

Directors, Supervisors, Senior Management and Staff

Directors, Supervisors and Senior Management

Honorary Directors(1)

Name	Position
CHEN Muhua	Honorary Chairperson
CHUANG Shih Ping	Honorary Vice Chairman

Board of Directors

Name	Position
XIAO Gang	Chairman
LI Lihui	Vice Chairman and President
ZHANG Jinghua	Non-Executive Director
YU Erniu	Non-Executive Director
ZHU Yan	Non-Executive Director
ZHANG Xinze	Non-Executive Director
HONG Zhihua	Non-Executive Director
HUANG Haibo	Non-Executive Director
Sir Frederick Anderson GOODWIN	Non-Executive Director
SEAH Lim Huat Peter	Non-Executive Director
HUA Qingshan	Executive Director; Vice President
LI Zaohang	Executive Director; Vice President
Anthony Francis NEOH	Independent Non-Executive Director
William Peter COOKE	Independent Non-Executive Director
Patrick de SAINT-AIGNAN	Independent Non-Executive Director
Alberto TOGNI	Independent Non-Executive Director

Notes: ⁽¹⁾

Under PRC law, the honorary directors are not members of the Board of Directors and do not have any power or right to vote on any matters considered by our Board under our Articles of Association.

Directors, Supervisors, Senior Management and Staff

Board of Supervisors

Name	Position
LIU Ziqiang	Chairman of Board of Supervisors
WANG Xueqiang	Supervisor
LIU Wanming	Supervisor
LI Chunyu	Employee Supervisor
LIU Dun	Employee Supervisor

Senior Management

Name	Position
LI Lihui	President
HUA Qingshan	Executive Director; Vice President
LI Zaohang	Executive Director; Vice President
ZHOU Zaiqun	Vice President
ZHANG Yanling	Vice President
ZHANG Lin	Secretary of the Party Discipline Committee
ZHU Min	Assistant President
ZHU Xinqiang	Assistant President
WANG Yongli	Assistant President
Lonnie DOUNN*	Chief Credit Officer
YEUNG Jason Chi Wai	Secretary to the Board of Directors

(*tendered his resignation in April 2006, effective in September 2006.)

Human Resources and Management

Number of Institutions and Employees As of the end of June 2006, the Bank had 11,543 domestic and overseas branches and subsidiaries, a reduction of 103 from the beginning of the year. Domestic branches and subsidiaries numbered 10,907, a reduction of 111 from the beginning of the year, and overseas branches and subsidiaries numbered 635, an increase of eight from the beginning of the year.

As of the end of June 2006, the Bank had 197,636 regular employees, a decrease of 11,629 from the beginning of the year. Employees of domestic operations numbered 179,453, a decrease of 11,375; and employees of overseas operations totaled 18,183, a decrease of 254 from the beginning of the year. Besides, the Bank had 28,769 dispatched staff in its domestic operations.

Management of Human Resources In the first half of 2006, the Bank continued to reform and improve its human resources management system. Intensified efforts were made to adjust and staff the Management team of its branches, subsidiaries and departments of the Head Office. The Bank launched leadership development model, and consolidated

the supporting resources. Through in-depth position appointment reform, the Bank gradually formed a merit-based recruitment system through fair competition. It also controlled the headcount, and optimized staff structure constantly. Leveraging diverse channels, including campus recruitment and social recruitment, it filled up post vacancy to satisfy the needs of business development and management. It also improved an all-round remuneration system, guided domestic branches to design remuneration reform plans and calculate remuneration level, promoted the implementation of remuneration reform, started the establishment of the corporate annuity system, and preliminarily set up a long-term and standardized supplementary retirement insurance mechanism. It also enhanced performance management, set the performance indicators for branches by virtue of balanced score card, reinforced process management, and guided each branch to implement the scientific approach to development.

Training and Development of Human Resources The Bank devoted great efforts to the training of management personnel at high and middle ranks. It developed senior leadership course in cooperation with Peking University and Business School of Harvard University, and sent senior executives to participate in a senior management course provided by RBS.

To support and boost business development, training was also provided to professionals in the fields of wealth management planning, financial service marketing, operational risk, trading and settlement, etc. The Bank also strengthened training for frontline and new employees. In the first half, the Bank launched 2,441 off-job training courses each over two days, training 95,577 persons.

Process Integration and Organizational Restructuring The Bank continued to promote the business process integration and organizational restructuring. It conducted an overall investigation on the organizational framework, business process and operational mechanism of RBS, in an effort to explore and study the direction of its own organizational framework reform in line with its own conditions. By studying the setting up of strategic business units along the lines of corporate banking, personal banking and treasury business and adjusting the functions of the branch outlets, the Bank will try to strengthen the management of business lines so as to gradually establish a matrix management model commonly adopted by international financial institutions. As of the end of June 2006, organizational resources of the Bank continued to be allocated in favour of key regions to optimize the geographical layout. The Bank newly established 25 institutions/outlets, upgraded 216 institutions/outlets, and closed 192 small institutions/outlets of poor development potential.

Corporate Culture The Bank intends to build a strong corporate culture with work ethics that encourages honesty and integrity, the drive for performance, a people oriented spirit, diligence and accountability and the pursuit of excellence so as to achieve a seamless integration of its corporate culture with the operation and management of the Bank. By leveraging on the corporate culture guidance, appropriate incentives and constraints, we aim to align the strategic development goal of the Bank with the career aspirations of our employees.