

Corporate Governance

Boards
of Directors

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BYBLOS BANK S.A.L.

Dr. François S. Bassil	Chairman and General Manager
Mr. Semaan F. Bassil	Vice-Chairman and General Manager
H.E. Dr. Nasser H. Saidi	Director
H.E. Mr. Arthur G. Nazarian	Director
H.E. Mr. Sami F. Haddad	Director
H.E. Dr. Samir K. Makdessi	Director
Mr. Bassam A. Nassar	Director
Mr. Faisal M. Ali Tabsh	Director
Mr. Abdulhadi A. Shayif	Director
Mr. Ahmad T. Tabbara	Director
Dr. Hassan N. Al-Mounla	Director
Mr. Moussa A. Maksoud	Director

BYBLOS BANK SYRIA S.A.

Mr. Semaan F. Bassil	Chairman
Mr. Alain Tohmé	Vice-Chairman
Dr. François S. Bassil	Director
OPEC Fund for International Development	Director
Mr. Moutazz Al Sawwaf	Director
Mr. Samir Hasan	Director
Mr. André Abou Hamad	Director
Mr. Mohammad Al Mourtada Al Dandashi	Director
Mr. Nader Al Kalai	Director

BYBLOS BANK EUROPE S.A.

Mr. Bassam A. Nassar	Chairman
Mr. Faisal M. Ali Tabsh	Vice-Chairman
Mr. Fouad N. Trad	Managing Director and CEO
Dr. François S. Bassil	Director
Mr. Semaan F. Bassil	Director
Mr. Elie A. Bassil	Director
Mr. Najah L. Salem	Director
Mr. Daniel L. Ribant	Director
Mr. Alain Vander Stichelen	Director
Mr. Jacques De Raeymaeker	Director
Mr. Ludo Swolfs	Director

BYBLOS BANK ARMENIA C.J.S.C.

Dr. François S. Bassil	Chairman
H.E. Mr. Arthur G. Nazarian	Director
Mr. Alain Tohmé	Director
Mr. Alain Wanna	Director
Mrs. Sabina Dziurman representing EBRD*	Director

BYBLOS INVEST BANK S.A.L.

H.E. Mr. Sami F. Haddad	Chairman and General Manager
Dr. François S. Bassil	Director
Mr. Semaan F. Bassil	Director
Byblos Bank S.A.L.	Director
Mr. Alain Tohmé	Director
Mr. Alain Wanna	Director

ADONIS INSURANCE AND REINSURANCE CO. S.A.L. (ADIR)

H.E. Mr. Sami F. Haddad	Chairman and General Manager
Mr. René Klat	Managing Director and CEO
Mr. Jean Hleiss	Director and Assistant General Manager
Mr. Semaan F. Bassil	Director
Natixis Assurances – France	Director
Mrs. Nathalie Broutèle	Director
Mrs. Pascale Asmar	Director
Mr. Bernard Colin	Director
Mr. Youssef Tohmé	Director
Mr. Alain Tohmé	Director
Mr. Mohammad Zaatari	Director
Mr. Hicham Itani	Director

BYBLOS BANK AFRICA

Dr. François S. Bassil	Chairman
Mr. Semaan F. Bassil	Director
OPEC Fund for International Development	Director
The Islamic Corp. for the Development of the Private Sector	Director
Mr. Mahmoud Saleh Osman Saleh	Director
Mr. Alain Wanna	Director

BYBLOS BANK RDC S.A.R.L.

Mr. Daniel Ribant	Chairman
Mr. Akram Mourad	Vice-Chairman
H.E. Mr. Sami Haddad	Director
Mr. Alain Tohmé	Director
Mr. Alain Wanna	Director
Mr. Walid Kazan	Director
Dr. Mohammad Cheaib	Director
Mr. Riad Roumieh	Director
Mr. Lengo Dia Ndinga	Director

ADONIS BROKERAGE HOUSE S.A.L.

Mr. Moussa A. Maksoud	Chairman
Byblos Bank S.A.L.	Director
Mr. Elie Geara	Director

ADONIS INSURANCE COMPANY (ADIR) – SYRIA S.A.

Mr. René Klat	Chairman
H.E. Mr. Sami Haddad	Director
Mrs. Pascale Asmar	Director
Mr. André Abou Hamad	Director
Mrs. Mona Bou Ezzat	Director
Mr. Walid Abdel Nour	Director

* European Bank for Reconstruction and Development

BYBLOS BANK S.A.L.

