

Sustainability Report 2012





Ladies and gentlemen,

2012 was another dynamic year for Postbank's business in which we were faced with a variety of challenges. Despite these major tasks we happily fulfilled our social and company responsibilities to our customers, employees and shareholders. Because I am still totally convinced that the economy will only be really successful when it is orientated towards sustainability.

After I had taken over as Chairman of the Board from my predecessor Stefan Jütte on 1st July 2012, in my new role I had to find out what motivates the Postbank Group's employees. From numerous interviews with individuals and groups I have already been able to take away many ideas and suggestions. I was pleased to establish, among other things, that the willingness of my colleagues to give their commitment to society and to voluntary posts is extremely great. Entirely in the spirit of our Postbank agenda: "We're doing it together!" we will in the future gather this social commitment in, among other things, a new project and jointly implement it.

Children are the future of our society. And there could scarcely be a better investment than in the education of the children of Germany. Because education means help towards self-help. So with the slogan "We're for Children – Education is the Future!", together with our new partner Save the Children Deutschland e.V. we will jointly develop a nationwide education project in which we work with children, parents and teachers on improving children's motivation to learn and success in learning. Our common goal is to permanently improve educational opportunities in Germany. I cordially invite you to support us in this project. Because "We" includes all of us: my colleagues, myself and also our customers and shareholders.

Our sustainability report, which has been produced in accordance with the GRI regulations, gives you an idea of how we fulfilled our responsibilities in 2012. We have taken a large number of measures from social aspects to environmental and climate protection. At the same time, as a signatory we feel obliged to observe the ten principles of the UN Global Compact, the progress report on which is an element of this report.

I wish you a stimulating read and I am already looking forward to telling you more about our partnership with Save the Children.

Kind regards

Yours



Frank Strauß
Chairman of the Board
Deutsche Postbank AG



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About this report | *The 2012 sustainability report is based on the main parameters set out below.*



Calculation methodology

The calculation of the consumption of natural resources is based on the following calculation methodology and distinctions:

- **Conversion factors**

The VfU indices are used for the conversion of power consumption into CO₂ emissions.

- **Buildings**

Statements on buildings relate to the larger properties (owned and leased) of the Postbank Group (> 10,000 m²). As at 31.12.2012 this covers 20 properties. These buildings account for about 58 % of the net floor area and about 52 % of the employees (with part-time employees converted to full-time equivalents).

Scope of the report

The present report covers the period from January to December 2012 and therefore continues without a break from the 2011 sustainability report. This annually published work contains Postbank's progress report on the implementation of the principles of the UN Global Compact. It has been produced based on the guidelines of the Global Reporting Initiative (GRI).

The statements relate mainly to the Deutsche Postbank AG Group. If data or statements relate to only a part of the company, this is indicated at the relevant point.

You will find a general overview of Postbank's commitment on www.postbank.de/nachhaltigkeit or www.postbank.com/sustainability. Postbank's internet presence also offers up-to-date information.

www.postbank.de/nachhaltigkeit

www.postbank.com/sustainability

The Postbank Group's smaller leased properties (including those leased to Postbank Filialvertrieb AG) have been estimated. The areas in each property leased to third parties (and the power consumption incurred by these) have been eliminated so as to reflect the power consumption attributable to the Postbank Group.

- **Electricity/heating/cooling**

Calculated on the basis of the 20 largest Postbank properties in Germany. Figures have been taken from delivery notes/invoices. CO₂ emissions have been derived from kilowatt hours (kWh) via conversion factors (kg/kWh).

- **Business travel**

For business travel, Postbank shows the CO₂ emissions generated by the use of company vehicles. The CO₂ emissions are converted from the litres consumed by the vehicles in the Postbank Group's fleet (based on fuel card statements).

The CO₂ emissions of leased vehicles are determined on the basis of the data supplied by the hire car firms.

The kms travelled by train have been shown since 2010. The CO₂ emissions of train travel have not been established since all the Group's tickets are deemed CO₂-free.

Since 2009, the CO₂ emissions generated by the use of airplanes as a means of transport have been recorded. Here the data (miles travelled) are provided by the relevant travel agency, converted into kms travelled and shown as CO₂ on the basis of the conversion factors.

- **Water**

Calculated on the basis of the 20 largest properties of Postbank in Germany. Figures are recorded on invoices in cubic metres (m³).

- **Waste**

Calculated based on Postbank's 20 largest properties in Germany. Volumes are recorded by weight, with original figures (e.g. units or cubic metres) being converted into tonnes on a standard basis throughout the Group.

- **Paper**

Calculated on the basis of the volume of copying and printing paper purchased in the country by the Postbank Group.

With regard to its presentation of CO₂ emissions, Postbank complies with the Greenhouse Gas Protocol (GHG).

- **Scope 1**

Direct CO₂ emissions

- Power consumption of buildings (natural gas and heating oil)
- Use of company vehicles

- **Scope 2**

Indirect CO₂ emissions

- Power consumption of buildings (electricity, remote heating and cooling)

- **Scope 3**

Other indirect CO₂ emissions

- Power consumption of buildings (fossil fuels)
- Business travel (hired vehicles, train travel, plane travel)
- Paper consumption
- Water consumption
- Waste disposal

Investments

Deutsche Postbank disposed of its asset management activities to the DWS Group during the reporting period. So Postbank is increasingly concentrating on its core business in consumer banking without restricting its product range. Postbank's funds business disposed off includes 56 public and special funds with an investment volume of about 7.7 billion Euros and the administration of the public funds including the associated company holdings in Frankfurt am Main and Luxembourg.

PB (USA) Holdings, Inc. and its subsidiaries which include the PB Capital Corporation, New York, were sold within the Deutsche Bank Group at the end of 31st December 2012.

Sustainability model

Our sustainability model summarises the principles of sustainability:

Our aim is to secure our future. Here the focus is on

- Supporting social aspects
- Protecting the environment
- Contributing to a robust economic environment.

We see it as our task to make an active contribution to climate protection and to our social environment, so sustainability is an important element of our company strategy. By this means we want to secure our company's long-term success and to convey the model of sustainability to every one of our employees. In our self-image, sustainability should be a way of life and not just something to think about.

We undertake to provide our employees with attractive and secure employment conditions and to protect natural resources. We as a company are an integral part of the society in which we operate. Our goal is therefore to create added value for our stakeholders.

As the biggest private customer bank in Germany we see ourselves as obliged to conform to our model.

Sustainability management | For Postbank, sustainability means dealing responsibly with social, ecological and economic resources in order to secure long-term for future generations a life worth living. As a fixed element of company strategy, sustainability is actively practised in day-to-day cooperation and constantly developed by sustainability management.

Organisation of sustainability

Sustainability belongs to the area of Corporate Development in the Group Management/Sales department of the Chairman of the Board. He appoints the Sustainability Officer who is responsible for the operational implementation and management of all sustainability issues. In the course of the merger of Postbank and Deutsche Bank, the collaboration in the area of sustainability has intensified on both sides.

The Sustainability Officer of the Postbank Group fulfils the role of facilitator and coordinator for interdisciplinary sustainability issues and projects. As the central point of contact internally and externally he is responsible for the following areas of work, among others:

- Management of the Competence Center "Sustainability and Climate Protection"
- Sustainability reporting
- Enquiries from CR rating agencies
- Project management on sustainability issues
- Development of new concepts
- Organisation of charity projects
- Memberships of associations and societies

Competence Center "Sustainability and Climate Protection"

The Competence Center "Sustainability and Climate Protection" (CCNK) has been responsible since 2009 for the company's sustainable development that goes beyond the unit and site. Under the leadership of the Sustainability Officer, the team of about twenty consists of the following people:



- **Environmental Management Officer (UMB)**

The Sustainability Manager is at the same time the Environmental Management Officer and in this role he manages the Competence Center “Sustainability and Climate Protection”. Here he has authority to give expert directions to the Environmental Officer, the ZKI (Central Property Management Coordinator) and the internal environmental auditors with regard to the environmental management system. The UMB is responsible for the following tasks, among others:

- Instruction and coordination of the Environmental Officers of the departments and sites
- Producing reports for the Chairman of the Board in the context of the annual management review
- Management and control of the implementation of Board and Committee decisions
- Monitoring the application of methods and content of environmental control
- Central point of contact in the Postbank Group with regard to aspects relevant to sustainability
- Selection and expert supervision of certifiers and external auditors

- **Departmental Environment Officers (UB) and Site Environment Officers (UB StO)**

In the CCNK, there is an Environment Officer who represents each department and each site. This ensures the operational implementation and control of sustainability-related measures throughout the company. The consistent interchange of information and ideas also guarantees the constant development of the environmental management system. The Environment Officers’ tasks are mainly concerned with the following areas:

- Point of contact for departmental managers with regard to issues relevant to sustainability
- Maintenance, continuous improvement and development of the environmental management system
- Monitoring the application and effectiveness of the environmental management system
- Maintenance of documentation
- Application of methods and content of environmental control

An Environmental Officer for Postbank Systems AG has also been appointed for the optimum sustained development of IT and technology

- **Central Property Management Coordinator (ZKI)**

The ZKI in collaboration with the UB StO is responsible for all property-specific sustainability issues relating to Postbank’s sites. In his central role as a disseminator of information he coordinates and manages the uniform implementation of site-related sustainability measures.

- **Internal Environmental Auditors**

Currently, 9 members of the CCNK also carry out the tasks of internal auditors. Under the management of the UMB they are responsible for the planning, implementation and evaluation of internal audits of the environmental management system. Within internal audits they check, among other things, the observance of ecological standards and the implementation of measures introduced on the sites. The auditors are qualified for these internal audits by continuous training and deployed in such a way as to maintain their independence for the audits.



Environmental committees

The meetings of the environmental committees serve the Environment Officer as a common platform for direct communications. Within the departmental and site committees, interdisciplinary and/or operational tasks are carried out and decided upon. The main tasks of these committees are listed below:

- Development of the internal and business process-related spheres of activity relevant to the environment
- Derivation of measures for the Corporate Responsibility Programme
- Identification and evaluation of instances of conflict and deviations
- Producing recommendations for the management review
- Development of sustainability with regard to social, ecological and commercial aspects

Site environmental committee
Bonn, October 2012

More information here!



or on www.postbank.de

Organisation profile | *Postbank – One of the biggest private customer banks in Germany.*



The Postbank Group with about 14 million customers, 19,000 employees and a balance sheet total of 194 billion Euros is one of the biggest financial service providers in Germany.

Its focus is on business with private customers and small and medium-sized companies. In its Transaction Banking sector it provides back office services for other financial services companies.

Private customers

Postbank offers its private customers simple, economical products for everyday requirements. The range covers everything from financial transactions via the investment and credit business to loans, investment funds, insurance and building loan contracts.

Postbank is very easy for its customers to access, in the branch, online or by telephone. It has the densest network of branches of any bank in Germany. In its own 1,100 branches, in addition to comprehensive financial services, it offers postal services. Besides these there are over 4,500 partner branches of Deutsche Post in which selected Postbank financial services are available and 800 advice centres of Postbank Financial Consultancy. About 3,000 mobile consultants support their customers,

in particular with mortgage lending and pensions.

Postbank holds the top position in Germany in online and telephone banking. Postbank customers now operate 3.9 million current accounts and about 530,000 deposit accounts online. 4.3 million customers make use of the opportunities afforded by telephone banking. Trend: continuing to grow.

Business Service and Corporate Banking

In the Business Service sector Postbank looks after its 280,000 self-employed customers, freelancers, tradespeople, housing associations and other associations. It offers them simple and attractive solutions that cover the main requirements regarding financial transactions, funding, financial investment and pensions.

In dealing with its 30,000 Corporate Banking Postbank relies on its core competencies. It offers solutions on all aspects of financial transactions, commercial property funding, traditional company funding for medium-sized companies, factoring and leasing and investment management. PB Firmenkunden AG, a Postbank Group company, looks after Postbank's Corporate Banking both face to face and by telephone.

Transaction banking

In 2004 Postbank set up its Transaction Banking business unit with which it targets financial services companies as a service provider. It offers them services such as financial transaction processing, account maintenance and loan processing. Postbank's subsidiary Betriebs-Center für Banken AG (BCB) provides financial transaction services for banks such as Deutsche Bank, HypoVereinsbank and HSH Nordbank.



Sphere of influence | *Postbank takes its responsibilities of acting sustainably and in a future-orientated manner seriously. In particular supporting social aspects, the sustainable and logical use of natural resources and the contribution to a stable economic environment are the main focus of Postbank's sphere of influence.*

As a part of society that is conscious of its responsibilities, Postbank has the aim of contributing to a stable and healthy social environment. Satisfied customers and employees are just as important in the company's focus as the subjects of education, integration and demographic change.

- With its 1,100 or so branches and its 3,000 or so mobile financial advisers, Postbank is above all active in its home market in Germany. Postbank is therefore committed in particular as part of this society.
- Postbank's motto "Unterm Strich zähl ich." ("In the end, I count.") formulates the standard of performance from the point of view of the confident customer and so makes clear the attitude of making the customer central to its conduct.
- Satisfied employees are a basic precondition for sustainable company development. Good employment conditions such as training and development, flexible working hours and the company sports facilities, to mention just a few aspects, are intended to provide the necessary preconditions. Because only satisfied employees are in a position to create added value for customers and shareholders.
- Postbank considers financial support for foundations, student organisations and academic chairs as well as entry into social partnerships as an important foundation stone towards helping to build a sustainable society that is aware of its responsibilities.

Environmental protection is writ large at Postbank. Within Postbank, numerous measures contribute towards keeping the "ecological footprint" as small as possible.

- Besides introducing an environmental management system to DIN ISO 14001, Postbank is offering its customers alternatives to allow them to take into account ecological aspects in their capital investments. For example, ecologically positive construction and modernisation plans are supported by the arrangement of special subsidy allocations from the Kreditanstalt für Wiederaufbau (KfW).
- The use in particular of the latest IT systems and technology contributes year by year to a considerable reduction in electricity consumption. Precise data on emissions, power consumption, business travel and much more besides are gathered by Postbank and published in an environmental impact summary.
- Ecological aspects are also taken into account in the procurement and call-off of services. These measures, which are summarised under the heading of Green Procurement, are constantly being expanded.



