

EXECUTIVE BENCHMARK POSITION LIST Asia/Pacific CDB Financial Services Executive Database

Corporate - Top Executive

Chief Executive Officer
Chief Operating Officer
Company Secretary
Top Investor Relations

Top Executive/ General Management

Profit Center Head
Top Administration Executive (Major Functions)
Top Administration Executive (Other Functions)

Corporate Affairs

Top Corporate Affairs Executive
Top Public Relations Executive

Finance

Top Financial Executive
Controller
Treasurer
Top Tax Executive
Top General Accounting Executive
Top Internal Audit Executive
Top Financial Planning Executive

Human Resources

Top Human Resources Executive
Top Compensation and Benefits Executive
Top Training and Development Executive

Information Technology

Top Information Technology Executive (Chief Executive Officer)
Top Systems and IT Operations Executive
Top Applications Development Executive

Legal

Top Legal Executive

Marketing/Sales

Top Marketing and Sales Executive
Top Marketing Executive
Top Sales Executive
Top Customer Relations Executive

Strategic Planning and Business Development

Top Planning and Business Development Executive

Property Management

Top Property Management

Service and Operations

Top Operations Executive
Top Call Center Operations Executive
Top Risk Management Executive

Retail Banking

Top Retail Banking Executive
Top Card Service Executive
Top Mortgage Banking Executive

Corporate Banking

Top Corporate Banking Executive
Top Trade Finance Executive

Treasury and Capital Markets

Top Capital Market Executive
Top Sales and Trading Executive
Top Cash Management Executive

Investment Banking

Top Corporate Finance Executive
Top Structured Finance Executive
Top Venture Capital Executive

Islamic Banking

Top Islamic Banking Executive

Asset Management

Top Fund Management Executive
Top Dealing Executive
Top Trust Management Executive

Insurance*

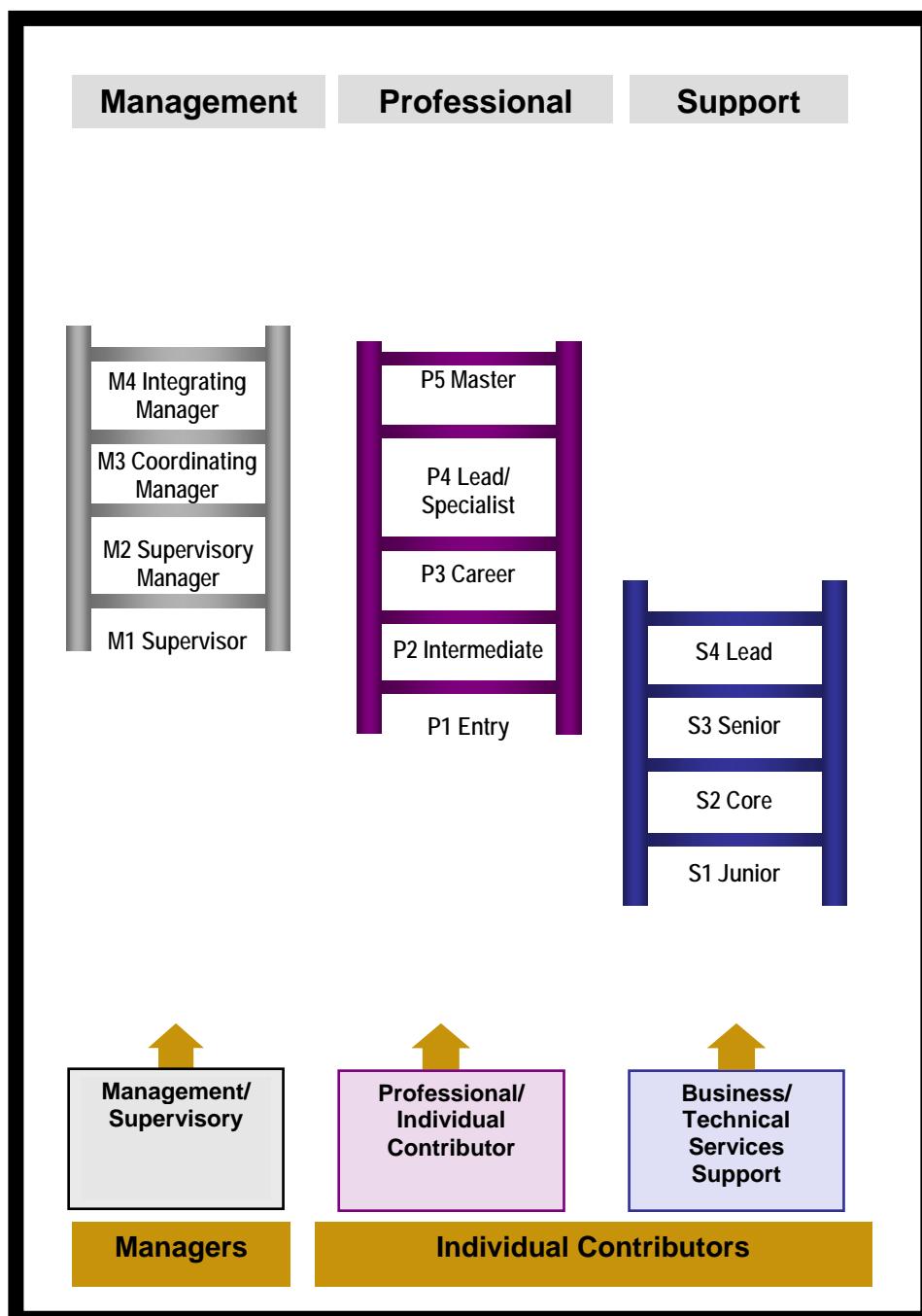
Top Insurance Executive
Top Actuary Executive
Top Insurance Agency Executive
Top Insurance Product Development Exec
Top Insurance Sales and Marketing Exec
Top Insurance Underwriting Executive
Top Reinsurance Executive

