

IV. Conglomerate Matrix

<i>I. Organisational Structure, Corporate Governance and Management Oversight</i>	
A Legal Structure and General Information	
1. <i>GENERAL INFORMATION (Type of organisation, range of asset size, countries in which active, indication of general supervisory framework)</i>	[Information available to supervisors, or obtained during mapping]
2. <i>ORGANISATIONAL STRUCTURE- CORPORATE (list major subsidiaries and branches, locations, types of activities, indication of whether subsidiary is supervised). Attach in annex a "legal entities" corporate tree.</i>	[Information available to supervisors, or obtained during mapping]
3. <i>ORGANISATIONAL STRUCTURE- BUSINESS LINE (list major business lines e.g., fx, swaps, equity sales & trading, fixed income, derivatives, retail banking, private banking, custody, personal/commercial lines general insurance, reinsurance, individual/group life, pension, corporate banking, others). Attach in annex a "business line" organisational structure.</i>	[Information available to supervisors, or obtained during mapping]

4. <i>DISCLOSURES (extent of legal and business line public disclosures-compare to information disseminated within the conglomerate)</i>	Question IA1
5. <i>FACTORS INFLUENCING LEGAL / BUSINESS LINE STRUCTURE (if divergent, explain reasons.)</i>	Question IA2
6. <i>TREND IN CORPORATE LEGAL AND BUSINESS LINE STRUCTURE (e.g., status quo vs. current and planned changes, management's views of optimal structure)</i>	Question IA3
7. <i>RESPONSIBILITY FOR COORDINATING REGULATORY RELATIONSHIPS (include how, who and location(s)). Attach in annex a listing of major regulated entities and relevant regulators.</i>	Question IA4
B. Management Structure	
1. <i>TYPE OF OVERALL MANAGEMENT STRUCTURE(including major corporate committees and their role)</i>	Question IB1 and information available to supervisors, or obtained during mapping
2. <i>DISCLOSURES (extent of public disclosures as to management structure-compare to information disseminated within the conglomerate)</i>	Question IB1

3. <i>MANAGEMENT STRUCTURE OF LEGAL ENTITIES (at what level and location is firm being run?; authority of legal entities)</i>	Question IB2
4. <i>MANAGEMENT STRUCTURE OF MAJOR BUSINESS LINES (alignment of such structure to corporate legal structure)</i>	Question IB2
5. <i>KEY BUSINESS LINE MANAGERS, LOCATIONS AND REPORTING LINES (indicate top business line managers, area of responsibility, location (home office vs. other -- sub. or branch?))</i>	[Information available to supervisors, or obtained during mapping]
6. <i>KEY FUNCTION MANAGERS' LOCATIONS, AND REPORTING LINES (e.g., Risk Management, Audit, Financial Control, etc., location(s), and whether manager has dual responsibilities)</i>	[Information available to supervisors, or obtained during mapping]
7. <i>DOES THE FIRM HAVE REGIONAL MANAGERS? (Indicate geographic location and area of responsibility)</i>	[Information available to supervisors, or obtained during mapping]
8. <i>FACTORS INFLUENCING MANAGEMENT STRUCTURE-LEGAL / BUSINESS LINE</i>	Question IB2
9. <i>TREND IN MANAGEMENT STRUCTURE (e.g., status quo vs. current and planned changes, management's strategy with respect to its structure)</i>	Question IB2

C. Corporate Governance and Management Oversight	
1. <i>DISCUSSION OF RELATIONSHIP BETWEEN MANAGEMENT OF BUSINESS LINES AND LEGAL ENTITIES (discussion of global business lines and how firm manages businesses that cut across geographic and legal boundaries)</i>	Question IC1
2. <i>GENERAL DISCUSSION OF MANAGEMENT RESPONSIBILITY FOR CONTROL ENVIRONMENT (including role of senior management/entity management; does the firm run like one entity or multiple different businesses?)</i>	Questions IC1 and IC2
3. <i>GENERAL DISCUSSION OF COMPOSITION AND ROLE OF BOARD OF DIRECTORS AND MAJOR BOARD-LEVEL COMMITTEES</i>	Question IC3
4. <i>PRINCIPAL INCENTIVES/ DISINCENTIVES TO MANAGEMENT, COMPENSATION AND RECRUITMENT STRATEGY (relate to the firm's goals and objectives)</i>	Questions IC4, IC5 and IC6
D. Capital Resources	