AUDIT COMMITTEE

Chairman	Mr. Moussa A. Maksoud
Member	H.E. Dr. Samir K. Makdessi
Member	Mr. Abdulhadi A. Shayif
Member	Mr. Bassam A. Nassar

RISK, COMPLIANCE, ANTI-MONEY-LAUNDERING AND COMBATING THE FINANCING OF TERRORISM

Chairman	H.E. Dr. Nasser H. Saidi
Member	H.E. Mr. Sami F. Haddad
Member	Mr. Bassam A. Nassar

BYBLOS BANK AFRICA

AUDIT COMMITTEE

Chairman	Mr. Wassim Y. Aboul Naja
Member	Mr. Alain Wanna
Member	Mr. Mahmoud Saleh Osman Saleh

RISK COMMITTEE

Chairman	Mr. Semaan F. Bassil
Member	Mr. Philippe Saleh
Member	Mr. Marwan Moharram

BYBLOS BANK ARMENIA C.J.S.C.

AUDIT COMMITTEE

Chairman	Mr. Alain Tohmé
Member	Mr. Alain Wanna
Member	Mrs. Sabina Dziurman (representing EBRD)

BYBLOS INVEST BANK S.A.L.

AUDIT COMMITTEE

Chairman	Mr. Moussa A. Maksoud
Member	H.E. Dr. Samir K. Makdessi
Member	Mr. Abdulhadi A. Shayif
Member	Mr. Bassam A. Nassar

BYBLOS BANK EUROPE S.A.

AUDIT COMMITTEE

Chairman	Mr. Najah Salem
Member	Mr. Jacques De Raeymaeker
Secretary	Mr. Ludo Swolfs

BYBLOS BANK SYRIA S.A.

AUDIT COMMITTEE

Chairman	Mr. Samir Hasan
Member	Dr. François S. Bassil
Member	Mr. Mohammad Al Mourtada Al Dandashi

CORPORATE GOVERNANCE COMMITTEE

Chairman	Mr. Semaan F. Bassil
Member	Mr. Nader Al Kalai
Member	Mr. Samir Hasan

RISK COMMITTEE

Chairman	Mr. Moutazz Al Sawwaf
Member	Mr. Alain Tohmé
Member	Mr. André Abou Hamad

NOMINATION AND COMPENSATION COMMITTEE

Chairman	Mr. Mohammad Al Mourtada Al Dandashi
Member	Dr. François S. Bassil
Member	Mr. Samir Hasan

BYBLOS BANK S.A.L.**MANAGEMENT COMMITTEE**

President	Semaan Bassil	Vice-Chairman and General Manager
Vice President	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Members	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Chadi Hanna	AGM, Head of Group Financial Markets Division
	Marwan Moharram	AGM, Head of Group Credit Risk Management Division
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Raffoul Raffoul	AGM, Head of Group Organization Development, Information Systems and Operational Support Division
Attendees	Philippe Saleh	AGM, Head of Group Risk Management Division
	Walid Kazan	AGM, Head of International Network Division
	Renalda Hayek	AGM, Head of Group Human Resources Division
	Fadi Nassar	AGM, Head of Corporate Banking Department
	Fadi Hayek	Head of Group Internal Audit Division
Secretary	Zeina Khaled	Head of Credit Administration Department

CENTRAL AND INTERNATIONAL CREDIT COMMITTEE

President	Semaan Bassil	Vice-Chairman and General Manager
Vice President	Marwan Moharram	AGM, Head of Group Credit Risk Management Division
Members	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Fadi Nassar	AGM, Head of Corporate Banking Department
	Walid Kazan	AGM, Head of International Network Division
Secretary	Zeina Khaled	Head of Credit Administration Department

INTERNAL AUDIT MANAGEMENT COMMITTEE

President/Secretary	Fadi Hayek	Head of Group Internal Audit Division
Vice President	Philippe Saleh	AGM, Head of Group Risk Management Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division

ASSETS AND LIABILITIES COMMITTEE

President	Alain Wanna	AGM, Head of Group Finance and Administration Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Sami Haddad	Chairman and General Manager of Byblos Invest Bank
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Chadi Hanna	AGM, Head of Group Financial Markets Division
	Philippe Saleh	AGM, Head of Group Risk Management Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Felix Tohmé	Head of Financial Institutions Department
Secretary	Sharif Hachem	Head of Group Middle Office