In order to be able to continue to act in a stable economic environment, Postbank focuses on company management orientated towards sustainability.

- Quality management, good corporate governance and rules and measures in the fields of compliance and money laundering contribute to the long-term maintenance of the company's value.
- Moreover, risk management, the granting of loans and financial investment are important controls for guaranteeing Postbank's long-term profitability and thereby for taking into account the impact on society and the environment.
- As at 31.12.2012 Postbank managed financial investments of 37 billion Euros and granted loans to Corporate Banking of 7.9 billion Euros.

The following pages set out in detail how Postbank fulfils its social, ecological and economic responsibilities.

Stakeholder dialogue | *The exchange between Postbank and its stakeholders supports mutual understanding and provides the basis for dialogue regarding differing expectations.*



Visit to the Customer Advisory Committee in the Customer Advice Centre, Hanover, May 2012

Stakeholder groups

Postbank's aim is to offer high-quality products on attractive terms. This requirement is met by taking into account its stakeholders who in some cases represent a very different focus of interest. Postbank's stakeholders include e.g.:

- Shareholders
- Customers
- Employees
- Society
- Non-governmental organisations
- Public institutions

Forms of dialogue

- **Customer Advisory Committee**
In the "Core Customer Advisory Committee" 25 people are involved as are 800 other customers in the expanded Advisory Committee. The Advisory Committee's task is to convey the interests and wishes of the customers to Postbank, to give appropriate impetus and to act as adviser from the customers' point of view. In the 2012 reporting year the Advisory Committee succeeded in emphasising the main points in a variety of different activities.

For more information see section "Integration and dialogue".

- **Customer magazines**
Postbank offers its customers a wide range of customer magazines either as printed versions or as electronic newsletters. These include "Geldwert" (Monetary Value), "Business Update" and "Wohnen" (Living).
- **Social media**
Besides conventional communication channels Postbank is also accessible to its customers via social media platforms such as Facebook and Twitter. There is also a "Questions and Answers" portal. Here customers and others can ask questions on all aspects of Postbank or learn from the questions already answered.

More information here!



or on www.postbank.de

- **Postbank Dialog**

In the context of the Postbank Dialog, Postbank's Chairman of the Board Frank Strauß discusses with the managers and staff of all the company's departments what motivates them in regard to Postbank, their sites and their day-to-day work.

For more information see section "Company management".

- **Employee Survey**

Postbank's top management regularly asks employees for frank and honest feedback. In 2012 about half of all employees took the opportunity to express their opinions. For the first time the employee survey was part of the Group-wide uniform "Deutsche Bank People Survey."

For more information see section "Staff management".

- **Ideas Management**

Thanks to Ideas Management, employees are supported in putting into practice their own approaches to improvement based on their day-to-day work so as to further optimise the products and processes in the customers' interests. In this way it is possible for every employee to be involved in improving his own area of work and also in improving other departments.

For more information see section "Social commitment".



- **Whistleblowing hotline**

In December 2012 with the whistleblowing hotline a process was introduced in which there are standard rules on how to handle justified comments from staff. This system for submitting comments allows every employee to report breaches, if necessary anonymously. Here the employee can turn to managers, trusted persons from various departments or the hotline directly.

For more information see section "Compliance and protection against money laundering".

Postbank Dialog,
Bonn, July 2012

- **Postbank Finance Award**

The "Postbank Finance Award" college and university competition organised by Postbank has constantly supported research and education since 2003. To this end, students and teachers in the country and abroad are invited to tackle a current financial topic and to jointly produce approaches to a solution in teams.

For more information see section "Education".



Visit inc. handout of presents
at Die Arche, Hamburg

- **Work with associations**

Initiatives and memberships serve Postbank as communication platforms for exchanging know-how with other companies and experts in the field. These include for instance the Bundesverband deutscher Banken (BdB), the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e.V. (VfU) and the Dialogforum Finanzstandort Deutschland.

For more information see section "Initiatives and memberships".

- **Visits to locations**

Since 2010 Postbank has organised the annual "Christmas Tree Wishlist Campaign" on behalf of Die ARCHE, the Christian children's and young people's charity. At the end of the collection, there is by tradition a visit to a Die Arche location, in the course of which some of the presents are handed out.

For more information see section "Charity".

- **nachhaltigkeit@postbank.de**

In addition there is a central email address, nachhaltigkeit@postbank.de, to allow all stakeholders to contact us.

nachhaltigkeit@postbank.de

Corporate Responsibility Programme



Sustainability management

Goal	Measures	Deadline	Status quo
Further development of Postbank sustainability	Implementation of a full sustainability strategy	31.12.2015	In progress
	Reorganisation of the Competence Center "Sustainability and Climate Protection" in the course of changes due to organisational expansion	31.12.2013	New goal
Making employees aware of sustainability	Range of e-learning courses on sustainability subjects	Ongoing	New goal
Commitment to external sustainability projects and campaigns	Audit of a "Partnership for airfreight and mobility low in hazardous substances" with the Free Hanseatic City of Hamburg	31.12.2013	New goal

Social Sustainability

Social commitment

Goal	Measures	Deadline	Status quo
Supporting education	Support for talented students, foundations and academic chairs	Ongoing	In progress
Support for social institutions	Promoting the established "Postbank Gewinn-Sparen" (Win and Save) product on behalf of Aktion Mensch	31.12.2013	In progress
	Continuation of the voluntary sale of UNICEF Christmas cards in all branches of Postbank Filialvertrieb AG	31.12.2013	In progress
	Continuation of the established charity campaigns (e.g. collection on behalf of Welthungerhilfe [World Hunger Aid], Christmas Tree Wishlist Campaign)	Ongoing	In progress
	Kickoff of collaboration with Save the Children	31.12.2013	New goal

Commitment to employees

Goal	Measures	Deadline	Status quo
Healthy in the workplace	Holding Health Days	31.12.2013	In progress
	Range of health measures (e.g. advice on nutrition, massages)	Ongoing	In progress
	Continuing the anti-flu injections	31.12.2013	In progress
	Facilitating blood donor campaigns at the sites	31.12.2014	New goal
	Seasonal provision of additional cycle parking spaces at the Bonn site (Friedrich-Ebert-Allee)	Ongoing	In progress
Work-life balance	Setup of an additional parent and child office for parents to look after their children short-term	31.12.2013	New goal
Accident prevention for people who travel a lot	Range of safe travelling courses for external salespeople with high mileage in the West region	Ongoing	In progress

Ecological Sustainability

Environmental control

Goal	Measures	Deadline	Status quo
External validation of the environmental data	Preparation for certification of the environmental data to ISO 14064	31.12.2015	New goal

Energy

Goal	Measures	Deadline	Status quo
Reduction of CO ₂ emissions from business operations	Continuation of "Redesign of the configuration of IT components and cold aisle containment" project in the Bonn computer centre	31.12.2014	In progress
	Switching the long-range signage to energy-efficient LED technology at the Berlin site (Hallesches Ufer)	31.12.2013	In progress
	Replacing insulation glazing with improved heat insulation levels in the multistorey block at the Berlin site (Hallesches Ufer)	31.12.2013	In progress
	Replacement of the old refrigerators in the kitchenettes at the Berlin site (Hallesches Ufer)	31.12.2013	New goal
	Construction of a new central cold store with high-efficiency refrigeration units to supply the Dortmund site (Hiltropwall)	31.12.2013	New goal
	Replacement of external windows on 5 floors at the Frankfurt site (Eckenheimer Landstrasse)	30.06.2013	In progress
	Replacement of boiler with low-temperature boiler at the Frankfurt site (Eckenheimer Landstrasse)	30.06.2013	In progress
	Improvement of the remote cooling units of the Hamburg "City Nord" remote cooling plant as joint owner	31.12.2013	New goal
	Improvement of the UPS units at the Hamelin site (Lubahnstraße)	31.12.2013	In progress
	Further use of presence detectors in ancillary rooms to reduce electricity consumption at the Hamelin site (Lubahnstraße)	31.12.2013	In progress
Replacement of the remaining windows in the Liststraße building (kindergarten) with windows with triple glazing at the Hamelin site (Lubahnstraße)	30.09.2013	In progress	

Procurement

Goal	Measures	Deadline	Status quo
Improving the purchasing of environmentally-friendly products via Deutsche Post DHL's GeT system	Substitution of non-GoGreen items and introduction of additional GoGreen items	31.12.2014	In progress
	Definition of central specifications and guidelines for an expanded range of GoGreen items	31.12.2014	In progress
Looking after the trees in the green space	Replanting trees following the necessary felling of the old trees as a result of damage at the Frankfurt site (Eckenheimer Landstraße)	30.06.2013	New goal

Consumption of resources

Goal	Measures	Deadline	Status quo
Optimisation of printed output	Implementation of the Managed Print Services project to reduce the number of printers in order to reduce the consumption of toner, paper and electricity and to reduce the emission of hazardous substances	31.12.2014	New goal
	Reduction of printed media (e.g. system-provided forms)	31.12.2013	In progress
	Increase in the proportion of recycled paper	31.12.2018	New goal

Water/waste water

Goal	Measures	Deadline	Status quo
Implementation of the findings of the pressure seal inspection	Correction of defects according to the pressure seal inspection of the drainage pipe by the road entrance to Section A at the Bonn site (Kennedyallee)	30.09.2013	In progress

Management system / awareness

Goal	Measures	Deadline	Status quo
Support for environmental awareness among employees	Implementation of Environment Days at the major sites	31.12.2015	In progress

Ecological products

Goal	Measures	Deadline	Status quo
Range of ecological products and services	Further promotion of online products such as "Sparcard direkt" and "Online-Girokonto" and the associated reduction of hard copy account statements	31.12.2015	In progress
	Increasing the sales from LichtBlick eco-electricity and gas contracts with full-year promotional campaigns at the branches	31.12.2013	New goal

Economic Sustainability**Processes**

Goal	Measures	Deadline	Status quo
Improvement in the provisioning process for hardware infrastructure	Further development of "Order Process B" into an end-to-end process	31.12.2013	New goal

Risk management

Goal	Measures	Deadline	Status quo
Establishing a standardised risk culture	Establishing additional risk principles for operational risks (DB principles)	31.12.2013	New goal
	Further development of risk governance by harmonising rules and processes	31.12.2015	New goal
	Making managers and staff aware of the subject of risk/risk awareness: Clear communication about the meaning of risk management and individuals' responsibilities	31.12.2015	New goal
	Establishing a joint code of conduct and ethics (by among other things training and instruction measures and function as an example)	31.12.2013	New goal
Optimising the risk-profit profile	Improving capital allocation	31.12.2013	New goal

Diversity management

Goal	Measures	Deadline	Status quo
Supporting diversity	Establishing the subject of diversity management (e.g. by courses, training clips)	31.12.2015	New goal
	Increasing the proportion of women in management positions	31.12.2018	New goal

Staff development

Goal	Measures	Deadline	Status quo
Talent management	Range of programmes for non-management staff to promote talent (e.g. Young Professional programme, Startup Leadership programme, Women's Empowerment programme)	31.12.2013	New goal
Improving employees' knowledge of foreign languages	Requirement-orientated range of English language courses	Ongoing	New goal

Branches

Goal	Measures	Deadline	Status quo
Shortening waiting times in Postbank branches over Christmas	Use of Postbank and Deutsche Bank employees and temporary staff during peak periods	31.12.2013	In progress
Reduction of administrative work in the management functions of the Branch Sales department	Audit of formal integration of the subsidiary Filial GmbH into Filialvertrieb AG	31.12.2013	New goal

Other resources

Goal	Measures	Deadline	Status quo
Input as required from the RZ emergency diesel generator into the public grid	Implementation of the Virtual Power Station project in collaboration with Hochtief Energy Management	31.12.2013	New goal

Social Sustainability



Employees | *Postbank sees its employees as the foundation of its success and supports their further career development and also a sensible balance between private life and career. So Postbank was once more acknowledged as Top Employer in 2012.*

Staff management

Headcount

As at the end of 2012 the Postbank Group employed a total of 18,599 full-time equivalent staff. About 31 % of these were employed as civil servants, 54 % covered by collective employment agreements and 15 % not covered. This being a predominantly national group, 97 % of Postbank employees work in Germany. The other 3 % of the employees are spread between the sites in the USA, Great Britain, Italy, Belgium and Luxembourg.

Postbank is aware of its responsibilities to its employees. Thus for instance almost 93 % of staff are permanent employees. The average length of service of 21 years and the moderate staff turnover rate of 6.9 % also demonstrate the bond between employer and employee.

Thanks to Postbank's flexitime models, employees can harmonise their career and private goals. For instance, a quarter of employees work part-time. In addition to this, depending on the specific flexitime rules, full-time employees have an opportunity to arrange their working hours to suit their needs.

The fact that family and career can be harmonised is demonstrated by many

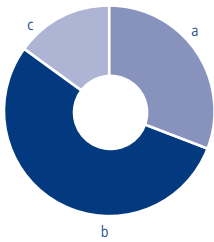


staff employed in the Postbank Group. This benefits both male and female employees, with the latter making up almost 60 % of the staff and 43 % of the trainees. The proportion of women in managerial positions is currently 14 % and is to be increased to 25 % in the context of the Gender Diversity goals by 2018.

Demographic change can also be detected within Postbank's age structures. Thus for instance employees over 50 make up almost half the staff. The average age is 45 and is therefore 2 years above the population average in Germany. Sustainable staff management has therefore become more relevant to securing the Postbank's future-proof orientation.

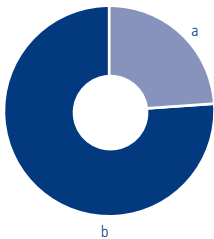
Management conference,
Berlin, November 2012

Employees



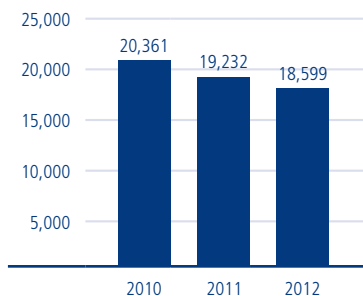
- a 31% civil servants
- b 54% employed under collective agreements
- c 15% employed not covered by collective agreements

Employees by full-time/part-time

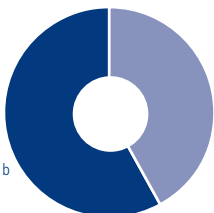


- a 24% part-time
- b 76% full-time

Employees (converted to FTEs)



Employees by sex



- a 42% male
- b 58% female

Currently 930 young employees are being trained by the Postbank as, among other things, bank clerks, commercial clerks for dialogue marketing and IT specialists. Of these, 64 employees are combining vocational training with academic studies. All Postbank employees are trained in their skills as required by numerous training and development measures. Thus for instance employees attended a total of 70,110 training days in 2012.

