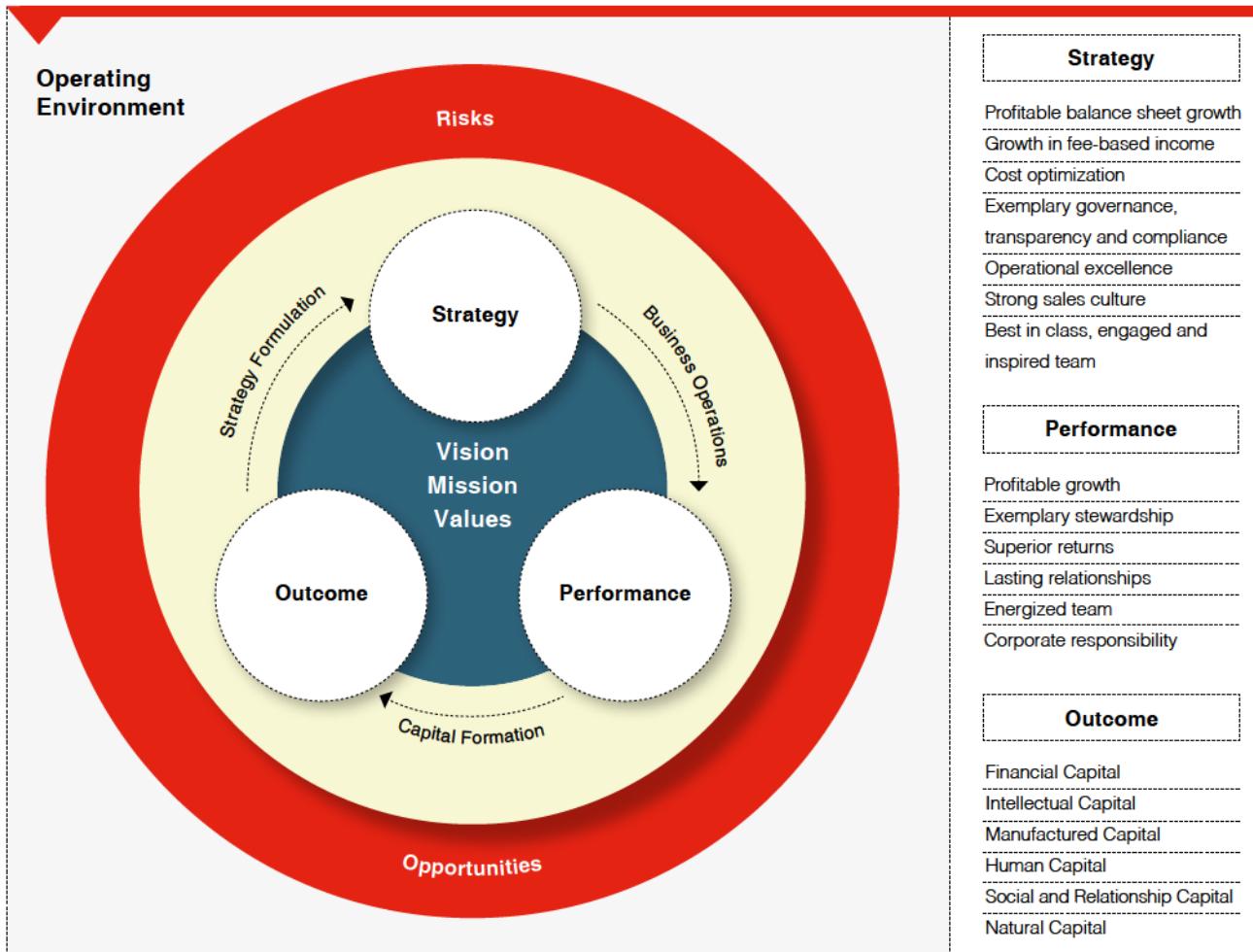


Banks, like all other organizations, utilize diverse stocks of value, herein referred to as 'capitals' to generate value over time. Through the business processes of the Bank the capitals that are used are increased, decreased and transformed into different forms of capitals.

The capitals as defined in the classification used by the Bank and the value creation process are depicted in the diagram below:

BUSINESS MODEL



Reference

Operating Environment	Page 20	Risks	Page 151	Opportunities	Pages 36 and 37	Strategy	Page 25
Performance	Page 25	Outcome	Page 26				

AN OUTLINE OF THE CAPITALS



FINANCIAL CAPITAL

Obtained in the form of debt or equity or built up through retained earnings, this is the pool of funds that is available to the Bank for supporting growth and expansion in terms of funding manufactured capital and the surplus being available for lending and investing.

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INTELLECTUAL CAPITAL

Organizational knowledge based intangibles and organizational attributes such as brand, ethics, culture, tacit knowledge and systems and procedures.

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MANUFACTURED CAPITAL

Manufactured physical objects or other artifacts that are used in the provision of services by the Bank including buildings, vehicles, plant and machinery, IT equipment and software.

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HUMAN CAPITAL

The Bank's human resources including their knowledge, skills, capabilities and their commitment to and alignment with the organization's goals and strategies.

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SOCIAL AND RELATIONSHIP CAPITAL

Relationships with stakeholders; the extent the organization engages with them and their attitude towards and perception about the Bank.

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NATURAL CAPITAL

All renewable and non-renewable environmental resources, or products derived from such environmental resources which are used by the Bank in providing its services or affected by the Bank's activities.

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Increasing one capital often involves, sacrifice of another capital at least in the short-term. For example when the Bank conducts training for its employees this involves use of financial capital to build human capital. However, use of capital does not always involve such trade-offs. In developing Islamic Finance products and Micro Finance products the Bank is building financial capital as well as social and relationship capital.