BANKING TECHNOLOGY COMMITTEE

President	Raffoul Raffoul	AGM, Head of Group Organization Development, Information Systems and Operational Support Division
Vice President	Elie Bassil	Head of Group Banking Technology Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Philippe Saleh	AGM, Head of Group Risk Management Division
	Walid Kazan	AGM, Head of International Network Division
Attendee	Fadi Hayek	Head of Group Internal Audit Division
Secretary	Elie Bassil	Head of Group Banking Technology Division

HUMAN RESOURCES COMMITTEE		
President	Semaan Bassil	Vice-Chairman and General Manager
Vice President	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Members	Marwan Moharram	AGM, Head of Group Credit Risk Management Division
	Renalda Hayek	AGM, Head of Group Human Resources Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Raffoul Raffoul	AGM, Head of Group Organization Development, Information Systems and Operational Support Division
Secretary/Member	Dr. Elie Abi Chahine	Head of Group Human Resources Workforce Administration Department
RISK COMMITTEE		
President/Secretary	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Marwan Moharram	AGM, Head of Group Credit Risk Management Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Alain Wanna	AGM, Head of Group Finance and Administration Division
Attendee	Fadi Hayek	Head of Group Internal Audit Division
INFORMATION SECURITY COMMITTEE		
President	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Elie Bassil	Head of Group Banking Technology Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Joseph Nasr	Head of Regional and Branch Distribution Channel Development Department
Attendee	Fadi Hayek	Head of Group Internal Audit Division
Secretary	Jean-Michel Kawkabani	Head of Information Security Unit
INTERNATIONAL COMMITTEE		
President	Walid Kazan	AGM, Head of International Network Division
Vice President	Alain Wanna	AGM, Head of Group Finance and Administration Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Philippe Saleh	AGM, Head of Group Risk Management Division
	Raffoul Raffoul	AGM, Head of Group Organization Development, Information Systems and Operational Support Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
Attendee	Fadi Hayek	Head of Group Internal Audit Division
Secretary	Layla Tohmé	Head of International Coordination Unit
ANTI-MONEY-LAUNDERING COMPLIANCE COMMITTEE		
President	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Joumana Chelala	AGM, Head of Group Consumer Banking Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Walid Kazan	AGM, Head of International Network Division
	Paul Chammas	Head of Group Operations Division
Attendee	Fadi Hayek	Head of Group Internal Audit Division
Secretary/Member	Antoine Dagher	Head of Group Compliance Department
LOAN RECOVERY COMMITTEE		
President	Marwan Moharram	AGM, Head of Group Credit Risk Management Division
Vice President	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
Secretary/Member	Samir Helou	Head of Loan Recovery Department
OPERATIONAL RISK COMMITTEE		
President	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Raffoul Raffoul	AGM, Head of Group Organization Development, Information Systems and Operational Support Division
Members	Semaan Bassil	Vice-Chairman and General Manager
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Marwan Moharram	AGM, Head of Group Credit Risk Management Division
	Alain Wanna	AGM, Head of Finance and Administration Division
Attendee	Fadi Hayek	Head of Group Internal Audit Division
Secretary	Nada Yamout	Head of Group Operational Risk Unit

ADONIS INSURANCE AND REINSURANCE CO. S.A.L. (ADIR)**MANAGEMENT COMMITTEE**

President	Sami Haddad	Chairman and General Manager
Vice President	René Klat	Managing Director and CEO
Members	Semaan Bassil	Vice-Chairman and General Manager
	Alain Tohmé	DGM, Head of Commercial Banking Division
	Joumana Chelala	AGM, Head of Consumer Banking Division
	Bernard Colin	Natixis Assurances Representative, International Affairs
	Pascale Asmar	Natixis Assurances Representative, International Affairs
General Secretary	Jean Hleiss	Director and Assistant General Manager
	Roger Noujaim	Finance and Administration Manager

MANAGEMENT

	Sami Haddad	Chairman and General Manager
	René Klat	Managing Director and CEO
	Jean Hleiss	Director and Assistant General Manager
	Roger Noujaim	Finance and Administration Manager

REINSURERS

	Munich Re
	Hannover Re
	Gen Re
	Caisse Centrale de Réassurance (CCR)
	Mapfre
	Arab Re
	Scor re
	Allianz SE

BYBLOS BANK EUROPE S.A.**MANAGEMENT COMMITTEE**

President	Fouad N. Trad	Managing Director and CEO
Members	Daniel Ribant	Director, Deputy General Manager
	Alain Vander Stichelen	Director, Operations Manager