Postbank greatly exceeds the statutory 5 % ratio of severely disabled employees with its 7.3 %. This makes it clear how hard Postbank strives towards an open employment environment for every single employee.

Employee indices

	31.12.2012
Number of employees (converted to full-time equivalents)	18.599
Average length of service	21 years
Average age	45 years
Proportion of female employees	58 %
Proportion of male employees	42 %
Employees covered by a collective agreement	54 %
Employees not covered by a collective agreement	15 %
Proportion of civil servants	31 %
Full-time	76 %
Part-time	24 %
Germany	97 %
USA, Great Britain, Italy, Luxembourg	3 %
Turnover rate	6,9 %
Number of trainees	930

Information on remuneration systems

The remuneration of the Postbank Group's employees is based on the work performed in each case. There is no differentiation by, for instance, sex, nationality, ethnic origin or religion.

One expression of the Postbank Group's pronounced performance culture is that the employees receive a company results bonus based on Postbank's profits. The employees' performance (as individuals and as teams) is rewarded with precisely tailored performance-orientated variable elements of remuneration. This pronounced performance culture is reflected both in target agreement and performance assessment systems. These principles also apply to the civil servants.

In the area of the management staff, innovative remuneration elements with a particular focus on sustainable conduct are integral components of pay. These are closely associated with the target agreement and personal development processes and they therefore contribute to a positive long-term influence on the conduct of the managers.

Employee survey 2012

This year too Postbank's top management asked its employees for frank and honest feedback. About half of all employees took the opportunity to express their opinions. For the first time the employee survey was part of the Group-wide uniform Deutsche Bank People Survey of 17 September to 2 October 2012. Eleven dimensions such as involvement, commitment and employee management were studied with the aid of 45 questions. As in previous years, the findings of the survey turn out to be positive overall. The interest in customer satisfaction and long-term customer relationships is very marked among employees. And managers are also shown in a good light. The majority of the employees state that their superiors appreciate them, clearly communicate individual expectations and goals for their area of work and use their talents and skills well on the work. For the first time since the start of the financial crisis, a positive trend regarding the assessment of the company's future is also being noted.



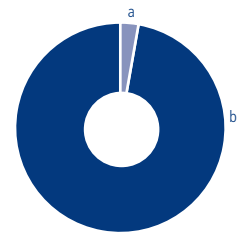
Appreciation – dealing with people is not a matter of budgets but of inherent attitude. «

Hans-Peter Schmid,
Director of Retail Outlets

Postbank sets great store by submitting the findings of the employee survey to a thorough qualitative analysis. In 2013 this is being done by means of a bottom-up process. Relevant subjects are first discussed between employees and their superiors in the departments and branch areas and appropriate local measures are introduced. More comprehensive spheres of activity are passed on to the next level up.

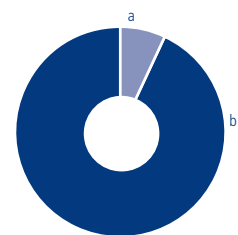
This guarantees that opportunities and risks are identified as well as possible and that in the end top management receives an aggregated qualitative summary of the spheres of activity relevant from the employees' point of view.

Employees by region



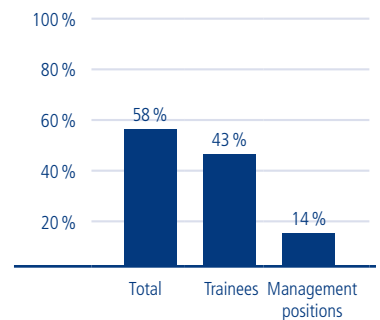
- a 3% USA, Great Britain, Italy, Luxembourg
- b 97% Germany

Temporary and permanent contracts

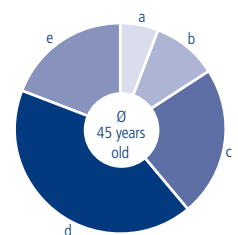


- a 7% temporary
- b 93% permanent

Proportion of female employees



Employee age structure



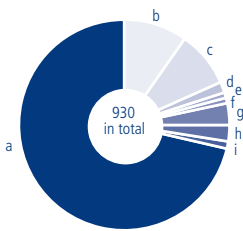
- a 6% up to 24 years old
- b 10% 25 – 34 years old
- c 23% 35 – 44 years old
- d 42% 45 – 54 years old
- e 19% over 54 years old

With well-trained successors and highly qualified staff, Postbank is equipped to face the growing demands and changes to the market in the future. Permanent and long-term success are assured by continuous training and development.

Training and development

In addition, there are various training opportunities for academic successors:

Trainees 2012



- a 663 banking staff
- b 91 sales-orientated banking staff
- c 81 sales staff in Dialogue Marketing
- d 14 IT specialists
- e 9 Commercial staff in office communication
- f 8 sales-orientated property staff
- g 32 students Frankfurt School of Finance and Management
- h 22 students Hochschule Weserbergland
- i 10 students Hochschule Bonn-Rhein-Sieg

Training

Postbank has for years been training young people beyond its own requirements and, as in previous years, in 2012, offered 353 training places, mainly in professional training as “bank clerks”. Here the trainees not only pass through various sections in the Postbank Group but are also supported by experienced lecturers from the Frankfurt School of Finance & Management. The fact that this form of collaboration has proven its worth can be seen from the consistently high ratio of final examinations passed. Over 90 % of Postbank trainees successfully complete their training periods and about 73 % of trainees receive an offer of an employment relationship with Postbank.

- In collaboration with the Frankfurt School of Finance & Management, a Bachelor of Science course and a Master of Arts in Banking and Finance integrated with the training (currently 32 students).
- Jointly with the Weserbergland College in Hamelin, a Bachelor of Arts course with a banking aspect (currently 22 students).
- At the Bonn-Rhein-Sieg College, a study programme for a Bachelor of Science or Bachelor of Arts (currently 10 students).



Trainees Hanover, 2012



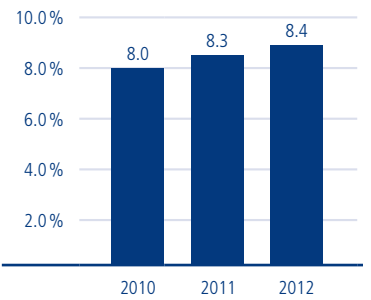
“Colour plays no part at Postbank.”
The Trainees at the Cologne site came to this conclusion during their anti-racism training.

As at the end of 2012 there were a total of 930 successor employees in a training relationship with the Postbank Group.

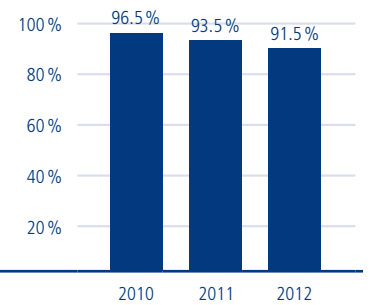
During the training period within Postbank, besides profession-specific topics, sustainability topics are dealt with e.g.:

- “Job Fit” health education
- Ergonomics and safety at work
- Presentation skills and methodological skills
- Social skills
- Environmental protection
- Awareness in dealing with resources
- Measures against racism, xenophobia and discrimination

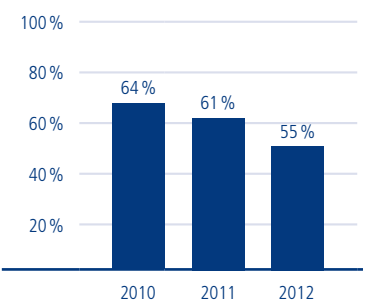
Proportion in training



Proportion of trainees passing

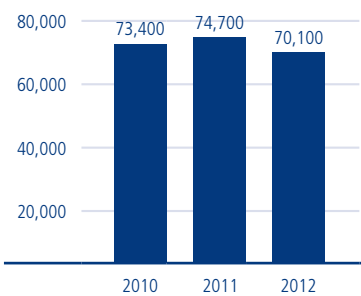


Proportion of trainees taken on

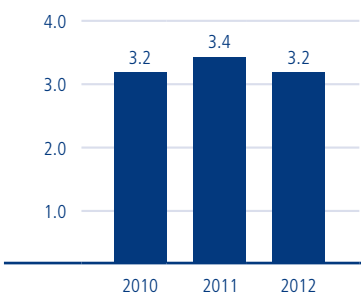


Trainees Bonn, 2012

Development days
(rounded to the nearest hundred)



Development days per employee



With "Sidestep" from the back office to Branch Sales

Development

The training offered by Postbank is built on the idea of orientation to the stage of life. For each phase of an employee's life, from the start of his/her career to retirement, it offers appropriate training and development concepts. The tools, measures and programmes of employee development support his/her employability by expanding his/her skills and measures to maintain health, ability to perform and job satisfaction long-term.

Here the aims are in particular:

- to keep specialist knowledge up to date
- to identify and develop potential
- to develop prospects
- to facilitate employee satisfaction
- to improve knowledge transfer and health

The measures to promote health include both specific health training and education on strengthening resilience. The latter focus on supporting skills in dealing with stressful situations at work and in one's private life. These include subjects such as "Staying healthy in stressful work situa-

tions", "Management and Health – Tips on avoiding stress" and "Live and stay consciously healthy!". In addition there are courses with practical tips on dealing with heavy physical demands and the opportunity for personal fitness diagnoses.

Postbank also supports its employees long-term with modern training concepts and flexible options for deployment and development. Examples of these successful opportunities are:

- **Young Professionals**

Concept for supporting young people with potential after their training or during the first years of their careers.

- **Advanced Professionals**

A measure for service providers to support specialists' careers and to define their private lives and careers.

- **Start-up Leadership**

A programme orientated towards non-senior managers at the start of their management duties.

- **Advanced Leadership**

An opportunity for experienced non-senior managers that covers dynamically changing current management topics.

- **Women's Empowerment**

A programme whose aim is to support and strengthen women in specialist and management positions.

The Postbank learning concept contains an educationally relevant combination of events requiring physical attendance and virtual learning based on new information and communications media such as e-learning and web-based courses – an ideal mix of media that supports learning on one's own responsibility and initiative. The opportunity to develop at the workplace depending on one's individual requirements and interests is increasingly being used by employees. The wide range of



e-learning in the form of training clips covers Postbank-specific content and also general banking-related topics. It also deals with questions and aspects relating to social and methodological skills. e-learning relating to topics relevant to sustainability such as safety at work, fire prevention, health protection and Postbank's environmental management system are also part of the range.

Knowledge transfer and lifelong learning

Knowledge management is the key to Postbank's future. Knowledge is the fluid mix of specialist knowledge, experience, concepts of values and information in specific contexts. It is not stored in databases but located in employees' heads i.e. it is know-how about organisational routines, processes and standards linked to individual personal experience and other valuable details, for example about customers and networks.

Knowledge management in the Postbank Group means recording a person's relevant knowledge, retaining it in a suitable form for the future and passing it on. Professional knowledge transfer is particularly necessary when experienced employees change jobs or leave the company. In such situations Postbank uses the "Knowledge Relay" method. It also serves as a guide for the exchange between deputies, in the context of organisation processes and in the induction of new employees.

The knowledge relay is, like every training opportunity, in principle available to all employees. In individual changeover situations, experienced training managers from the Postbank Academy support the managers and staff concerned and ensure – as with the handover of a baton in a race – the trouble-free optimum transfer of experience or specialist, project or managerial knowledge to successor employees. In a systematic dialogue between the predecessor and the successor, the areas of experience and important instructions are explained, sorted, combined, recorded in key points and documented. Participants in the knowledge relay to date are very positive and satisfied with this opportunity for knowledge transfer.



Handover successful, thanks to the knowledge relay

Knowledge acquisition is an ongoing process. So a particular focus of training and development is to support “lifelong learning” orientated towards all phases of life. The concept of PEPP (Postbank Employee Performance Development) contains differentiated training concepts tailored to the different phases of life. The aim is to maintain or even to increase the employability and motivation of employees throughout their entire careers. The main idea of PEPP is a model orientated towards stages of life and age groups that is in line with the demographic changes within Postbank’s staff.

The modern opportunities for training within the Postbank Group cover a wide range of qualification options with varied forms of learning such as classroom training, e-learning, lectures, self-study, manuals etc. that take into account in terms of teaching and content the learning requirements at various stages of life. These options are complemented by Postbank’s own wiki that not only records know-how but also provides the ideal platform for company-wide knowledge integration.

Sales managers’ conference,
Dresden, March 2012



Management Programme 2012

In 2012 Postbank once again provided its top employees with a comprehensive range of programmes for the development of their own management know-how. The recently-launched “Talent Management Programme” is aimed at the early identification of and support for employees with potential for top management positions. The nomination phase for the 40 high-potential employees was started at the end of 2012. In 2013 the registered nominees are going through the selection process which is followed by various on-the-job measures, training courses and coaching sessions. The ongoing “2012/13 Advanced Management Programme” offers experienced middle managers an opportunity to strengthen their networks beyond the department and to further develop their own strategic skills. The “Senior Management Programme” for managers from the senior management level completed in 2012 focused mainly on risk management and change management.

Health is a fixed element of Postbank's company culture and at the same time a healthy work-life balance is seen as of great value – this is confirmed by the berufundfamilie Certificate.

Work-life balance and health management

“berufundfamilie” audit

Following the successful 2011/12 audit in June 2012, Postbank AG was awarded this certificate by berufundfamilie gGmbH, a seal of quality for a sustainable and family-conscious company culture in Germany. The berufundfamilie audit supports Postbank and Postbank Filialvertrieb in bringing company goals and employees' interests into a workable balance. Developed by the Hertie Foundation in 1995 and supported by the Federal Family Ministry, this audit is the strategic management tool for improving the compatibility of career and family. At the same time, Postbank uses this audit tool in the context of its implementation of Diversity Management to support the career development of women.

