



## List of Directors and their Role and Function

The members of the Board of Directors of HSBC Holdings plc are set out below:

### Executive Directors

Douglas Jardine FLINT, CBE (Group Chairman)  
Stuart Thomson GULLIVER (Group Chief Executive)  
Iain James MACKAY (Group Finance Director)

### Independent non-executive Directors

Safra Ada CATZ  
Laura May Lung CHA, GBS  
Marvin Kin Tung CHEUNG, GBS, OBE  
John David COOMBE  
Joachim FABER  
Rona Alison FAIRHEAD, CBE  
James Wyndham John HUGHES-HALLETT, CMG, SBS  
William Samuel Hugh LAIDLAW  
John Phillip LIPSKY  
Janis Rachel LOMAX  
Nagavara Ramarao Narayana MURTHY, CBE  
Simon Manwaring ROBERTSON (Deputy Chairman and senior independent non-executive Director)  
John Lawson THORNTON

There are five Board Committees, the members of which are listed below:

### Group Audit Committee

John David COOMBE (Chairman)  
Marvin Kin Tung CHEUNG, GBS, OBE  
Rona Alison FAIRHEAD, CBE  
Janis Rachel LOMAX

### Group Remuneration Committee

John Lawson THORNTON (Chairman)  
John David COOMBE  
William Samuel Hugh LAIDLAW

### Group Risk Committee

Rona Alison FAIRHEAD, CBE (Chairman)  
John David COOMBE  
Joachim FABER  
John Phillip LIPSKY  
Janis Rachel LOMAX

**Corporate Sustainability Committee**

Nagavara Ramarao Narayana MURTHY, CBE (Chairman)

Laura May Lung CHA, GBS

Gerald Vincent Irwin DAVIS, OBE

Robert MAY, OM AC Kt FRS

Mary Elizabeth MARSH, DBE

**Nomination Committee**

Simon Manwaring ROBERTSON (Chairman)

Rona Alison FAIRHEAD, CBE

James Wyndham John HUGHES-HALLETT, CMG, SBS

John Phillip LIPSKY

London, 9 August 2012