CREDIT COMMITTEE

President	Fouad N. Trad	Managing Director and CEO
Members	Daniel Ribant	Director, Deputy General Manager
	Alain Vander Stichelen	Director, Operations Manager

ASSETS AND LIABILITIES COMMITTEE

President	Fouad N. Trad	Managing Director and CEO
Members	Daniel Ribant	Director, Deputy General Manager
	Alain Vander Stichelen	Director, Operations Manager
	Sélim Haddad	Manager, Head of Commercial and Correspondent Banking
	Dirk Vermeiren	Finance Manager
	Frederik Sladden	Credit Manager
	Charles Woods	Treasury Dealer

HUMAN RESOURCES COMMITTEE

President	Fouad N. Trad	Managing Director and CEO
Members	Daniel Ribant	Director, Deputy General Manager
	Alain Vander Stichelen	Director, Operations Manager

ANTI-MONEY-LAUNDERING COMPLIANCE COMMITTEE

President	Fouad N. Trad	Managing Director and CEO
Members	Daniel Ribant	Director, Deputy General Manager
	Alain Vander Stichelen	Director, Operations Manager
	Bart Bogers	Compliance Officer
	Dirk Vermeiren	Finance Manager
	Frederik Sladden	Credit Manager

BYBLOS BANK SYRIA S.A.**MANAGEMENT COMMITTEE**

President	Walid Abdel Nour*	General Manager
Members	Jean Bassil	AGM, Head of Commercial Banking
	Hanadi Naccache	AGM, Head of Support Functions
	Marwan Sagha	Head of Branch Coordination
	Georges Bitar	Head of Finance and Administration
	Muhannad Haj Sharif	Assistant Chief Dealer

CREDIT COMMITTEE

Chairman	Walid Abdel Nour*	General Manager
Members	Jean Bassil	AGM, Head of Commercial Banking
	Ziad Hajjar	Credit Administration Senior Officer
	Lynn Sacy	Retail Approval Senior Officer
	Sareen Khajarian	Credit Risk Analyst

* Starting 2011, Mr. Georges Sfeir became the General Manager of Byblos Bank Syria S.A., replacing Mr. Walid Abdel Nour.

BYBLOS BANK AFRICA**MANAGEMENT COMMITTEE**

President	Nicolas Saliby	General Manager
Vice President	Fouad Negga	DGM, Head of Business Functions
Members	Labib Sammour	AGM, Head of Support Functions
	Ghassan Cortas**	Head of Corporate Banking
Secretary	Ahmed Mousa	Compliance Officer

CREDIT COMMITTEE

President	Nicolas Saliby	General Manager
Vice President	Fouad Negga	DGM, Head of Business Functions
Members	Ghassan Cortas**	Head of Corporate Banking
	Ahmed Mousa	Compliance Officer
Secretary	Abdulilah Ghali	Head of Credit Administration

ASSETS AND LIABILITIES COMMITTEE

President	Nicolas Saliby	General Manager
Members	Fouad Negga	DGM, Head of Business Functions
	Labib Sammour	AGM, Head of Support Functions
Secretary	Tina El Rayah	Treasury Senior Officer

PURCHASING COMMITTEE

President	Fouad Negga	DGM, Head of Business Functions
Member	Labib Sammour	AGM, Head of Support Functions
Secretary	Omer Abdelwahab	Administration Officer

** In May 2011, Mr. Samer Assaf Bou Saba became the Head of Corporate Banking of Byblos Bank Africa, replacing Mr. Ghassan Cortas.

Committees

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BYBLOS BANK ARMENIA C.J.S.C.**MANAGEMENT COMMITTEE**

President	Ararat Ghukasyan	Chief Executive Officer
Members	Aram Artinian	Head of Commercial Banking Department
	Haroutioun Bouldoukian	Head of Consumer Banking Department
	Karapet Melkonyan	Chief Accountant
Secretary	Anush Gevorgyan	Executive Secretary

ASSETS AND LIABILITIES COMMITTEE

President	Hayk Stepanyan	Head of Finance and Administration Division
Vice President	Ararat Ghukasyan	Chief Executive Officer
Members	Aram Artinian	Head of Commercial Banking Department
	Haroutioun Bouldoukian	Head of Consumer Banking Department
	Victoria Kocharyan	Head of Risk Management Department
Member/Secretary	Armen Aleksanyan	Head of Treasury Unit