* Not included in Singapore and Malaysia

CAREER LEVEL LIST

Asia/Pacific CDB Financial Services Middle Management, Professional and Support Database

The Asia/Pacific CDB Financial Services Middle Management, Professional and Support (MMPS) database is based on Towers Perrin's career level approach. The premise underlying the career level concept is that there are discernible broad steps in an individual's career, which are consistent across organizations. While each organization may have a unique approach to slotting individuals or positions/roles into a pay system, the approach can be translated into generic career levels that together form a typical career ladder. For purposes of this database, four supervisory/manager levels, five individual contributor professional levels, and four support levels have been profiled.



FUNCTION LIST

Asset Management Functions

AA Asset Allocation
 AS Asset Management Research
 BM Bid Management
 CL Client Relationship Management
 DE Dealing
 DC Product Development (Asset Management)
 FM Fund Management
 PF Performance Measurement
 SA Sales & Marketing (Asset Management)

Corporate Banking Functions

CB Corporate Banking Marketing
 CG Correspondent Banking
 IR Corporate/ Institutional Relationship Management
 MI Middle Market Account Management
 PG Product Development (Corporate)
 SU Company Start Ups

Private Banking Functions

CM Client Relationship Management
 PO Portfolio Management
 PB Priority Banking
 PP Product Development (Private)
 PS Sales & Marketing (Private)
 TE Technical/ Product Specialists (Private)

Retail Banking Functions

AM ATM Support
 BB Branch Banking
 BU Business Analysis
 FA Financial Advice
 FC Foreign Commercial Advice
 FR Fraud
 MR Merchant Services Sales
 PU Product Development (Retail)
 RS Retail Sales

Treasury & Capital Markets Functions

CC Cash Management & Custody Services
 EQ Equity
 FI Fixed Income
 FX Foreign Exchange
 MO Money Markets
 RH Trading Analytics/Modeling
 ST Structured Products
 TD Commodity Trading