In this context, many measures have been taken and some have already been completed. Provision of the “Mein Familienservice” e-portal, which is accessible to employees via the internet, ensures that they can find out at any time about the range of free-of-charge services provided by pme Familienservice. What is more, regular reports on all aspects of compatibility of career, family and care on the intranet, in the branch portal and in the “bankpost” and “MaSV Fokus” employee print media support communication and the information flow to employees.

Since April 2012 Postbank has been making it possible for its employees who would like to give attention to both their work commitments and their private affairs to exercise an option to temporarily adjust their weekly working hours, this being in addition to the existing part-time options. This provides additional flexibility in arranging individuals' working hours – taking into account the company's needs, of course.

In October 2012, Postbank's first parent and child office was officially opened with a celebration at the Munich site. Following pilot and evaluation phases, there are now plans to open more office premises to permit employees' children to be looked after in an emergency. Besides the existing kindergarten places provided by the company at the Bonn and Hamelin sites, there are now also places available to employees at the Munich site at a pme Familienservice establishment.

In the area of health management, the “State of Health” project with the “Preventative Measures” sub-project was initiated. In 2012, in this context a company Health Manager was appointed and he visited several sites and conducted site-specific assessments of requirements. A total of 13 Health Days were held at these sites.

The implementation of further measures from the list of goals agreed with berufundfamilie gGmbH for the improvement and compatibility of career and family and also work-life balance is planned for 2013 and 2014.



Parent and child office opened



Pilot project to support parents launched in Munich.

The first parent and child office in the Postbank Group has been opened at the Munich site. This is a pilot project. In emergency situations in which the regular care for their child has not been provided, employees may work here whilst their child can play or sleep nearby. The office has two workstations equipped with two PCs, a printer and a table for meetings.

It is also fitted out for children with a play corner with a sofa, a child's desk, baby-changing facilities, a refrigerator and a bottle-warmer being provided. What is more, the room has childproof power sockets.

The setup of parent and child rooms is one of the measures that has resulted from the berufundfamilie audit conducted at Postbank AG and is intended to support the compatibility of career and family.

pme Familienservice's range of services



For several years Postbank has been supporting improved compatibility of career and family by the provision of a total of 35 childcare places in the Bumble Bees I, II and III establishments at the Bonn site for children aged from 0 to 6 years.

Since November 2012 Postbank has been offering employees at the Munich site company-subsidised childcare places at Citykrippe within walking distance of the site. This too is operated by pme Familienservice with its usual above-average quality.

With this range of services Postbank would like in particular to facilitate and accelerate the return of employees to work at Postbank, whether it has already happened or has still to happen.

For working parents these kindergarten places have particularly convenient and extended opening hours compared with public establishments and they do not close during holiday periods. The allocation criteria and the parents' contributions – on a scale depending on family income – are negotiated with the Group's Works Council and set down in a Group Works Council agreement.

Social fund

In 2000 a social fund was introduced for the payment of social costs for employees of Postbank. The annual budget is allocated to the sites and the head office in proportion to the number of employees. The following social costs are funded from this social fund:

- Expenditure on company parties
- Passbooks with the gift of a small credit
- Token gestures
- One-off support for exceptional emergencies involving employees.

In 2012 a budget of EUR 250,000 was provided by Postbank.

ErholungsWerk

For over 40 years ErholungsWerk (EW) has been offering holidays to current and former Deutsche Postbank AG, Deutsche Post AG and Deutsche Telekom AG employees.

ErholungsWerk offers a varied range of holiday destinations both near and far. From basic holiday homes to comfortable hotels with full service, families, couples, singles and groups of travellers find holiday destinations to suit everyone. The range covers EW's own holiday facilities, wellness and health and plane, ship, cycle, rambling and group trips. Special offers round off the range of trips.

Holidays are an important time for replenishing energy levels for day-to-day life and for finding peace. EW offers payable holiday trips with its own holiday facilities in Germany and Holland's most beautiful holiday regions. It is often especially difficult for families and single parents to finance a holiday outside ErholungsWerk. It is both the task and claim of the ErholungsWerk non-profit-making organisation to make all well-earned holiday possible – including or even especially in the high season.

Deutsche Postbank AG contributes to everyone being able to afford wonderful holidays since the successor companies to Post support the ErholungsWerk non-profit-making organisation financially and, subject to certain conditions, they also grant subsidies to their employees for children accompanying them.



ErholungsWerk

Post Postbank Telekom e.V.

Betreuungswerk

As a foundation set up under private law the Post Postbank Telekom Betreuungswerk is a company social establishment of the former Deutsche Bundespost. It has undertaken to provide inexpensive social services and serves charitable purposes and the public good. The Post Postbank Telekom Betreuungswerk has existed as a non-profit-making foundation with its registered office in Stuttgart since 1892. This organisation was preceded by the Posttöchterhort (Post Daughters' Refuge), which was later renamed the Postwaisenhort (Post Orphans' Refuge).

The foundation provides the following services:

- Aid to the needy and orphans
- Support for studies
- Work for senior citizens

The aid with which people in need are supported is funded from the interest income of the foundation's capital and from donations. Since Post's successor companies (Deutsche Postbank AG, Deutsche Post AG and Deutsche Telekom AG) bear the administration costs, the full amount of every donation benefits those in need of aid.





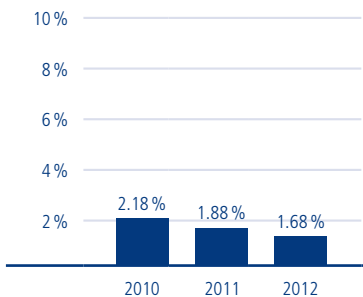
Company run,
Bonn, August 2012

Health management

The first health-related activities, which were held back in 2005, have constantly grown and with them so have the numbers of participants in this area. The consequence was the setup of comprehensive, sustainable company health management. Postbank health management brings together all the resources for promoting health, coordinates the overlapping aspects of safety at work and employee medical care and ensures systematic planning and management of the processes.

The accident rate is at a low level typical of financial services companies. The majority of accidents occur en route (i.e. accidents on the way to and from the workplace). There is no clear pattern among the comparatively few accidents at work.

Accident rate at work and travelling to and from workplace



Kleine Spritze – große Wirkung

Es ist Grippezeit: Eine Infektion bietet Schutz vor Ansteckung mit dem Grippevirus. Schützen Sie nicht nur sich, sondern auch Ihre Familie, Freunde und die Menschen in Ihrer Umgebung.

Nutzen Sie jetzt die kostenlose Grippechutzimpfung!

Bitte achten Sie auf Informationen zu den Grippechutzimpfungen an Ihrem Standort.

Postbank

In recent years Postbank employees have been offered a series of health measures through expert partners such as Deutsche BKK, Unfallkasse Post and Telekom and others. The Health Days held annually in Postbank focus on various topical aspects:

Health Days: Main topics

2005	Exercise, healthy eating and balanced lifestyle
2006	Health and mobility
2007	Back health
2008	Nutrition, stress, addiction and exercise
2009	Heart and circulation
2010	Muscular and skeletal disorders
2011	Body and spirit in harmony
2012	Simply healthy

In addition, all trainees attend several modules on preventative health measures under the slogan JobFit in collaboration with the Deutsche BKK health programme.

The constantly growing interest in individual and sustainable measures tailored to the needs of the employees and the company was satisfied in 2012. To this end, an expanded health management concept that also covers changes at an organisational and departmental level was developed:

- An external company health manager with the required specialist expertise was taken on.
- The health “construction kit” with measures individually tailored to Postbank and their constant revision ensure that they are up to date and guarantee the quality of Postbank’s health management.
- The Postbank health network, the collaboration with academic institutions and health marketing provide information and are being further expanded.
- Health management strives to attain transparency of its contacts with clear assignments and opportunities for contact.

The measures offered on the Health Days held nationally are generating growing interest and are actually being taken up. In 2012, standardised Health Days were offered nationwide. 30 % more employees than in the prior year participated in the programmes specially developed for the 2012 Health Days (e.g. expert advice on the Health Island, "The Well-Exercised Person" workshop, cardio-neuro screening, the cycle simulator, professional analysis of nutritional status, back strength testing of the musculature, statements about (potential) healthy living, healthy snacks in the workplace, Training Fit in 15 Minutes and much more besides).

Within the context of the joint "Health-Plus" campaign with Deutsche BKK, this fitness package was introduced at all Postbank Branch Sales sites, thereby looking after the long-term health of our colleagues in the branches. At events within Branch Sales, equipment is constantly being purchased from trainers and employees made aware of their use.

These health campaigns are supported by regular information in Postbank's internal staff magazine and intranet. The accompanying flyers and inserts serve the purpose of intensive involvement with health issues. To protect non-smokers, Postbank has also introduced a general smoking ban, from which only the smoking rooms provided are exempt.

In order to be able to detect health problems as early as possible, our employees have an option to participate in various screenings (skin screening, vein screening, cardio-neuro screening, measurement of bone density). In addition, in 2012 with the "Fit in the Workplace" campaign, short training modules were piloted directly in the workplace. A step-by-step rollout is planned.

Runs are also held nationwide and many Nordic Walking groups have been set up. Numerous company sports groups complete this picture. Postbank offers its employees its own fitness rooms at some of its bigger sites.

In addition to this, there are various services to promote health (e.g. back and compensatory gym exercises, relaxation, Tai Chi and other courses and events).



Ralf Stemmer (l.) and Gerhard Stein open the 2012 Health Days in Bonn

Just like Postbank, its employees are also accepting their social responsibility. Mutual support, external commitment and joint further development of the bank are a fixed part of the company culture.

Social commitment

Committed employees involved in voluntary work: The private developer



Since the 2004 tsunami Monika Kranz has been travelling to Sri Lanka twice a year to help people.

26 December 2004 was the trigger for Munich Postbank employee Monika Kranz to start taking her holidays in a completely different way. That day, the earth shook under the Indian Ocean. The tsunami destroyed large parts of the island of Sri Lanka on which Mrs. Kranz had taken a holiday shortly before. "I saw the destruction on the television and was totally shocked," she remembers. She immediately asked herself: "How can I help?" This lady from Munich contacted people in Bentota that she had got to know on her holiday. The idea of a charity campaign for Sri Lanka took root among her colleagues. "I then said: I'm going there to see where I can help. Since then it's taken on a life of its own", says Mrs. Kranz. Since 2004 she has produced a report twice a year. In this she tells of the journeys she has made to Bentota at her own expense and of the houses that have been built thanks to her colleagues' donations. About 2,000 Euros are collected before each trip.



All the donations that she brings that country flow into the construction of these little masonry houses. Nearly 20 have already been built with her aid. If you include the outbuildings, roofs and floors, that have been constructed with German donations, the number is even higher. "Today it's no longer about tsunami victims," says Mrs. Kranz, "but about supporting the poor in the region."

Committed employees involved in voluntary work: The woodland kindergarten teacher

Often it's the small ideas that give rise to long-term projects. When he could not find a suitable kindergarten place for his daughter, Dirk Wonka immediately set up his own woodland kindergarten.

At first glance this looks a little bit like "Löwenzahn", the programme in which Peter Lustig used to explore and explain the world. The 18-metre long vehicle on the edge of the wood forms the basecamp for the three to five-year-old "nature researchers."

Dirk Wonka is the developer and owner of the "Naturforscher" (Nature Researchers) woodland kindergarten, for which the vehicle on the edge of the wood serves as a shelter. In March 2010 he took the decision to set up his own kindergarten. "At that time our little daughter was due to attend a woodland kindergarten in the next village," he recalls. But it had just dismissed its lady kindergarten teacher with many years' service. "So I said: Inge, I'll take you on. We'll set up our own woodland kindergarten." In no time at all Wonka found a plot on the edge of a wood that was already designated as a play area but had not been used.

After a planning period of only four months, solid support from family, friends and the urban authorities as well as his own startup funding, he was able to take in the first children at Naturforscher in August 2010. Today there are already nearly 20 girls and boys that meet at the research vehicle every morning. With their rucksacks, weatherproof clothing and handcarts, they set off in sunshine, wind and rain, even in the cold winter, through the thick branches. There they can climb, play and paint to their heart's content. Nature itself provides the materials for this: trees, leaves and roots.

"The children have incredible fun with this. And when they are collected after lunch, they are mostly content because they've spent the entire day in the wild," states Wonka. For him, his work in the woodland kindergarten is more than just a hobby. "It is a very satisfying activity. I see that we can make something happen."





Committed employees involved in voluntary work: The bearer of happiness

Stephanie Kohtz regularly brings a smile to the faces of dementia patients in a Cologne ward with her dogs.

Even hours before she visits, the senior citizens have been asking again and again: "When are the dogs coming?" That's what the geriatric nurse on the ward says. The dogs are called Amy and Jerry and they belong to Postbank employee Stephanie Kohtz and her husband. Together with her comrades she visits the Alzheimer's ward at the St. Lucia home for the elderly in Wesseling near Cologne.



A dozen senior citizens are sitting on the circle of chairs in the recreation room when the dogs charge into the room. "Ah, you two," escapes from the lips of a lady patient who had previously sat silently in her chair. "I often notice that, with the dogs, a spark of life reappears in previously expressionless eyes," says Stephanie Kohtz.

The positive effect of dogs in the treatment of Alzheimer's patients has been scientifically proven. Only recently a study by the University of Vienna showed that the condition of dementia patients significantly improved after eight weeks of animal visits. But Stephanie Kohtz does not at all see her voluntary work as treatment. "It simply gives you a good feeling to give people who often get few visitors a few happy moments," says this Postbank employee.



Committed employees involved in voluntary work: The lifesaver

After work at Postbank, several times a month Jürgen Wölfert swaps his office suit for a jacket of the Arbeiter Samaritaner Bund.

It all started in 2009 when Jürgen Wölfert was encouraged by his children to help to set up ASB Regionalverband Obermain e.V. in his home town. In fact this banking professional was only supposed to monitor the finances and audit the accounts. However, since in his younger days he had already been a voluntary fireman, it was not a big step for him to become a paramedic.

There followed 520 hours of training including work experience in a hospital and at the ambulance station. "A rolling stone gathers no moss. Other people do sports and join clubs. I help people. I enjoy it and it keeps me fit," is his casual comment on the not-inconsiderable effort. Now this man who has chosen to live in Munich travels with others several times a month in a non-emergency ambulance or as an assistant in an emergency ambulance. "I like the contrast with my office job. Being a paramedic is often a physical and mental challenge. You often have to get really involved and you also often see the weaknesses of our society."

