe 29–30, 31, 32