Investment Banking Functions

CF Corporate Finance
 SF Structured Finance

Islamic Banking Functions

CS Customer Service
 PD Product Development (Islamic)
 SL Sales & Marketing (Islamic)
 TS Technical/Product Specialists (Islamic)

Central Services & Operations Functions

AD IT Administration/Support
 AP IT Application Development
 AR IT Architecture
 AT Asset Management Support
 AU Audit
 BO Securities & Treasury Settlements
 BS Administration/Support
 CD Strategic Planning/Corporate Development
 CO Compliance
 CP Corporate Affairs
 CR Corporate Services
 CT Call Center Operations
 CU Customer Service & Operations
 DA IT Database Analysis & Development
 EC Economics
 FN Finance
 FO Foreign Operations
 FU Fund Accounting
 GM General Management
 HB IT Business Analysis
 HR Human Resources
 IN IT Networking
 LG Legal
 MK Marketing
 MS Money Transfers
 MT Management Trainee
 PA Credit Policy & Approval
 PC Purchasing
 PM Project Management
 PT Corporate Treasury
 QT Quality
 RM Risk Management
 SY IT Information Systems Security
 TR Middle Office Trader Support
 PR IT Project Management

Insurance Functions*

AC Actuarial
 PE Product Development
 UW Underwriting
 SM Direct Sales
 RI Reinsurance
 AG Agency
 BR Brokerage Sales
 LC Loss Control
 AB Bank Assurance

* Not included in Singapore and Malaysia

FUNCTION AND DISCIPLINE LIST

Asset Management**Asset Allocation**

Asset Allocation (Generalist)

Asset Management Research

Asset Management Research (Generalist)

Quantitative Research

Analysis Buy Side

Credit Analysis

Bid Management

Bid Management (Generalist)

Client Relationship Management

Client Relationship Management (Generalist)

Dealing

Dealing (Generalist)

Product Development (Asset Management)

Product Development (Generalist)

Financial Advisory

Fund Management

Fund Management (Generalist)

Equities

Fixed Income

Quantitative /Indexed Funds

Hedge Funds

Money Markets

Fund of Funds/Managed Funds

Real Estate

Structured Funds

Diversified/Balanced Funds

Performance Measurement

Performance Measurement (Generalist)

Sales & Marketing (Asset Management)

Sales & Marketing (Generalist)

Sales

Marketing

Pension Fund Sales

Corporate Banking**Corporate Banking Marketing**

Corporate Banking Marketing (Generalist)

Correspondent Banking

Correspondent Banking (Generalist)

Corporate/ Institutional Relationship Management

Corporate/Institutional Relationship Management (Generalist)

Electronic Banking/Cash Management

Real Estate Financing

Foreign Trade Services

Foreign Trade Financing

Investment Counseling

Middle Market Account Management

Middle Market Account Management (Generalist)

Electronic Banking/Cash Management

Real Estate Financing

Foreign Trade Services

Foreign Trade Financing

Investment Counseling

Product Development (Corporate)

Product Development (Generalist)

Company Start Ups

Company Start Ups (Generalist)

Private Banking Functions**Client Relationship Management**

Client Relationship Management (Generalist)

Portfolio Management

Portfolio Management (Generalist)

Priority Banking

Priority Banking (Generalist)

Product Development (Private)

Product Development (Generalist)

Sales & Marketing (Private)

Sales & Marketing (Generalist)

Sales

Marketing

Technical/ Product Specialists (Private)

Technical/Product Specialist (Generalist)

Tax and Financing Planning

Trusts & Estates

Credit Products

Risk Management Advisory

Insurance

Real Estate

Retail Banking

ATM Support

ATM Support (Generalist)

Branch Banking

Branch Banking (Generalist)

Teller

Branch Management

Sales & Services Center Management

Business Analysis

Business Analysis (Generalist)

E-commerce/Online Banking

Financial Advice

Financial Advice (Generalist)