Wölfert's commitment has of course not been kept secret from his colleagues. He and two other paramedics and an emergency assistant make up the first aid team for the 900 or so employees at the Postbank site in Bayerstraße. His colleagues are pleased to know that there is always a paramedic on hand.

Peak postal period

Normally he performs his banking transactions in the Postbank Finance Centre. But for one day Customer Adviser André Gesing has a change of scene. He helps with the peak postal period in Gelsenkirchen in 2012.

On this morning just before Christmas his day in the Gelsenkirchen Finance Centre starts early, at 8 o'clock. Whilst the shopping street and the railway station forecourt are still empty, the staff prepare for the day ahead and they explain to a beginner the main principles of his job. "The registered mail is kept in the cupboards and the book parcels are kept in the drawers. The OPAL system shows you which parcel goes in which compartment." André Gesing listens attentively to every word.

This 31-year-old is new to the job and he will only do it for this one day. He signed on to help with the peak postal period. Here he is not a member of staff but a customer with a SparCard and a current account. But on this Saturday morning before Christmas he is wearing the typical light blue shirt and yellow, red and blue striped Postbank tie. When he was approached about the job, he was immediately very keen to do this unfamiliar task.

"Customers don't normally get involved in the peak postal period," explains Anja Maultzsch from head office. "But this year we asked the Customer Advisory Committee if they were interested in helping." Gesing did not hesitate for long and registered spontaneously. He is thoroughly familiar with the banking environment. He trained as a banker with Sparkasse Essen. Now he works in the energy sector for an energy supplier.

However, his job on this day in Gelsenkirchen differs from the banker's usual work environment. He helps the staff by fetching the letters and parcels for collection and placing them to hand. It's not quite 9 o'clock yet and there are already customers waiting outside with parcels and collection slips. Within a few minutes the room is full of customers and the staff perform their tasks at full steam. In the meantime Gesing and Maultzsch are looking after those waiting. "Good morning. Have you

come to collect a letter or parcel? Then you can give me your notification card." The customers are pleased with this service. Once they get to the counter, their parcel is normally already waiting for them. "Some mail is still missing because the postman evidently couldn't drop it off in time," is how Mrs. Maultzsch explains one of the challenges that the postal business entails at the end of the year.

It's just gone 10. The first wave has passed. Time for an interim assessment. "This close to Christmas, Postbank's postal business is very heavy," states Gesing. "It's only now becoming clear to me where the challenges are to be found in a Finanzcenter. The business demands great flexibility." Speed and routine are called for. The warehouse empties out with every notification card and Gesing attacks his work at full pace. "It's very good fun now that there's a lot to do and I can really help," he says with enthusiasm and he carries three parcels at once to the counter and two back to the trolley. "I'm glad I took the opportunity," he says. And Maultzsch is happy too as between two "yellow cards" she states: "It's wonderful when customers are interested in sharing the experience of a peak period."

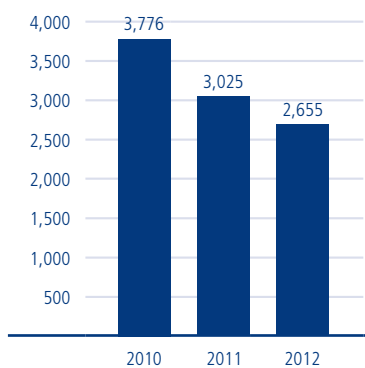
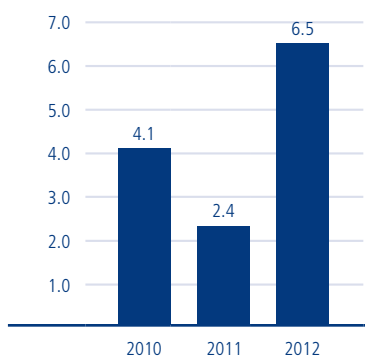


Participants in the peak postal period



Total time spent as participants in the peak postal period (in days)



Suggestions submitted**Calculable overall savings from Ideas Management (in millions of Euros)****Ideas Management**

Postbank Ideas Management helps employees to put into practice their own approaches to improvement based on their day-to-day work so as to further improve the products and processes in the customers' interests.

So every employee has an opportunity to participate in improving his own area of work and also that of other departments by submitting suggestions for improvement.

In principle Postbank distinguishes between ideas with a calculable potential profit or saving, for which the submitter receives a bonus on its success when it is implemented, and ideas with no calculable benefit, for which the person with the idea receives tickets for a tombola internal to the Group. This ensures that employees' interest in participation in Ideas Management is long-term and sustained.

The ideas submitted by employees are actively supported by management. They create room for innovation and advise those submitting ideas on formulating and assessing their ideas.

If an idea generates a calculable benefit, it is assessed by an appropriate assessor from the relevant specialist department and the opportunities for implementation are checked. This process is also supported by Postbank Ideas Management. It ensures that those involved are kept up to date. If it is an idea with no calculable benefit, this is passed on immediately to the relevant specialist department for rapid implementation. The department also informs the person submitting the idea when it is implemented.

Following savings amounting to 2.4 million Euros in 2011, 6.5 million Euros of calculable savings were generated by employees and processed by Postbank Ideas Management in 2012.

In order to further support participation in Ideas Management, a competition, in which additional prizes could be won, was held on the subject of "Health" in 2012. The aim of the competition was to obtain ideas that would have a positive impact on the health situation of employees, whether by preventative measures or by the avoidance of specific risks.

Driving at the target

Good ideas lead to an improvement in day-to-day work and in the ideal case to a bonus for the employee. The people with the best ideas are rewarded for their efforts.

Getting the ball rolling with the right swing. What works for golf also applies to the development of good ideas. Under the slogan "Ideas Without a Handicap" those with the best ideas over the last year, together with the experts from Postbank's Ideas Management, met in Aerzen, Westphalia. "The invitation to our event for those who think further is to thank them for showing commitment beyond their normal jobs," stated Stephan Becker, the head of Group-wide Ideas Management. There are some of these committed and creative employees at Postbank, as a glance at the figures for ideas submitted shows. In 2011 Ideas Management collected over 3,000 suggestions from all departments. 600 of these were even submitted within the "feedback loop", in other words they are ideas that upon implementation bring a calculable benefit for Postbank—and a cash bonus for the person that submitted the idea. In this way our attentive employees achieved savings of about 2.4 million Euros last year.



Support your ideas and fight for them.«

Ralf Stemmer,
Director of Resources

The figures are good but there was a slight fall compared with the previous year. For Becker this is no reason for concern. "Many employees are currently experiencing the big challenges posed by organisational changes. But we see this as an opportunity. In times of change there are innumerable opportunities to question processes and make suggestions for improvement." The initial figures are already pointing towards better values. Whereas in 2011 the level of cash bonuses from the big feedback loop was exactly 261,166 Euros and the highest individual bonus was 24,750 Euros, in 2012 two individual bonuses of a higher amount were paid. "A good indication that Postbank employees continue to contribute with their creativity and attention,"



says Becker. This was also emphasised by Ralf Stemmer, the Personnel Director and sponsor of Ideas Management, in his address to the 60 participants with the highest points and bonuses in Aerzen.

"Efficient processes and low costs are important to meet the challenges that we are facing as a result of the Euro crisis and the declining confidence of our customers." He was all the more thrilled with employees who enjoy doing their jobs and who would like to improve them day by day. "Because not everything that has worked in the past will work for all time. So you change and update things." In the future he would like to see even more motivated employees that have an idea and will support it. "Please pass on the wakeup call in your departments," was his appeal to those who had submitted ideas. It should be the aim, he said, to get one idea per employee. In a round of discussions the participants gave further major impetus to organising Ideas Management in a successful way in the future too.

Those with ideas and staff of Postbank Ideas Management,
Aerzen, October 2012

In workshops the participants formulated tips and tricks on how to successfully submit an idea. Because when an idea occurs, often the next hurdle is superiors and colleagues. How do I get my idea down on paper so that others will understand it and consider it logical? Comprehensible formulation, many facts and full explanations are just as important here as a certain stubbornness, as Becker knows. "There are departments in which a lot of ideas are developed, for instance because there is a great deal of contact with customers. Then it is really crucial to sell an idea well so as to see it through." So the support of colleagues is also important. Group suggestions can often also be submitted. "An idea should be able to excite not just me but others too," is Becker's indication of a good idea. Or in the words of Director Stemmer: "You must support your ideas and fight for them. In addi-

tion, this requires a degree of courage. In particular if an uncomfortable idea or change does not immediately meet with approval from superiors and colleagues."

Stephan Becker also mentioned the challenges ahead for Ideas Management in the course of the event: "In the future the trainees will be more heavily involved and other departments will be addressed in a more targeted manner. "An honest look at the work at Postbank is helpful in generating fresh ideas", as the Ideas Manager knows. This also applies to the dialogue with Deutsche Bank. "We are taking a constructive path in collaborating with our staff and starting to develop ideas that apply beyond the department."



Society | *Commitment to society is an important concern for Postbank – so for instance it supports the future of Germany in the educational sector.*

Education

2012 Postbank Finance Award

Postbank has been supporting research and education with the “Postbank Finance Award” college competition since 2003. To this end, each year teachers and students from Germany and abroad are invited to tackle a current issue from the world of finance and to develop approaches to solutions in teams. In the course of the competition, the participants should derive specific proposals for future strategies from theoretical consideration and scenarios. Besides impetus for tomorrow’s world of finance, the students are also given an opportunity to apply the specialist knowledge acquired in their studies and to sharpen their social skills by working in teams. Prizes totalling 100,000 Euros make the Finance Award the college competition with the biggest prizes in the banking and finance sectors. 70 % of the prize money goes to equipping the winning colleges and it is therefore intended to support college teaching in a targeted manner. The remaining 30 % goes to the teams of students. The patron of this competition is Frank Strauß, the Chairman of the Board of Deutsche Postbank AG.

Year Subject

2003/2004	The development of retail banking within the confines of customers’ wishes and profitability requirements
2004/2005	Private old age pensions and lifecycle strategies: A new area of business for banks?
2005/2006	New directions for the German banking system?
2006/2007	The optimum information system from internal and external ratings for the financial sector
2008	Opportunities and risks of hedge funds
2009	Lessons from the financial crisis
2010	Retail banking within the confines of short-term selling success and long-term customer benefit
2011	Stabilisation of the European Monetary Union and implications for private financial investment
2012	Financial investment in the context of inflation risks and political risks
2013	The bank of the future: A sector beset by a crisis of confidence

In 2012 the subject was “Financial investment in the context of inflation risks and political risks.” 28 teams of students from 25 universities and colleges in Germany and Austria tackled this and submitted their work. The award ceremony was held in the summer at the LVR State Museum in Bonn, at which the winners received their awards from a jury of renowned people. This time the prizes went to teams from Bonn, Regensburg, Munich and Cologne.

Die WELT has supported the Finance Award as a media partner to Postbank since 2011 and in the reporting year for the first time awarded a special prize for the best essay from a journalistic perspective. Here the teams could demonstrate their linguistic skills coupled with soundly-based knowledge of the financial world.

Each year the winning entries are published online jointly with media partner Die WELT and they are available as downloads. In this way the college teams give



2012 Postbank Finance Award winning teams, Bonn, Juni 2012

themselves a platform to present their work to a wide audience and to contribute to the discussion on central issues.

Postbank's commitment to supporting research and education in the college environment long-term is viewed in a very positive light by the participants. The willingness of college teachers to incorporate the Finance Award into their teaching plans and to award certificates of performance for this extends this idea further. Since the first round in 2003/04, 327 teams from 102 colleges with over 1,600 participants have taken part in the competition.

In 2013 the subject of the tenth competition is "The Bank of the Future. A sector beset by a crisis of confidence." So the competition is completely in tune with the future relationship between banks and their customers.

More information here!



or on www.postbank.de

„business@school“

Since 2007 Postbank has supported the business@school initiative by the Boston Consulting Group (BCG) company consultancy. business@school was launched in 1998 at two pilot colleges and now there are over 90 schools participating worldwide. The aim of the project is to convey business subjects to top-stream students in a practical and clear manner.

The business@school campaign is divided into three project phases. In the first two phases participants analyse big stock market-quoted companies and small and medium-sized enterprises.

In this way students learn to recognise and understand the reality of groups and smaller companies. Then in the last phase they develop a business idea of their own with a business plan. This requires not only entrepreneurial thinking but also teamwork towards a result. The students can train in confident appearance and presentation techniques when they present their results to a specialist jury after each phase. Then the winning scholars take part in the regional and European competition events.

In addition to the project teachers, during the campaign the scholars are supported by experts from the business world. These also include committed Postbank employees who aid the young people with their store of practical knowledge and experience.

In 2012 the North Rhine Westphalia South regional heat was held on the Directors' floor in Postbank. The winning group convinced the jury with its idea: a non-iron shirt that is made crease-free again with just a hairdryer. Although the scholars were not subsequently able to win the national competition, three big shirt manufacturers showed interest in their idea.

The conclusion to be drawn is that both the scholars and the employees had fun with the project and can recommend participation in business@school at any time.



The winning team from the Siebengebirg State Grammar School, Bad Honnef, Bonn, May 2012



Participants in the school heat of the Siebengebirg State Grammar School, Bad Honnef, Bonn, May 2012

“2012 Girls’ and Boys’ Day” at BHW Bausparkasse in Hamelin

Two trainees from BHW Bausparkasse report on the organisation and implementation of the “2012 Girls’ and Boys’ Day.”

The planning of the “2012 Girls’ and Boys’ Day” started for us trainees with a look back at our own childhoods. “What would I as a child like to find out about in a big company?”

Based on this idea we gathered ideas for the programme for the children’s day. Then we split into small groups, with each group being allocated to a specific children’s age group. Now the task was to produce a timetable with age-specific activities for the children for the day. The emphasis here was on combining fun with giving them a first glimpse of professional life.

On the “Girls’ and Boys’ Day” the small groups were also responsible for looking after their specific age groups. The day started at 9 o’clock and it was just as interesting and fun as it was stressful. The children and young people aged between 10 and 16 got to know the various departments of BHW Bausparkasse e.g. the Customer Care Centre and the main kitchen.

