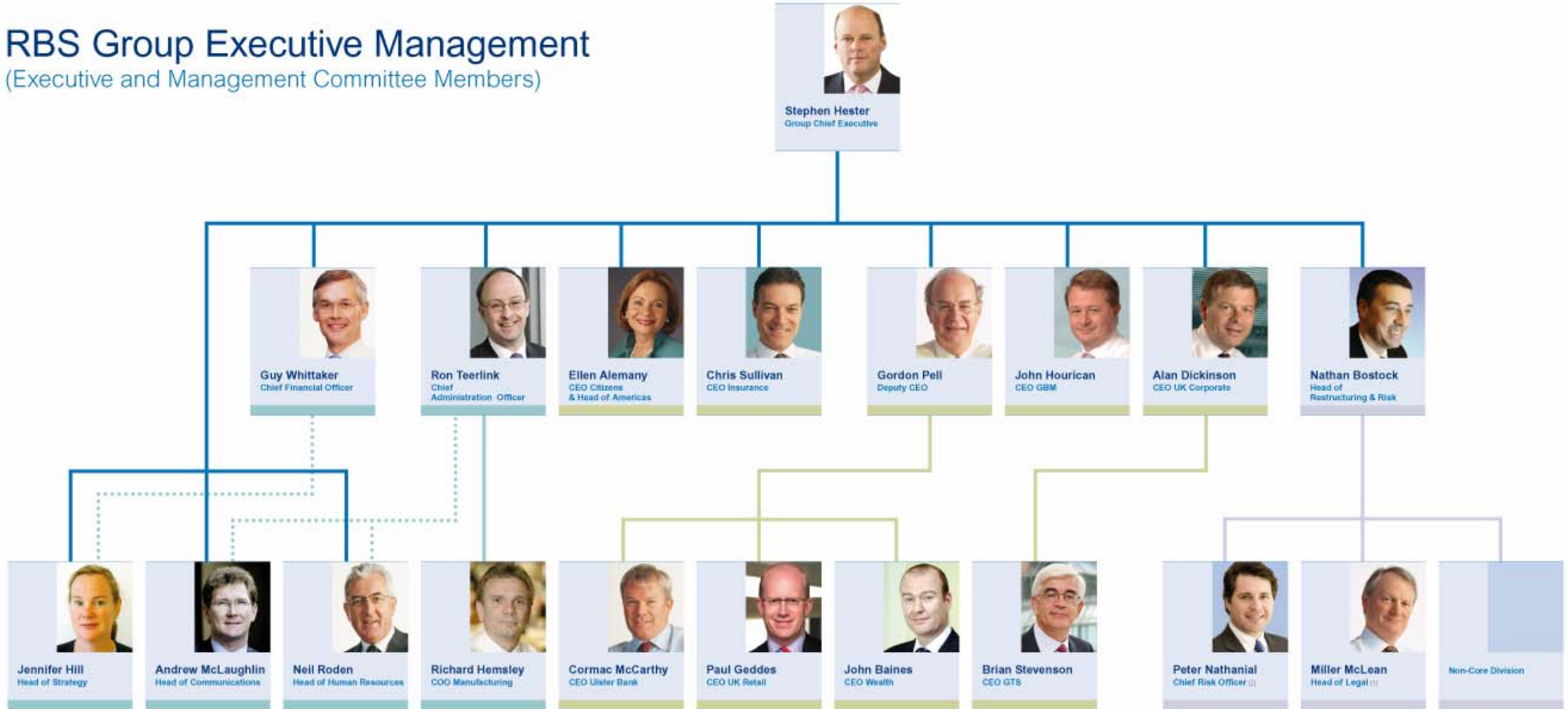


RBS Group Executive Management

(Executive and Management Committee Members)



Also Management Committee Members:

John McCormick Representing Asia
Peter Nielsen GBM

- Customer facing businesses
- Control functions
- Support functions

(1) Reports also to Chairman as General Counsel/Company Secretary.
(2) Reports also to Chairman of the Audit Committee.