

Asset and Liability Management in the RBS Group

A&LM Governance

GEMC

Executive Oversight

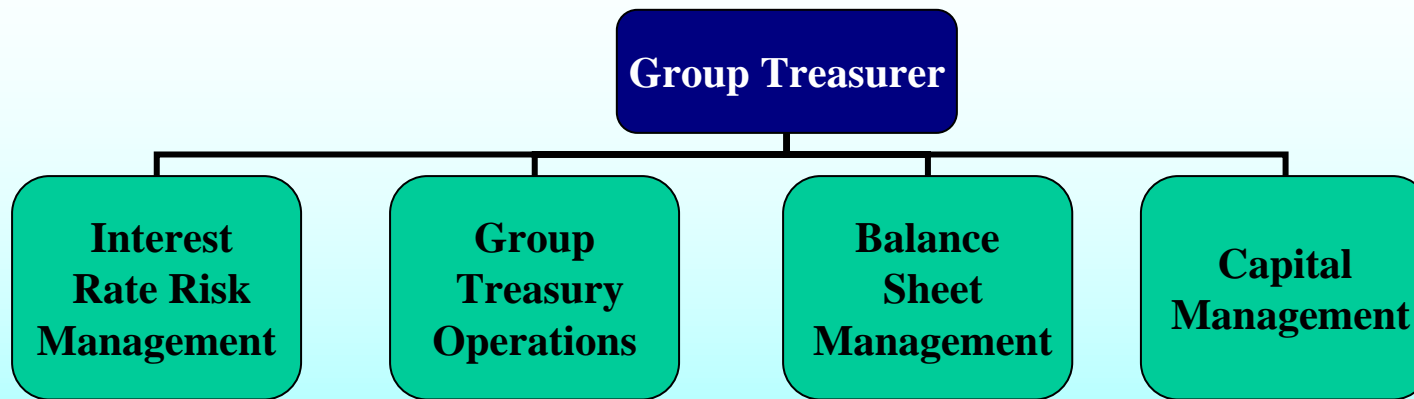
GALCo

**Executive Policy Approval
of Group Limits**

**Group
Treasury**

**Policy setting and central
operations**

Group Treasury Structure



Cost Centre

A&LM Governance

GEMC

Executive Oversight

GALCo

Executive Policy Approval

**Group
Treasury**

**Policy setting and central
operations**

Businesses

Execution and reporting

**Legal
Entities**

**Management
Units**

Businesses Vary

Businesses

**Legal
Entities**

**Management
Units**

- **Team size (part time to teams of 6)**
- **Based in Finance and/or Treasury**
- **Governance**
- **Expertise levels**

No one approach fits all

Risk Philosophy

- Ensure Executive know what risk they are taking
- Balance Risk Taking and Prudence
- Ensure risk taking managed in centre of excellence