Besides building their dream homes, the children and young people learnt more about saving for a home and could practice job interviews in front of a camera. They also visited the company fire station and lastly there was a small fire to be put out.

Our conclusion is: The “2012 Girls’ and Boys’ Day” was an unforgettable day, not just for the children but also for us who were looking after them!



Now it's the girls' turn!

At Postbank Systems AG's "2012 Girls' Day" the participants were surprised by how IT was so much a part of their everyday lives.

On 26 April Postbank Systems AG issued invitations to the "2012 Girls' Day" to let girls have a look behind the scenes in IT. Many of the participants did not think it would be of any interest to them. Nevertheless they were all excited to find out what they were going to see. "I will take away your fear of the unknown," explained staff lecturer Alexandra Bestmann. "The proportion of women in the IT sector is still only about 20 %."

The 25 or so participants were able to set aside their fear of the unknown right from the start since they had to interview each other and then present the session. It emerged that although almost all the girls stated that they were not interested in technology, almost all of them own what they refer to as "standard equipment": television, laptop, mobile phone and iPod. "For you it's quite normal to use this little bit of IT," said Alexandra Bestmann. "And in principle that's no different to what we have here on a bigger scale."

Things got really exciting when the girls were allowed to take a peep at the company's practical work in the course of a company tour. First of all they learnt something about IT security. Security Analyst Angelika Holl explained to the girls how to choose a really good password, what phishing and trojans are and how careful they must be when they use Facebook.

Then the girls had really good fun with Application Analyst Sascha Sehr who let them design their own websites with photos and text that they themselves had to come up with. The ideas were soon flowing. In the end the group's motto was "Women's power at Postbank" and they created their own slogan: "Now it's the girls' turn so men, dress up warm!"

The fact that the day was a success was shown at the end of the day when the word was: "Perhaps this field is of interest to me after all."



The Group Ambassador Programme

The Group Ambassador Programme was set up by Postbank in 2009. Postbank's experts convey their practical knowledge to students from selected colleges, Postbank scholarship students and members of student initiatives in guest lectures, informal evening discussions and by supporting case studies.

At the University of Bonn, real-live situations from the world of finance are regularly simulated and banking business games are organised by Postbank. At other colleges it organises its own case study on the subject of major bank mergers. In collaboration with the Schumpeter School of Business and Economics, Wuppertal, professors and Postbank experts convey their specialist knowledge of asset and liability portfolio management in the context of the Asset Management School. This allows the students to put their theoretical knowledge into practice.

Since the start of the programme, Postbank has been able to set up collaborations with over 20 colleges all over Germany in the course of 60 events. The bank intends to carry on using these formats in the future so as to make direct contact with potential future staff.

Individual support for talented students

As a performance-orientated company that wants to and must further strengthen its market position, very highly qualified and skilled employees are indispensable. So Postbank supports not only its own employees but also top-flight students. Given demographic change and the associated growing shortage of specialists, constant support for the next generation is of the greatest relevance. In this context Postbank supports foundations, student organisations and academic chairs both financially and in terms of ideas.

Postbank grants a total of 12 North Rhine Westphalia (NRW)/Germany scholarships to talented students of Rheinische Friedrich-Wilhelms University in Bonn and Bonn-Rhein-Sieg College. In addition to the financial support, Postbank provides the scholarship students with selected events such as Business Knigge Seminars and if desired careers advice interviews.

Postbank also supports the following foundations, organisations and academic chairs:

- Sponsor of NRW/Germany scholarships since 2009
- Sponsor and committee member of the Stiftung der deutschen Wirtschaft e.V. (SDW), Berlin
- Premium partner of Fresenius College since 2009
- Development of the focus of studies on "Customer-orientated bank management/retail banking" in collaboration with Fresenius College, Cologne since 2011

Cooperation contract on the free provision of IT equipment

Since 2006 there has been a cooperation contract between Postbank and the Education Authority of the City of Bonn on the free provision of used IT equipment. There are also agreements with a non-profit-making organisation and with kindergartens. Postbank has set itself the goal of providing children, pupils and young people with a modern learning environment by giving them access to IT equipment.

Besides laptops, PCs and monitors, printers and scanners are also provided. Since the beginning of the cooperation arrangement, a total of over 2,500 pieces of equipment have been provided. Whilst about 340 devices were given away in 2011, this number was increased to 400 in 2012.



Supported study: Postbank gives grants to students, St. Augustin, November 2012

The acknowledgement, appreciation and involvement of diversity is a major component of the company culture. This is evidenced not only by the signing of the “Diversity Charter” but also by the cooperation arrangements with IMPULS gGmbH and Regenbogen Arbeit gGmbH. In addition, the Customer Advisory Committee with its heterogeneity makes an active contribution to the implementation of diverse customer interests.

Integration and dialogue

Diversity Charter

There are big social changes as a result of globalisation and demographic change. Postbank is aware that these changes are being reflected in the staff, the customer structure and also in the Group’s business partners.

Here increasing diversity among the staff is seen as an opportunity to take a new direction and to further support existing potential. For this reason, Postbank decided to sign the “Diversity Charter” back in autumn 2011.

The company initiative to support diversity within the company and its signatories strive to ensure that all its employees are valued, regardless of sex, nationality, ethnic origin, religion, belief, disability, age, identity or sexual orientation.

Diversity within the staff ensures new innovative and creative approaches to solutions and strengthens Postbank’s competitive position. Thus for instance younger employees benefit to a great extent from the experience and knowledge of their older colleagues and can therefore better take into account the needs and wishes of their customers.

In addition to signing and implementing the Diversity Charter, Postbank has set itself the target of increasing the proportion of women in management positions

from 14 % currently to 25 % in 2018. This “Gender Diversity Management” project, together with many other projects will contribute to meeting the needs of all our employees and customers and therefore to strengthening the company long-term.

For more information see section “Staff management”.

IMPULS

Back in 1998 BHW Bausparkasse AG set up a cooperation arrangement with IMPULS gGmbH, the municipal training and employment association in Hamelin in the area of disposal and destruction of documents, waste paper and film.

As a non-profit-making company, IMPULS pursues the goal of reintegrating the long-term unemployed into employment. This goal is achieved by training measures and cooperation agreements with companies, thereby creating jobs in various sectors.

With this cooperation that has now been operating for 15 years, first BHW and then Postbank have contributed directly to additional jobs being created in the Hamelin region and disadvantaged social groups being integrated into working life. Today this commitment is all the more important because, as a result of new legislation, the Federal Employment Agency and job centres are increasingly withdrawing from supporting employment situations for the long-term unemployed with obstacles to their placement and therefore continuing



with social commercial enterprises is becoming more and more difficult.

Besides its commitment to paper recycling, in 2012 Postbank made increasing use of other IMPULS services. This included personnel services to cover for holidays and peak demand in the Postbank Group's Administration department. During this period, personnel services were provided for Postbank Akademie und Service GmbH, Postbank Finanzberatung AG and BHW Kreditservice GmbH.

So once again in 2012 Postbank has contributed to IMPULS being able to integrate a constantly high number of people into the primary employment market.

Customer Advisory Committee

Under the patronage of the Board Member responsible, 25 people gave their commitment to Postbank's "Core Customer Advisory Committee" and a further 800 customers did so to the extended Advisory Committee. The Board's task is to represent to Postbank the interests and requirements of customers, to give appropriate impetus and to act as advisers to customers. In the 2012 reporting year the Advisory Committee set the tone at a variety of different activities.

To ensure a successful dialogue between the members of the Customer Advisory Committee and Postbank, the bank employs various communication tools.

The 25 core members of the Customer Advisory Committee meet with representatives of Postbank at twice-yearly sessions to discuss current issues (such as the "Comprehensible Communication" initiative) and to find solutions to problems. Outside of these events, the core members are also actively involved in projects such as the Postbank website relaunch project and the SEPA project.



Meetings on specific situations are held so as to involve the extended Customer Advisory Committee and to discuss the special subjects outside the regular Core Customer Advisory Committee sessions. Thus for instance a meeting on the subject of the opportunities for the further development of customer events, a visit to the callcentre in Hanover and a workshop with the focus on "Customer Orientation" were held in 2012.

In addition the Customer Advisory Committee is kept informed of new developments and results by the quarterly Magazin Dialog. The members can communicate new ideas, suggestions and criticism via the email address kundenbeirat@postbank.de.

The working group of the Postbank Customer Advisory Committee consisting of 20 employees from various departments checks the ideas and measures for feasibility. The number of checks carried out rose by almost 33 % in 2012 compared with the previous year. The proposal to reduce the age limit for opening current accounts to 7 was, among others, immediately implemented.

Spring session of the Customer Advisory Committee, Munich, April 2012



kundenbeirat@postbank.de

More information here!



or on www.postbank.de

Regenbogen Arbeit gGmbH

Social sustainability is writ large in the Postbank canteen in Munich.

“Here we prepare everything fresh on site,” is the slogan of Regenbogen Arbeit gGmbH, which as the operator of the canteen at Postbank’s Munich site has recently started looking after the physical well-being of about 1,300 staff. This concept suits the visitors to the restaurant well. A sure sign of this is that they are operating at full capacity every lunchtime. There are varied menus, a salad bar, desserts, cold drinks, and also substantial and sweet breakfasts. But the special thing about this canteen with its peaceful sun terraces is not just the good food but above all the staff. The 13-strong team consists in part of people with mental and physical disabilities, learning difficulties and sensory impairment. In Postbank’s canteen in Munich they have taken a step towards integration into the world of work.

Under the supervision of the Operational Manager and a trained chef they help with the washing up room and take on auxiliary tasks. And where the food is served, two employees are assisted by a disabled colleague. Their employer, which describes itself as a social company rather than a social project, makes this possible. Elke Seyband, the Managing Director of Regenbogen Arbeit gGmbH, explains: “With a social sector company, the main aim is not to maximise profits but to create jobs and social security.” About 60 % of the employees of Regenbogen Arbeit are people with physical ailments or social problems who have hardly any opportunities in the employment market. In addition to Postbank, the company already provides freshly prepared lunches in four works canteens and a school canteen.

And for Torsten Goldmann, the Munich Site Services Manager, when he was looking for a new canteen operator it had already been decided that he wanted to support a social integration company. “Postbank had committed to a policy of social sustainability and social commitment is very important to us. Cost pressure is of course noticeable everywhere but savings must not be made in the wrong places,” stresses Goldmann. He was supported in

this by Eric Stadler, the Chairman of the Munich Works Council of BCB AG, and Hubert-Rainer Hessmann, who manages all Postbank’s catering activities as Facility Services Manager. After a series of meetings internally and with Regenbogen Arbeit gGmbH, in the end the green light was given and the new canteen team could begin its work.

Many visitors are surprised by the quiet and orderly manner in which this full kitchen works although at the lunchtime rush-hour so many guests want their meals on their tables as fresh as possible. “Quiet is enormously important to a trouble-free kitchen operation in our company,” explains Elke Seyband. “Pressure and stress that might occur now and then in a big kitchen must be prevented in our team by the kitchen management and must not be transmitted to our staff, some of whom are sensitive or unstable. That often represents a challenge for the canteen manager,” says Mrs. Seyband. “But so far he has always controlled this well thanks to his experience.”



Postbank is particularly committed to supporting children and young people. The aim is to give them an opportunity to enjoy a future worth living. Here it supports both national and international non-profit-making organisations such as Deutsche Welthungerhilfe (German World Hunger Aid), UNICEF and the Christian children's and young people's charity Die Arche.

Charity

Annual Christmas collection for Welthungerhilfe

Once more in 2012 numerous Postbank trainees showed their organisational skills and their social commitment. In the period before Christmas, armed with collection boxes they asked the employees on the major sites in Bonn, Dortmund, Hame-lin, Hanover, Cologne and Stuttgart for donations for this good cause.

With the aid of Postbank's employees, Welthungerhilfe can fund a children's and young people's project in Bolivia. In the course of this project, establishments and support centres are created that provide children and young people in abject poverty with a minimum of education and therefore more promising prospects are supported.

This successful collaboration with Welthungerhilfe was set up back in 1980 by BHW Bausparkasse AG. Since 2008, Postbank sites have also been taking part in the Christmas collection. In over 30 years of partnership, donations of over EUR 440,000 in total have been made to Welthungerhilfe.

Christmas Tree Wishlist Campaign – Employees fulfil children's wishes

In 2012 Postbank supported the Die Arche e.V. Christian children's and young people's charity for the third time with its Christmas Wishlist Campaign.



Support for the "Bolivia – Future opportunities for children and young people in La Paz" project

The aim of this children's charity is to combat the material and emotional aspects of child poverty. To this end it maintains children's institutions and offers workshops, help with homework and a sympathetic ear all over Germany.

The charitable collection is jointly organised by the development staff of the next generation of employees, the trainees, the Site Services Managers, and the Competence Center "Sustainability and Climate Protection." In the course of the campaign, during Advent, Die Arche's wishes are written by trainees on to wishlists and hung on the Christmas trees and they can be taken and fulfilled by employees. The presents donated are handed over to the children to play with during the year or given to them on various occasions such as birthdays.



€ **440.000**
.....
1980 – 2012

Total donations to Welthungerhilfe



**4.400
presents**

2010 – 2012

Donations of presents by
Postbank employees to
Die Arche

In total the employees donated about 1,300 presents for Die Arche children in the 2012 Christmas Wishlist Campaign. So in the 3 years of Postbank's friendship with Die Arche, over 4,400 presents have already been collected for socially disadvantaged children.

In December Postbank also sent 3,000 chocolate Father Christmases for the children's charity's Christmas party as a Christmas surprise. In the subsequent visit to Die Arche in Hamburg the children were also thrilled to receive over 350 items of stationery for all kinds of school requirements and an Xbox 360.



Balls for Germany

Whether it's in a sports club, in schools or in kindergartens, football is played everywhere. To ensure that there are enough balls to go round, since the start of 2012 Postbank has been holding raffles for its highly-prized Postbank footballs.



The number of balls that is raffled each month depends on the number of goals scored in the top Bundesliga (German football league). At the end of the month, the goals are added up, doubled and rounded up. This gives the number of sets of balls each containing 10 Postbank footballs that are raffled off to the entrants. At the end of the month the lucky winners are drawn and the Postbank balls are dispatched.