Bank Assurance

Pensions

Investment Products

Tax & Financial Planning

Securities Brokerage

Mortgage

Leasing

Hire Purchase

Foreign Commercial Advice

Foreign Commercial Advice

Fraud

Fraud (Generalist)

Preventative

Investigative

Merchant Services Sales

Merchant Services Sales (Generalist)

Product Development (Retail)

Product Development (Generalist)

Future Technologies

Consumer Products

Retail Sales

Retail Sales (Generalist)

Consumer

Professional

Enterprises

Corporate

Affluent Clients

Operations

Cards

Unit Trust

Treasury & Capital Markets

Cash Management & Custody Services

Cash Management & Custody Services
(Generalist)

Cash Management

Custody Services

Cash Management Product Development

Cash Management Product Implementation

Custody Services Product Development

Equity

Equity (Generalist)

Equity Sales

Equity Trading/Dealing

Equity Sales Trading

Equity Origination

Equity Syndication

Equity Research

Equity Derivative Sales

Equity Derivative Trading

Fixed Income

Fixed Income (Generalist)

Fixed Income Sales

Fixed Income Trading/Dealing

Foreign Exchange

Foreign Exchange (Generalist)

Foreign Exchange Sales

Foreign Exchange Trading/Dealing

Foreign Exchange Research

Money Markets

Money Markets (Generalist)

Money Market Sales

Money Market Trading/ Dealing

Money Market Research

Trading Analytics/Modeling

Trading Analytics/Modeling (Generalist)

Structured Products

Structured Products (Generalist)

Commodity Trading

Trader (Generalist)

Physical Trader

Financial Trader

Investment Banking Functions

Corporate Finance

Corporate Finance (Generalist)

Structured Finance

Structured Finance (Generalist)

Acquisition Finance

Real Estate

Lease Financing

Project Finance

Tax-Driven Financing

Securitization

Export Financing

Workout/Restructuring

Credit Syndication

Mezzanine

Islamic Banking Functions

Customer Service

Customer Service (Generalist)

Product Support

Product Development (Islamic)

Product Development (Generalist)

Sales & Marketing (Islamic)

Sales & Marketing (Generalist)

Technical/Product Specialists (Islamic)

Technical/Product Specialists (Generalist)

Central Services & Operations

IT Administration/Support

IT Administration/Support (Generalist)

Computer Operations

Database Administration

E-mail

Help Desk Support

Internet/Intranet (Web) Administration

LAN Administration

Mainframe Computer Operations

IT Application Development

IT Application Development (Generalist)

E-Commerce/EDI

Internet/Intranet (Web) Platform

UNIX Client/Server Platform

Windows Server Platform

IT Architecture

IT Architecture (Generalist)

Mainframe Platform

Unix/Linux Platform

Windows Platform

Asset Management Support

Asset Management Support (Generalist)

Securities Database

Client Reporting

Fund Management Assistant

Middle Office

Back Office

Audit

Audit (Generalist)

Internal Business Audit

Internal Information systems audit

Inspection

Internal Control

Securities & Treasury Settlements

Securities & Treasury Settlements (Generalist)

Securities Settlements

Securities Processing

Deposit Business

Securities Pricing/Valuations

Administration/Support

Administration/Support (Generalist)

Librarian

Reception

Secretarial Support

Administrative Support Pre-Professional

Clerical/Accounting

Office Staff

Desk Top Publishing

Market Data Services

Strategic Planning/Corporate Development

Strategic Planning/Corporate Development
(Generalist)

Strategic Planning

Organization Strategy

Joint Venture/Acquisition

Compliance

Compliance (Multi Discipline)

Money Laundering

Data Protection

Complication Generalist

Fraud

Corporate Affairs

Corporate Affairs (Generalist)

Employee Communications

Public/Press Relations

Investor Relations

Events Organization

Corporate Services

Corporate Services (Generalist)
Property/Real Estate Management
Maintenance
Security
Chauffer
Business Continuity

