© Copyright HSBC Holdings plc 2016 All rights reserved

No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of HSBC Holdings plc.

Published by Group Finance, HSBC Holdings plc, London

Designed by Addison Group, London (*Strategic Report*) and by Group Finance, HSBC Holdings plc, London (rest of *Annual Report and Accounts*)

Printed by DG3 Asia Limited, Hong Kong, on Printspeed White (cover) and Innotech White (text pages) using vegetable oil-based inks. Made in Austria, the cover board comprises 82% virgin fibre, 9% de-inked post-consumer waste and 9% pre-consumer waste. Made in China, the text paper comprises 76% virgin fibre, 12% de-inked post-consumer waste and 12% pre-consumer waste. Pulps used are totally chlorine-free.

The FSC® logo identifies products which contain wood from well-managed forests certified in accordance with the rules of the Forest Stewardship Council®.



## **Photography**

Getty Images: cover, inside front cover-page 1, pages 12-13, 14-15, 28, 29, 31, 32-33, 35 (inset centre, bottom), 43, 46-47

Charles Best: pages 4-5, 6 (Group Chairman), 10 (Group Chief Executive), 34-35

Jardine Matheson Group: page 17 Enel Group: page 37

HSBC 'Human Ambition' advertising campaign: pages 20-21, 30, 35 (inset top)

Pages 249-254: Directors and Secretary by Charles Best, except Laura Cha and Paul Walsh by Patrick Leung

GPS3461