1. <i>TYPES AND SOURCES OF CAPITAL</i>	[Information available to supervisors, or obtained during mapping]
2. <i>DISCLOSURE OF CAPITAL ALLOCATION WITHIN CONGLOMERATE AND OF CAPITAL ADEQUACY OF REGULATED ENTITIES (public disclosure and management reporting)</i>	Question ID1
3. <i>ALLOCATION METHODOLOGY (factors, including regulatory requirements, determining allocation of capital and management strategy)</i>	Question ID2
4. <i>RESPONSIBILITY FOR CAPITAL RESOURCES AND ALLOCATION</i>	Question ID2
5. <i>DISCUSSION OF CAPITAL ALLOCATION : BUSINESSES LINES VERSUS LEGAL ENTITIES</i>	Question ID3
6. <i>RESTRICTIONS ON CAPITAL INSTRUMENTS AND ON FLOWS OF CAPITAL WITHIN THE CONGLOMERATE</i>	Question ID4
<i>E. Intra-group and related entity transactions and financial exposures</i>	
1. <i>DISCLOSURE (extent of public disclosure on intra-group transactions and exposures and other intra-group arrangements)</i>	Question IE1

4. <i>MANAGEMENT INFORMATION AND REPORTING SYSTEMS (including a discussion of location and responsibility for monitoring, types of reports, frequency and distribution)</i>	Question IE1
2. <i>DISCUSSION OF TYPES OF INTRA-GROUP TRANSACTIONS AND REASONS FOR TRANSACTIONS (management rationale for intra-group transactions.)</i>	Question IE2
3. <i>OTHER TYPES OF INTRA-GROUP RELATIONSHIPS (e.g., discussion of service agreements, etc.)</i>	Question IE2
4. <i>VOLUME OF INTRA-GROUP TRANSACTIONS AND EXPOSURES AND LIMIT STRUCTURES (including limits for participations of less than 100%)</i>	Question IE3
6. <i>FACTORS THAT AFFECT LEGAL ENTITY BOOKING DECISIONS</i>	Question IE4
<i>II. Risk Management</i>	
<i>A. Risk Profile</i>	
1. <i>PRINCIPAL RISKS OF CONGLOMERATE</i>	Question IIA1

2. <i>MAJOR RISK TAKING ENTITIES (relate principal risks being undertaken to the legal entities where such risks are borne)</i>	Question IIA2
3. <i>MANAGEMENT'S PERCEPTIONS OF RISKS TO FIRM AND TRENDS/CHANGES</i>	[Information available to supervisors, or obtained during mapping]
B. New Products	
1. <i>PROCESS FOR INTRODUCTION OF NEW PRODUCTS (initiation , development, approval implementation, reporting)</i>	Question IIB1
2. <i>MANAGEMENT RESPONSIBILITY (role of legal entity/business line manager)</i>	Question IIB2
3. <i>PLANS FOR THE INTRODUCTION OF NEW PRODUCTS (e.g. one year timeframe)</i>	Question IIB3
Risk Management <i>For each type of risk , the following information should be recorded, as applicable.</i>	
1. <i>STRUCTURE OF RISK MANAGEMENT</i>	
a. <i>Management Structure, Reporting Lines and Responsibilities (e.g. centralised/decentralised, role of geographic and regional managers)</i>	Question IIA3c and IIC2
b. <i>Role of Board of Directors</i>	Question II A3c

<p>c. <i>Current and Future Risk Appetite (management's views as to the conglomerate's willingness to accept risk)</i></p>	<p>[Information available to supervisors, or obtained during mapping]</p>
<p>2. METHODOLOGIES AND MEASUREMENT TOOLS</p>	
<p>a. <i>Discussion of Risk Measurement (e.g. types of models, legal entity, business line, conglomerate-wide approach)</i></p>	<p>Questions IIA3a and IIC2</p>
<p>b. <i>Discussion of Risk Control Mechanisms including Limit Structures (responsibilities for setting and monitoring the application of limits and for remedial action)</i></p>	<p>Questions IIA3d and IIC2</p>
<p>c. <i>Stress Testing, Contingency Planning and Back Testing (including discussion of crisis and contingency funding planning)</i></p>	<p>Question IIA3e and IIC3</p>
<p>3. RISK MANAGEMENT REPORTS</p>	
<p>a. <i>Types of Risk Management Reports</i></p>	<p>Questions IIA3b and IIC2</p>
<p>b. <i>Frequency and Distribution of Reports (e.g. to risk takers, risk managers, senior managers and the Board of Directors)</i></p>	<p>Questions IIA3b and IIC2</p>

