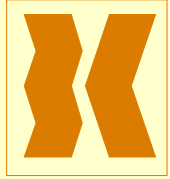


BANKINTER

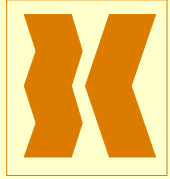
INTELLECTUAL CAPITAL OF CLIENTS



Intellectual capital of clients

INDEX.-

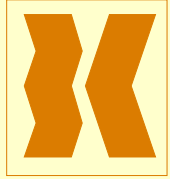
- Why it is important for a bank
- Which are the most relevant intangible values
- The problems we face
- How the information on IC of clients might be improved



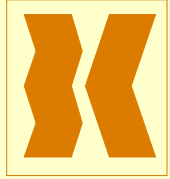
I. Why it is important for us

“ Bankinter’s intangible values are the best guarantee for the future (...) ”

“Active management of intellectual capital helps to generate a new business culture, which fosters the creation and transmission of knowledge and its conversion into value ”



Do we really believe it ?



It is a business reality

Highly competitive environment

Flexibility

Radical and permanent Change

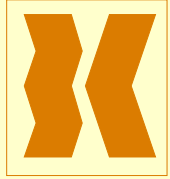
BANKING SECTOR

Innovation

Narrow margins

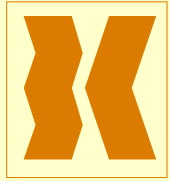
Opportunities

Sustainable market leadership in the long term



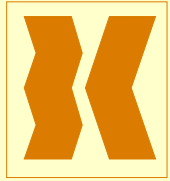
It is a business reality

- In Spain, the associations of financial analysts and accountants, as well as the Stock Exchange Regulatory Body are all highly involved in the debate on IC and in search of measurement devices.
- In the recent spate of mergers and acquisitions in the IT field in the US the most relevant indicator → number of qualified engineers



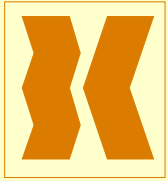
II. Relevant intangible values of clients

- Innovation capability
- Capacity for transformation
- Working environment (employee satisfaction)
- Intensive and efficient use of technology
- Quality of service



III. The problems we face

- Lack of common consensus
- Scarcity
- Accepted standards
- Reliability
- Long term risks



IV. How information on IC of clients might be improved

Common framework:

- Basic indicators recognised and required at all levels
- Auditing system
- Devices that help us:
 - 1.- To identify the correlation between these indicators and the Company results
 - 2.- To identify the relevant values and their possible combination

END