Clubs, schools, kindergartens and other institutions in which footballs are used may enter in the Postbank fans' stand on Facebook.

More information here!



or on www.postbank.de

Postbank City Tour

Because of the outstanding success in the previous year, the Postbank City Tour was continued in the 2011/12 season. Under the slogan "Kick your city to the top!" Postbank visited all the Bundesliga cities at the same time as Borussia Mönchengladbach's matches. During the campaign,

friends of football and passers-by could demonstrate their skill at keeping a ball up. As a reward, every participant was given one of the 1,000 footballs that Postbank had brought along. The city that scored the highest number of kicks received a football pitch at the end of the season. In 2012 it was the city of



Mönchengladbach that scored most kicks and won a football pitch funded by Postbank in collaboration with the "Platz da" GOFUS initiative.

More information here!



or on www.postbank.de

UNICEF greeting card sale – Already an established tradition

The joint greeting card sale by Postbank and Deutsche Post has been held since 2007. The campaign was once again a big success in 2012. Josef Lichtblau, the Sales Director of Postbank Filialvertrieb AG, and Heinz-Hermann Herbers of Deutsche Post handed over a cheque for EUR 394,000 to Christian Schneider, the Managing Director of UNICEF Germany, and Susanne Fotiadis, a member of the management team of UNICEF Germany. With this, over EUR 1.8 million has been collected for the German committee of this children's charity in recent years.



Cheque handover at UNICEF

€ **1,8 Mio.**
.....
2007 – 2012

Total donations by UNICEF greeting card sales



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Exhibition of pictures in Hamburg

The entrance area at Postbank Hamburg has been used for exhibitions of pictures for over 10 years. Originally organised on the initiative of the staff, in recent years both employees and external artists have been given an opportunity to exhibit their works of art.

As a result of increasing demand, initially from internal painters, photographers and sculptors and later from external ones, the exhibition has constantly expanded. Students of the Hamburg art academies in particular use the site's gallery for their projects.

Now the site's employees can enjoy four to six different exhibitions a year. The varied techniques, motifs, sizes and designs lead to interesting conversations and increase the artists' exposure.

Older people are a growing sector of society. Their numbers are increasing and they are growing in importance. In 2035 almost half the people in Germany will be over 50 years old and that will make its population one of the oldest in the world.

Demographic change

Demographic development

In terms of consumption, the proportion of the over-fifties is already almost 50 % and as a result of demographic change it is constantly growing. A representative study by the Institute for Demoscopy in Allensbach, for which 4,200 people aged between 65 and 85 were surveyed, resulted in the following core statements:

- Today senior citizens in Germany feel ten years younger than they actually are and they have a high level of vitality.
- Over 85 % are very satisfied with their current lifestyle.
- Today's 65-plus generation is healthier than previous generations, their material situation is more robust and because of greater independence they take a more active part in society.



However, their needs change with age. With their legitimate concerns and desires, "old people" as consumers represent great potential – the "Grey Economic Factor."

Therefore Postbank not only strives to develop products and services for this group of people under the slogan "Behind every product tailored to a generation there hides a little more quality of life" but also to create general conditions appropriate to the age group, from barrier-free access to branches to special advice tailored to particular situations and the design of all types of internet presence.

Product design

In its product development, Postbank applies the findings from research on demographic change in a logical manner. So one focus of the range of services for private customers is on pensions and insurance. There are various pensions and insurance policies available, often recommended by neutral analysts, both for maintaining one's standard of living in old age and to protect close relatives.

Online banking and self-service machines are always designed to take into account the needs of older people, mainly by the participation of members of the Customer Advisory Committee from this age group.

Campaign against the "grandson trick"

The scam goes something like this:

- The telephone rings at the home of an elderly couple. "Hello, who's calling?" When the elderly person answers, they've already entered his/her private world.
- They pretend that there is a financial emergency involving his/her grandson or nephew that can be rectified with speedy assistance.
- He/she agrees to someone coming round to collect the money to pass it on to the supposed grandson.

To combat this audacious deception, Postbank in collaboration with the police has made its branch staff aware with a nationwide campaign of the need to be suspicious of unusually high cash withdrawals by older customers and to take appropriate action. Besides the simple question of the intended use, it is also recommended that in the event of suspicion staff separate the customer from any dubious companions and ask them to clarify the situation in a separate side room.

Women out of the pension trap

Women pensioners' average pension payments in Germany are a good EUR 530, somewhat more than half of what male pensioners can expect. Only 3 % of women receive anything over EUR 1,000 pension per month. The main reasons for this are a generally shorter time in employment and lower earnings. Factors that make things worse are a higher life expectancy and the loss of a life partner due to separation.

Women who are likely to be affected are urgently recommended by Postbank to provide for themselves with private initiatives. The "PB Förder Rente I" (PB Pension Support I) is especially suitable because of the state subsidies available that can be applied for even by those with little time in employment, those not in work and women pensioners. The "PB Privat Rente Premium" (PB Premium Private Pension) is also suitable because of its flexible adaptation to the relevant circumstances of the female customer's life.

Inheritance and bequests

For advice on all aspects of the subject of "Inheritance and bequests" Postbank maintains an "Inheritance hotline" (0800 1008 904). Specially-trained staff in Postbank's callcentres are available via the telephone to customers almost round the clock.

"Inheritance hotline"
(0800 1008 904)

More information here!



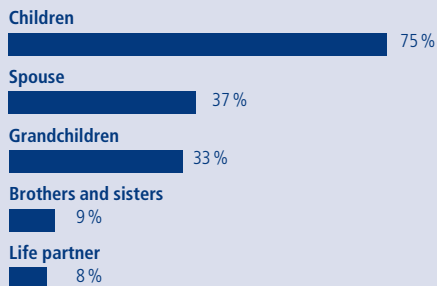
or on www.postbank.de

2012 Postbank inheritance study

Estates of at least EUR 100,000 are increasing by 50% - the chance of inheriting a home of your own are doubled.

To whom is the estate likely to go? (Top 5)

(More than one answer possible)



57% of Germans have already taken steps to bequeath something. And in two out of three cases there would be real property to pass on. In the future, more than one in five estates will have a value of EUR 100,000 or more.

These are the core findings of a representative nationwide study by Postbank that was presented in Berlin in May 2012. "The value of estates will increase dramatically to a new historical high," explained a Postbank representative. In the previous year Postbank had revealed what had been passed on in German estates to date. Thanks to the new study, a comparison is now possible with what Germans are planning to leave in the future. Estates that have a value of EUR 100,000 or more are increasing by a good 50%. On the other hand, estates with a value of less than EUR 25,000 that to date had accounted for half of all estates are now going to be only a quarter as common.

- **Real property is the driver**

The real driver of the dramatic increase in the value of estates is real property. According to the Postbank study, houses, plots of land and flats will be included in two out of three estates. In Germany, the probability of inheriting a home of your own will simply double. Figures from official statistics support this. So the net value of real property owned by Germans aged 65 or over will double in the next 18 years.

- **Married people, civil servants, the self-employed and the inhabitants of small towns are especially keen to bequeath their estates**

Amongst those in Germany who take steps to deal with their estates, there is an above-average level of married people, civil servants, the self-employed and residents of towns with under 20,000 inhabitants. This is explicable by the high proportion of real property owners in these population groups. Thus for instance the findings of the Postbank study show that eight out of ten of all real property owners in Germany have plans for their estates. The large state of Bavaria has the highest proportion of people with plans for their estates of any federal state in Germany.

- **Besides children, spouses benefit most frequently**

Exactly three quarters of all estates are planned to go to the children of the benefactor. In second place are spouses at 37% of all heirs, followed by grandchildren, brothers and sisters and life partners. The most common motive for passing on an inheritance is "To look after relatives." The intention of "giving pleasure" to particular people only comes second.

- **"Berlin will" is widespread**

Exactly 18% of Germans aged 16 or over have a will according to the Postbank study. Among those who have already made plans for their estates, the figure is 31%. The point to note here is that every second will in Germany is a "Berlin will." In this case, the surviving spouse is made the sole heir. Every fifth person reviews his will regularly and one eighth (13%) have already changed their wills at least once.

- **Potential for disputes among heirs is underestimated**

With German estates there has to date been a dispute in 17% of cases. The new

Postbank study shows that with plans for their estates Germans assume that there will be a dispute among the heirs only half so often. The potential heirs see things differently. 26% of prospective heirs anticipate a dispute. So for instance the beneficiaries of future estates assume two and a half times more often than benefactors that there will be a dispute about the estate. Here there is obviously a great need for discussion. But here the figures in the study tell a different story. Because more than half of all people with plans for their estates have never spoken about them with their intended heirs

- **Inherited wealth accumulates**

The Postbank study also shows differences arising when people with plans for their estates have already been heirs themselves. These people value their estates as EUR 100,000 or more almost twice as often as people who have never inherited anything. What is more, three quarters of them have real property. Amongst all Germans that is only the case 46% of the time. "Our study shows that wealth really does accumulate through estates," says the Postbank representative. As a result of the large number of Germans who want to bequeath something, these cases taken together will not however make up the majority of future estates. His overall conclusion is: "We are seeing a strong contrast in Germany. The value of estates is getting bigger and bigger, in particular because of real property. But knowledge of this is nowhere near catching up. So in view of the big wave of estates, an information campaign is required."

The basis of the Postbank study was the survey of 1,613 German citizens aged 16 or over by the Institute for Demoscopy, Allensbach in March 2012.

Postbank study „Private old age pensions in Germany 2012“

For the 10th time Postbank asked the Institute for Demoscopy (IfD) Allensbach to conduct a study on private old age pensions in Germany.

This decade, combined with

- the introduction of Riester (state-aided) pensions and the Euro in 2002
- the massive economic collapse of 2009 in Germany and the following upturn and
- the European state debt crisis

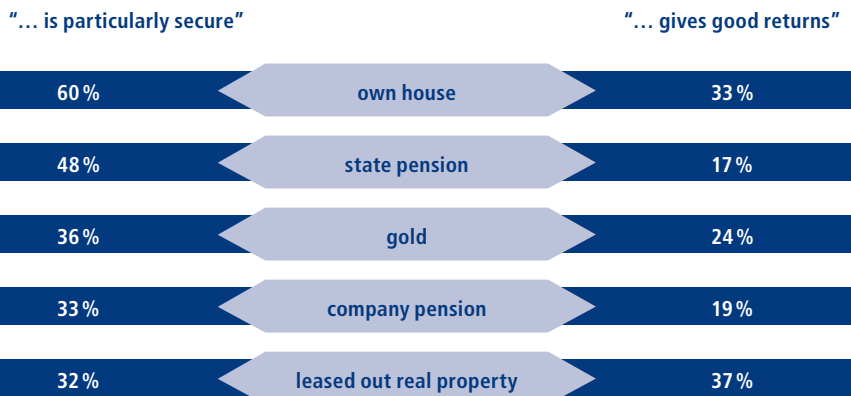
there were a large number of historically significant events that did not fail to affect the attitudes and behaviour of Germans with regard to their pensions.

In a context of increasing life expectancy, falling purchasing power and reduced interest rates, Germans' interest in private old age pensions could in principle be expected to be very great. Contrary to this assumption, the representative nationwide survey of 1,642 people by and large confirmed the trends of recent years. The willingness of Germans to expand their private old age pension provisions has been constantly declining for ten years. Today the actual outlay on pensions is at its lowest level since measurement commenced. There are clear shifts occurring in the structure of provision for old age. The "pension classics" such as life insurance and also the Riester pension introduced in 2002 in particular are losing ground. By contrast, real property and inheritances are rapidly gaining ground.

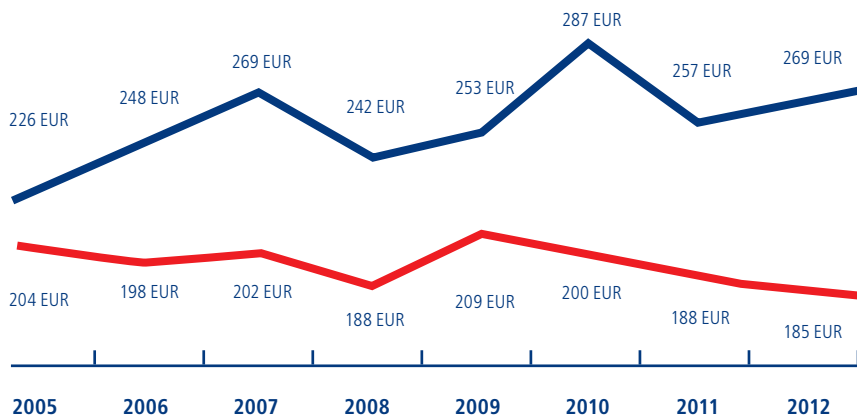
The contents of the 2012 study may be summarised in the following core findings:

- **Private old age provision is no longer being increased**
Compared to the first study in 2003, the number of people in work who no longer intend to expand their private pension provision has risen from 30 % to 42 %. In addition, the monthly outlay on pensions by those in work fell from an average of EUR 204 (2005) to EUR 185. Convinced that they were already sufficiently covered for their old age (2012: 44 %; 2011: 38 %), there are now only 14 % (2010: 22 %) of those in work that are willing to restrict their expenditure for a secure provision for old age.

Those in work say this form of provision for old age



What those in work believe they have to pay for their pensions (blue) compared with their actual pension (red)



- **Inflation rates are not taken into account**

Although 37 % of those surveyed feared inflationary movements, half the Germans drew no conclusions for their concept of their private old age provision. The Euro, which was freshly minted at the start of 2002, today has a purchasing power of little more than 80 cents. Ignoring the effect of price increases on such long-term plans as old age provision is therefore just as negligent as it is dangerous.

- **The risk of needing nursing care remains**

Fewer than one German in five covers the risk of needing nursing care in his/her provision for old age. One third state that they have considered it. For another third this is not seen as a risk.

- **Perceived good financial situation encourages optimism and dampens pessimism**

In 54 % (2011: 45 %) of households with net income of over EUR 2,500 a month, people believe that they have made adequate provision. In households with a lower income 50 % (2011: 55 %) fear that they are not investing enough in their provision for old age.

- **Uncertainty as a result of the financial market crisis**

The scarcely-avoided collapse of financial markets is also restricting willingness to tie oneself up with long-term forms of provision and this effect is being further strengthened by the debt crisis.