<i>c. Discussion of Information Systems Development</i>	Questions IIA3f and IIC2
<i>d. Trends in Risk Management (e.g., changes in reporting systems, management's direction for risk management, new tools)</i>	Questions IIA3f and IIC2

III. Control Environment	
A. Accounting Issues	
1. MAJOR ACCOUNTING RULES USED BY CONGLOMERATE <i>(including reconciliation process for different jurisdictional requirements)</i>	Question IIIA1
2. RESPONSIBILITY FOR ACCOUNTING DECISIONS <i>(discuss functional responsibility lines, whether geographic location is important, whether multiple systems are used)</i>	Question IIIA2
B. Actuarial Issues	
1. MAJOR ACTUARIAL RULES USED BY CONGLOMERATE <i>(including reconciliation process for different jurisdictional requirements)</i>	Question IIIB1
2. RESPONSIBILITY FOR ACTUARIAL DECISIONS <i>(discuss functional responsibility lines, whether geographic location is important, whether multiple systems are used)</i>	Question IIIB2
3. ROLE OF OUTSOURCING FOR ADDRESSING ACTUARIAL ISSUES	Question IIIB3

C. Financial Control Function	
1. <i>MANAGEMENT INFORMATION REPORTS (including type, frequency and whether along business lines, legal entities and/or consolidated)</i>	Question IIIC1
2. <i>STRUCTURE OF FINANCIAL CONTROL (including how the function is organised -- along business lines, legal entities; reporting lines)</i>	Question IIIC2
3. <i>ROLES AND RESPONSIBILITIES OF FINANCIAL CONTROL (including the role of business line management in the development and implementation of internal controls)</i>	Question IIIC3
D. Compliance	
1. <i>MANAGEMENT INFORMATION REPORTS (including type, frequency, distribution)</i>	Question IIID1
2. <i>STRUCTURE OF COMPLIANCE FUNCTION (including how the function is organised, e.g. centralised)</i>	Question IIID2
3. <i>REPORTING LINES OF COMPLIANCE FUNCTION</i>	Question IIID2

4. <i>DISCUSSION OF THE RESPONSIBILITIES OF COMPLIANCE (including mechanisms to identify, report and manage control and non-compliance problems)</i>	Questions IIID3 and IIID4
<i>E. Internal Audit</i>	
1. <i>MANAGEMENT INFORMATION REPORTS AS TO WORK OF INTERNAL AUDIT (including follow-up process on findings)</i>	Question IIIE1
2. <i>STRUCTURE OF INTERNAL AUDIT AND RESPONSIBILITIES (including how function is organised -- along business lines, legal entities; centralised vs. decentralised)</i>	Question IIIE2
3. <i>INTERNAL AUDIT REPORTING LINES (including independence of function)</i>	Question IIIE3
4. <i>FACTORS INFLUENCING SCOPE, COVERAGE AND FREQUENCY OF AUDITS (including management's future outlook for the conglomerate's internal audit function)</i>	Question IIIE4
5. <i>ROLE OF OUTSOURCING</i>	Question IIIE5

F. External Audit	
1. <i>MANAGEMENT INFORMATION AVAILABILITY AS TO EXTERNAL AUDIT WORK (including follow-up process on findings)</i>	Question IIIF1
2. <i>PRIMARY EXTERNAL AUDIT FIRM (including measures to ensure the independence of the external auditors)</i>	[Information usually available to supervisors, or obtained during mapping] and Question IIIF3
3. <i>OTHER FIRMS USED FOR OTHER LEGAL ENTITIES?</i>	[Information available to supervisors, or obtained during mapping]
4. <i>INTERACTION BETWEEN EXTERNAL AUDIT AND INTERNAL AUDIT</i>	Question IIIF2
5. <i>RESPONSIBILITIES OF EXTERNAL AUDIT (including consulting work)</i>	Question IIIF2