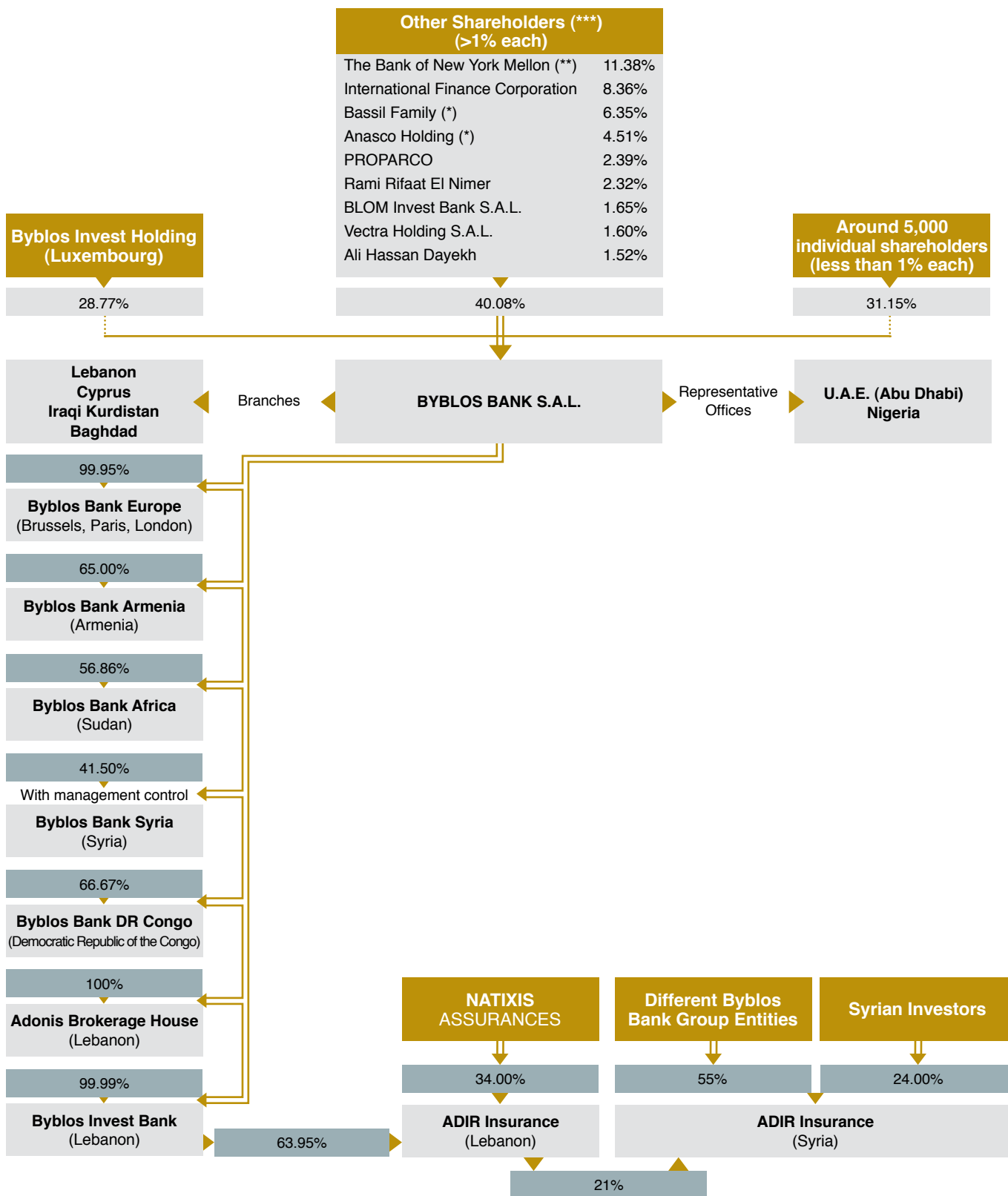
BYBLOS BANK S.A.L. – IRAQ**MANAGEMENT COMMITTEE**

President	Atira Abdel Kader	Iraq Country Manager and Baghdad Branch Manager
Members	Joseph Wehbe	Head of Finance and Administration
	Alexi Azouri	Erbil Branch Manager

