

OPERATIONAL STRUCTURE

The Group's organisational design was driven by the following key guiding principles:

- lean holding company – this is in line with the regulators' mandate to be a non-operating entity;
- critical corporate central functions – finance, risk management, Company secretariat, strategy, internal audit, investor relations, marketing and corporate communications;
- focus on setting Group standards and monitoring compliance for the Group, e.g., HR and IT standards;
- synergy benefits from operating structure to be balanced against incremental costs; and
- giving policy directions for the banking and non-banking subsidiaries to ensure proper capital utilisation across subsidiaries.

These principles were the central considerations for the identification of the Group's functions and the roles and responsibilities of each of those functions.

The diagram below shows the organisational structure and operating model of FBNHoldings.