Call Center Operations

Contact Center (Generalist)
Inbound
Outbound
Technical Support

Customer Service & Operations

Customer Service & Operations (Generalist)
Customer Administration
Account Administration
Blocked Accounts/Attachments
Credit & Loan Administration
Credit Cards
Collection
Islamic Product Operations Support

IT Database Analysis & Development

IT Database Analysis & Development (Generalist)
Data Warehousing/Data Mining
Database Design and Analysis

Economics

Economics (Generalist)

Finance

Finance (Generalist)
Accounting
Financial Planning and Analysis
Payroll
Tax
Credit and Collections

Foreign Operations

Foreign Operations (Generalist)
Foreign payment Transactions
Foreign Currency Account Administration
Credit Processing
Credit Collections
Settlement Foreign Exchange Transactions
Foreign Operation Complaints

Fund Accounting

Fund Accounting (Generalist)
Retail
Institutional
Investment Trusts

General Management

General Management (Generalist)

IT Business Analysis

IT Business Analysis (Generalist)

Human Resources

Human Resources (Generalist)
Compensation & Benefits
Employee and Management Development
Employee Relations
HR Business Partner
International Assignments
Recruitment
HR Policies
Organization Design
HR Operations/Information Systems

IT Networking

IT Networking (Generalist)
Control Administration
Architecture
Planning/Implementation

Legal

Legal (Generalist)
Recovery/Litigation
Commercial Management/National Law
Real Estate Law
Specialist
Company Secretary

Marketing

Marketing (Generalist)
Distribution Channel marketing
Marketing Communication
Market Research
Product/Category Marketing
Database Marketing
Brand Marketing

Money Transfers

Money Transfers (Generalist)
Domestic Payment Transactions
Account Administration Banks
Domestic Payment Transactions

Management Trainee

Generalist
Specialist

Credit Policy & Approval

Credit Policy & Approval (Generalist)
Credit Scoring
Portfolio Analysis
Credit Analysis
Workout

Purchasing

Purchasing (Generalist)
IT Solutions and Systems
Corporate
Services

Project Management

Project Management (Generalist)
Project Management External Projects
Project Management Internal Projects

Corporate Treasury

Corporate Treasury (Generalist)
Cash Management
Asset Liability Management
Credit Line Management
Investment Management

Quality

Quality (Generalist)

Risk Management

Risk Management (Generalist)
Market Risk
Credit Risk
Operational Risk
Country Risk
Risk Analytics/Modeling
Risk Control
Risk Policy

IT Information Systems Security

IT Information Systems Security (Generalist)
Access Control Administration
Firewall Administration
Hardware/Software Security

Middle Office Trader Support

Middle Office Trader Support (Generalist)
Middle Office Finance

IT Project Management

IT Project Management (Generalist)

Insurance Functions***Actuarial**

Actuarial (Generalist)
Actuarial Consultancy
Pension Funds
Life Insurance
Property/Casualty
Appointed Actuary
Motor
Marine

Product Development (Insurance)

Product Development (Generalist)
Life & Health
Pension/Retirement Products
Property/Casualty
Motor
Marine

Underwriting

Underwriting (Generalist)
Life & Health
Pension/Retirement Products
Property/Casualty
Motor
Marine

Direct Sales

Direct Sales (Generalist)
Life & Health
Pension/Retirement Products
Property/Casualty
Motor
Marine

Reinsurance

Reinsurance (Generalist)

Agency

Agency (Generalist)
Agency Support Services
Agency Development
Agency Training
Life & Health
Pension/Retirement Products
Property/Casualty
Motor
Marine

Brokerage Sales

Brokerage Management (Generalist)
Life & Health
Pension/Retirement Products
Property/Casualty
Motor
Marine

Loss Control

Loss Control (Generalist)

Bank Assurance

Bank Assurance (Generalist)
Bank Assurance Sales
Bank Assurance Sales Trainer