ADONIS INSURANCE AND REINSURANCE SYRIA (ADIR SYRIA) S.A.**MANAGEMENT COMMITTEE**

President	René Klat	Chairman
Vice President	Abdel Aziz Al-Soukhni	Vice-Chairman
Members	Sleiman Abi Nader	General Manager
	Raja Mouawad	Assistant General Manager
	Ahmad Hadaya	Board Member
	André Abou Hamad	Board Member
	Sami Haddad	Chairman and General Manager
	Alain Wanna	Board Member
	Alain Tohmé	Board Member

Group Chart

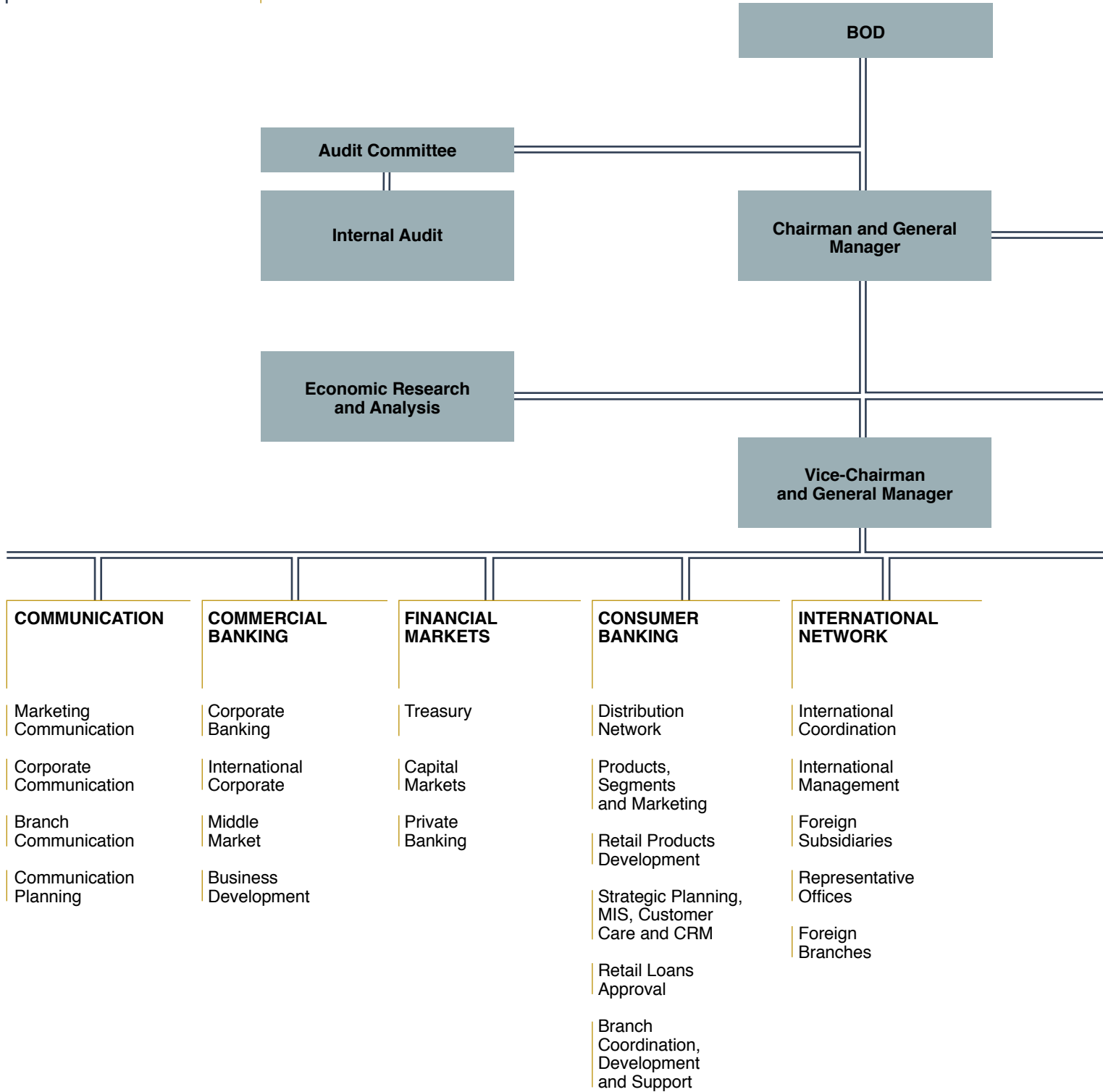


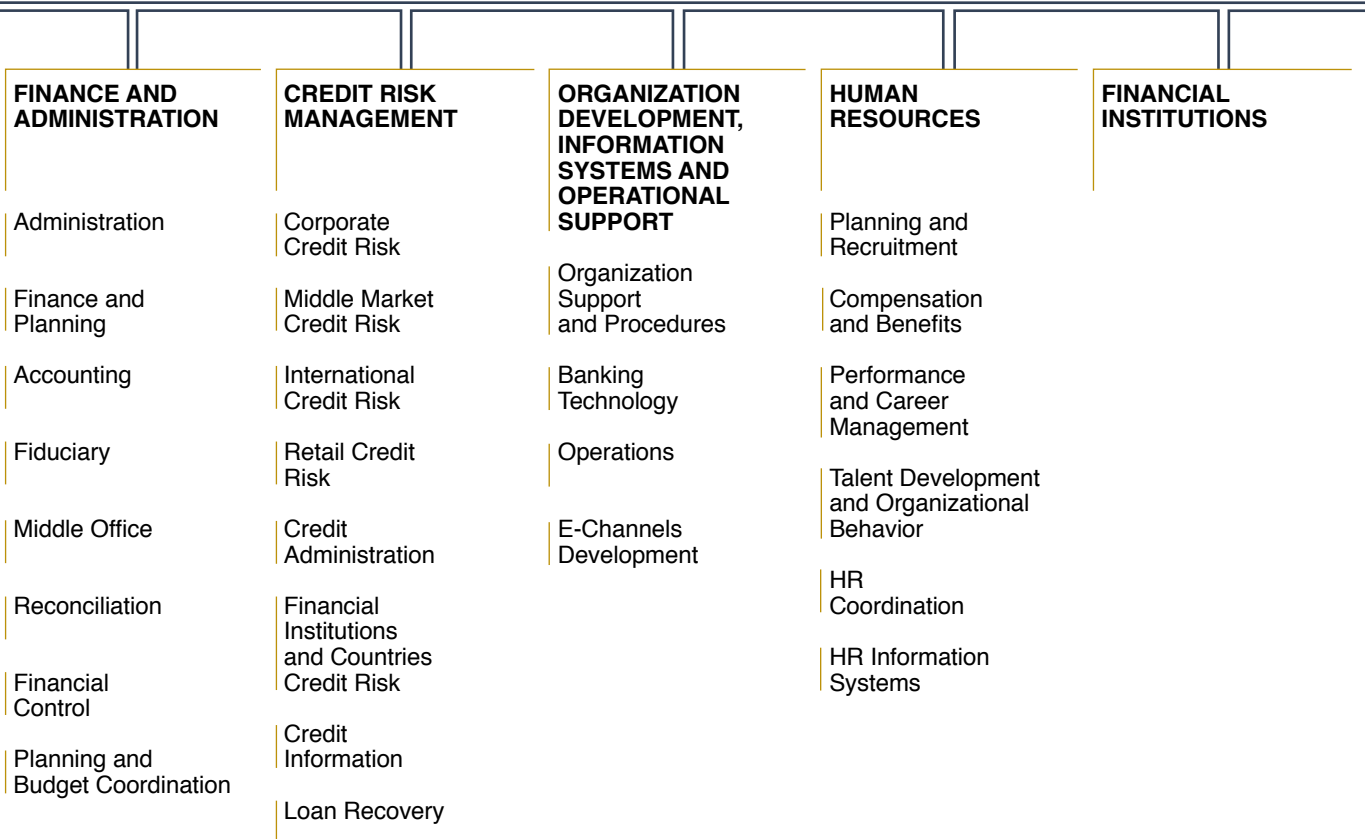
(*) Major shareholders in Byblos Invest Holding.
 (**) The Bank of New York Mellon is the depositary bank for the GDR program.
 (***) Post capital increase which took place in June 2010 (including preferred shares).



Organizational Chart

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A Comprehensive Approach to Risk Management

Risk-taking is core to our financial business, and operational risks are an inevitable consequence of being in business. Our aim is not to eliminate all risks but rather to achieve an appropriate balance between risk and return. Thus, in our day-to-day business and in the strategic management of our balance sheet and capital, we seek to limit the scope for adverse variations in our earnings and exposure to “stress events” for all the material risks we face. Good risk management and control are integral parts of providing consistent, high-quality returns to shareholders. We need to adequately manage and control our risks to avoid significant financial losses and the resultant damage to our reputation.

- The primary objective of risk management is the protection of the Group’s financial strength. Our risk management approach is based on the following key principles:
- Controlling risks at the level of individual exposures, at a portfolio level and in aggregate, across all risk types and businesses, relative to our risk capacity, in order to limit the impact of potential adverse events, both on capital and on financial results. The risk appetite must be proportional to the available capital.
- Protecting the Group’s reputation: reputation is essential for the proper performance of the Bank and needs to be diligently preserved. We adopt the highest standards in protecting the confidentiality and integrity of our client information, and aim to maintain the highest ethical standards in all our business dealings.
- Risk transparency: for clear insight into Byblos Bank Group’s positions, it is vital to identify all risks. Risks must always be considered as accurately as possible in order to be able to make sound commercial decisions. Comprehensive, transparent and objective risk disclosure to the Board of Directors, to our senior management, regulators, rating agencies and other stakeholders is the cornerstone of the risk control process.
- Management responsibility: Byblos Bank’s business entities are individually responsible for their results as well as for the risks associated with their operations. A balance must be found between risk and return, while of course duly observing the relevant risk limits. This responsibility applies not only to the traditional banking risks of credit risk and market risk but also to the many and varied operational risks that potentially arise from inadequate or failed internal processes, people or systems or from external causes, which may be deliberate, accidental or natural.
- Independent risk management: this is the structured process of identifying, measuring, monitoring and reporting risks. In order to ensure integrity, the risk management departments operate independently of the commercial activities. The implementation of an independent control process is essential to balance the short-term profit incentives and long-term interests of the Bank.

Our independent risk management process encompasses the following critical elements:

- Risk identification, through the continuous monitoring of portfolios, by assessing new business and by reviewing our own risks in the light of market developments and external events.
- Measurement of quantifiable risks, using methodologies and models which are being tested and used as support for the development of risk policies.
- Establishment of risk policies to reflect our risk principles, risk capacity and risk appetite, consistent with evolving business requirements and international best practice.
- Comprehensive risk reporting to stakeholders, and to management at all levels, against the approved risk control framework and, where applicable, limits.
- Controlling risk by monitoring and enforcing compliance with the risk principles, and with policies, limits and regulatory requirements.

Coordinated processes involving all relevant control and systems functions regarding new business involve the business itself, the operational risk, and legal, compliance, financial control and systems functions to ensure that all critical elements are addressed in a comprehensive and holistic way, including the assurance that transactions can be booked in a way that will permit appropriate ongoing risk monitoring, reporting and control.

The primary and operational risks inherent in our business activities are subject to independent risk control. Primary risks are exposures deliberately entered into for business reasons, which are actively traded and managed. Operational risks arise as a consequence of business undertaken and as a consequence of internal control gaps.

Primary risks are credit risk, market risk and liquidity and funding risk:

- Credit risk is the risk of loss resulting from client or counterparty default and arises on credit exposure in all forms, including settlement risk.
- Market risk is exposure to market variables such as interest rates, exchange rates and equity markets, and to price movements on securities and other obligations which we trade.
- Liquidity and funding risk is the risk that we will be unable to meet our payment obligations when due, or that we will be unable, on an ongoing basis, to borrow funds in the market on an unsecured or even secured basis at an acceptable price to fund actual or proposed commitments.

Operational risk can arise in a number of ways:

- Transaction processing risk arises from errors, failures or shortcomings at any point in the transaction process, from deal execution and capture to final settlement.
- Compliance risk is the risk of financial loss due to regulatory fines or penalties, restriction or suspension of business, or mandatory corrective action. Such risks may be incurred by not adhering to applicable laws, rules, regulations, accounting standards, local or international best practice, or our own internal standards.
- Legal risk is the risk of financial loss resulting from the non-enforceability of our actual or anticipated rights arising under law, a contract or other arrangement.
- Liability risk is the risk that we, or someone acting on our behalf, fail to fulfill the obligations, responsibilities or duties imposed by law or assumed under a contract and that claims are therefore made against us.

Failure to identify, manage or control any of these risks, including business risks, may result not only in financial loss but also in loss of reputation, and repeated or widespread failure compounds the impact. Reputation risk is not directly quantifiable and cannot be managed and controlled independently of other risks.

Stress situations can arise from many sources and when extreme events occur, quantitative and qualitative risk assessments alone are not sufficient. The essential complements are a tried and tested process which can be invoked immediately in response to any crisis, and well-prepared business continuity management processes and plans. We continue to develop and refine these processes as we learn from our own and others' experience.