- **Real property and inheritances are very popular**

30 % of those in work who still intend to increase their provision for old age plan to purchase a home of their own. At the same time, the importance of inheritance in planning for old age provision has risen sharply. For more than one in four of those in work, future inheritances or ones already received play "a major role" in planning for provision for old age.

- **EU indebtedness raises concern**

Now every second person in work in Germany is concerned about his/her provision for old age because of the debt crisis and the associated payouts to other EU states.

- **Riester pension continues to lose attractiveness**

Only 24 % of Germans now see the private Riester pension introduced in 2002 as an "ideal form of old age security." Five years ago it was still about 31 %. The "Wohn-Riester" version is still largely unknown – 48 % "are hearing of it for the first time."

- **The majority favour obligatory company pensions**

The Germans are in general against a statutory duty to pay for a private pension e.g. in the form of a private Riester pension. The findings of the survey showed that 48 % are not in favour of the introduction of an obligatory private pension whilst 24 % are in favour of this. In contrast to this, a clear majority of Germans (56 %) are for the introduction of an obligatory company pension. Only 19 % are against this measure and 25 % are still undecided.

More information here!



or on www.postbank.de

Ecological Sustainability



Environmental management system | *A healthy environment is the basis for a society worth living in. With its company measures to protect the environment and climate Postbank is striving to meet this precondition.*

Environmental guidelines

As early as 2008 Postbank dedicated itself to active environmental and climate protection with its voluntary introduction of an environmental management system (EMS). This includes Group-wide environmental guidelines consisting of six basic principles that specify Postbank's rules with regard to ecological responsibility. As a fixed component of company strategy, the principles are binding on all employees and they are taken into account in all business policy decisions.

Postbank's environmental management system implements these rules on the "Plan, Do, Check, Act" loop principle according to these guidelines:

- In the first step, "Plan", Postbank specifies ecological and/or sustainable goals and measures as set down in the context of the Corporate Responsibility Programme.
- Implementation of the agreed goals occurs in the second step "Do".
- In the next step, "Check", the observance of self-imposed and statutory rules is checked by Postbank's Environment Officers and by means of regular internal and external audits.
- Then in the last step, "Act" a check is performed on whether further opportunities for improvement in company processes are achievable.

In order to achieve a continuous improvement process in the environmental management system, the loop then starts again from the beginning.



Checking the rules in the course of the internal audit, Hamelin, November 2012

Deutsche Postbank AG's environmental guidelines



Basic Principle 1:**Seeing environmental protection as a management task**

We see environmental protection as a management task. This starts with the full Executive Board that has approved these environmental guidelines and continues via the divisional and departmental managers who bear responsibility for their implementation at head office and at the sites.

Basic Principle 2:**Improving rules and processes from an environmental point of view**

Observing environmental regulations is for us the minimum standard and the starting point for more extensive measures. Our environmental management forms the basis for the monitoring and further development of our environmental measures within the framework of a continuous learning and improvement process. We strive to use solutions to reduce and eliminate direct environmental effects that might for instance arise from the use of real property, the use of natural resources and travel. We try to reduce or eliminate negative indirect environmental effects that might arise from providing financial services, for instance with the granting of loans or capital investments. Here we orientate ourselves on the basis of national and international standards and guidelines.

Basic Principle 3:**Offering our customers environmentally-friendly products**

We want to improve the environmental sustainability of our products and services in dialogue with our customers and business partners. We observe with attention any market developments that arise in the area of environmentally-friendly financial services. We would like to make our customers aware of environmental protection and to inform them about appropriate investment and funding opportunities.

Basic principle 4:**Informing employees and making them aware**

Within the area of the company's business operations, all employees are responsible for their environmentally sustainable conduct and they are expected to play their part in the implementation of these environmental guidelines. The active cooperation of our employees forms the basis of the achievement of our goals and at the same time provides significant potential for innovation. We want to promote environmental awareness in Postbank with our ideas management and by providing information and training for our employees.

Basic Principle 5:**Setting up an environmental management organisation**

The environmental guidelines approved by the full Postbank Executive Board apply to the same extent to all departments. To achieve effective, long-term improvement of our environmental management, the full Postbank Executive Board nominated an Environmental Management Officer and an organisation that extends beyond the business. In an environmental programme, goals are derived for priority areas of action that are implemented in a decentralised manner via individual measures. The full Executive Board is regularly informed about developments by the Environmental Management Officer and approves the strategic development of our environmental management.

Basic Principle 6:**Structuring communication in an active and transparent manner**

We present our environmental performance in regular and transparent reports. To further develop our environmental guidelines and environmental programme, we seek open dialogue with all the relevant interest groups and take an active part in the exchange of experience.

The first recertification of the environmental management system was completed successfully in 2012. This is evidence for the continuous development of Postbank's ecological sustainability. At the same time it provides motivation to continue in the future along the path taken.

Certification to ISO 14001

In times of climate change rising energy prices and dwindling resources, handling natural resources responsibly is becoming more and more relevant. The state reacts to this development with more and ever more complex regulations on environmental protection. Companies are faced with the challenge of taking these regulations into account in the context of company environmental protection and at the same time of not neglecting cost efficiency.

For this purpose Postbank has introduced an environmental management system (EMS) which not only helps it to meet or fulfil legal requirements but also to operate in a manner that saves energy and spares resources. In order to check and ensure the quality of its EMS, its certifying body TÜV Rheinland checks whether standards, rules and regulations are being observed by Postbank in accordance with ISO 14001.

ISO 14001 is an internationally recognised standard that defines the requirements for an EMS. This covers, for example, the observance of legislation, the recording, implementation and maintenance of environmental goals and making employees aware. If all the requirements are met, this is evidenced by a certificate that is valid for three years. Ongoing observance of the standard is checked by means of annual supervisory audits.

Following the original successful certification of the Postbank EMS in 2009, in the first recertification by TÜV Rheinland in March 2012, the effectiveness of the system was not only confirmed but also singled out for praise. The two major sites of Bonn and Frankfurt were checked in the course of a random sample audit. Besides local visits and checks, a large number of audits were conducted with specialist departments. These were supplemented with interviews with employees who clearly evidenced the thorough penetration of the subject at Postbank. The new certificate is valid from March 2012 to March 2015.

In addition, in independent internal audits Postbank checks all departments and the major sites for observance of the environmental regulations. The audits are conducted by specially trained Postbank internal auditors. The success of these additional audits has been demonstrated in recent years. The level of quality and performance of the departments and sites have been raised to such an extent that the audits are now revealing great depth of detail. These positive results encourage Postbank in its eagerness to continue to improve its sustainable performance in the future.



Internal audit,
Hamelin, November 2012



Internal audit,
Hamburg, December 2012

The environmental goals promote the development of ecological commitment. In addition to setting ambitious goals, open communication of the results achieved is important to Postbank. This transparency leads to continuous improvement in the company's conduct.

Environmental goals

Up to and including 2012 Postbank published an environmental programme in which the environmental goals and measures were listed. In the course of the further development of sustainability, from 2013 this is being replaced by the Corporate Responsibility Programme. It can be divided into the three pillars of sustainability and it contains, among other things, Postbank's environmental goals.

For more information see section "Corporate Responsibility Programme".

Results of the 2012 environmental programme

The goals of the 2012 environmental programme were achieved i.e. the goals set were to a very great extent implemented.

• Environmental control

- The environmental impact summary was supplemented by relative indices. These include for example:
 - Energy consumption per net floor area
 - CO₂ emissions per employee
 - Water consumption per employee
 - Waste per employee
 - Paper consumption per employee
 - Business trips per employee

• Energy

- Postbank achieved its specified target of reducing CO₂ emissions from business operations by 20 % by 2012 (base year 2007). Factors contribu-

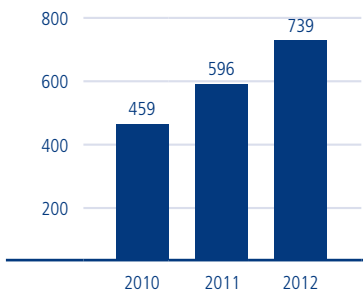
Analysis of achievement of the goals of the environmental programme, Hamburg, December 2012



ting to this success were in particular sourcing 100 % eco-electricity for the major sites and energy subcontracting with HOCHTIEF Energy Management.

- The "Lighting Improvement" project was successfully completed in Frankfurt and Karlsruhe. Implementation is planned for Dortmund, Essen and Leipzig in 2013.
 - Continuation of the project for re-designing the layout of IT components and cold aisle containment at the Baunscheidtstraße computer centre. If all goes well, the project may be completed in 2014. Further implementation is largely dependent on the further use of the property as a computer centre.
 - Use of LED lights for long-range signage at the Bonn and Dortmund sites has been implemented. For Berlin, implementation is planned for 2013.
 - Continuation of the improvement and stabilisation of the CO₂ savings from the HOCHTIEF Energy Management energy checks at all sites involved.
 - Replacement of a large number of the old windows in the Liststraße building (kindergarten) at the Hameelin site with triple-glazed windows. Completion of the measure is planned for 2013.
- **Procurement**
 - number of GoGreen articles in the GeT system increased.
 - PB front end improved regarding management of GoGreen articles.
 - Setup of environmental reporting in progress. To be continued in 2013.
 - The canteen at the Munich site has been operated by Regenbogen Arbeit gGmbH since July 2012. This social integration firm employs disabled and able-bodied staff.
- **Waste/disposal**
 - Stopping various private customer magazines e.g.
 - Anlagewelt (4 x p.a., 12 pages, circulation 250,000)
 - Anlagewelt SELECT (4 x p.a., 20 pages, circulation 60,000)
 - Mehrwert (4 x p.a., 60 pages, circulation 80,000)
 - FinanzSpezial SELECT (4 x p.a., 24 pages, circulation 45,000).
 - The circulation of the 2011 annual report was reduced to 1,300 copies (c.f. 9,000 copies in 2009).
- **Water/waste water**
 - Repairs to faults after seal inspection at the Kennedyallee building, Bonn could not be carried out. The measure for the repair of the drainage pipe is planned for 2013.
 - Inspection of the installation of a rainwater cistern at the Hamburg site. As a result of lack of cost effectiveness and foreseeable hygiene problems implementation has been halted.
- **Mobility**
 - The use of the video conference rooms has increased again in the last 12 months. However, it is not yet possible to accurately evaluate the associated reduction in the occurrence of business travel.
 - The list of company vehicles has been optimised for the purposes of environmental friendliness e.g.:
 - The average level of CO₂ emissions reduced by 6.2 % versus 2011.
 - The average level of fuel consumption reduced by 5.9 % versus 2011.

Credit cards in the online procedure
(in thousands of units)



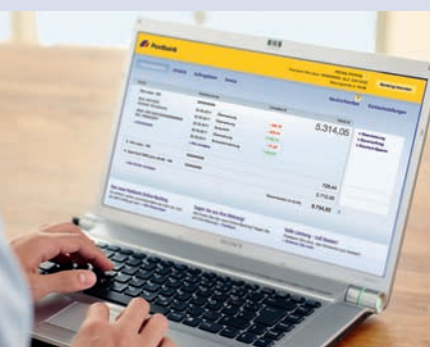
• Management/awareness

- The environmental awareness of employees has been encouraged by various measures, for example by the "Environmental Management" training clip, emails on energy saving and various articles in bankpost.
- A special "Environment Day" was held at the Frankfurt site. Environment Days are planned for Berlin and Dortmund in 2013.
- Established charity campaigns were continued:
 - o Welthungerhilfe collection (EUR 10,000 incl. about EUR 7,200 from employees)
 - o Christmas tree wishlist campaign on behalf of Die Arche (employees: 1,300 presents; Postbank: 3,000 chocolate Santas, 350 items of stationery, 1 Xbox)

• Ecological products

- The proportion of credit cards in the online procedure as at 31.12.2012 was raised to 56.8 % (31.12.2011 for comparison: 50.1 %).
- The proportion of SparCard direct cards was raised to 22.4 % as at 31.12.2012 (31.12.2011 for comparison: 20.3 %).
- It was not possible to run the environmental campaign in Postbank Filialvertrieb AG originally planned for 2012.

Cost reduction and environmental protection



Electronic communication via www.postbank.de spares the environment.

Again and again there are messages that are of interest to a few, many or even all Postbank customers or ones which, mainly for reasons of statutory duty, must reach all members of a specific class of customers. The effort of producing letters, putting them into envelopes and having them sent by post is old hat! By replacing correspondence tied to paper, electronic communication opens up the possibility of drastically reducing costs and at the same time having an enormous favourable impact on the environment.

In 2012 alone, 39 million messages were sent via the NBox, Postbank's internet communications system. If we assume a weight of 15 g per postal item, this equates to a paper saving of 585 tonnes. Postbank achieves similar effects by quite deliberately promoting online services. The switch from iTAN to mTAN alone means that TAN lists no longer need to be issued, by itself a saving of 2.5 tonnes of paper. Much more significant is the reduction in paper use of 53 tonnes by the switch from conventional to electronic statements for credit card transactions. If we now also assume that 550,000 deposit account holders ask just once a year for a 200 g brochure to be sent to them electronically instead of by post, this equates to a further 110 tonnes of paper saved.

Protecting natural resources by reducing the requirement for raw materials whilst at the same time improving cost effectiveness – energy subcontracting benefits both ecological and economic sustainability.

Energy subcontracting

In 2009 Postbank together with HOCHTIEF Energy Management (HTEM) launched the energy saving partnership. As a first step HTEM experts studied 21 Postbank buildings nationwide for potential energy savings and presented the results to Postbank and produced energy passes for all the buildings to determine the status quo.

To date the Postbank sites of Leipzig, Hamburg, Karlsruhe, Essen, Frankfurt and Ludwigshafen have been made more energy efficient on this basis e.g. in the areas of lighting and heat generation, with the use of combined power and heating, by the replacement of windows etc. As a consequence, HOCHTIEF's energy specialists were able to reduce electricity consumption by about 9,500 MWh p. a. and heating consumption by about 10,700 MWh p.a. and even to significantly exceed the agreed savings guarantees. The electricity saving is approximately equivalent to the consumption of 2,700 private households and with the heating saved about 500 detached houses could be heated.

There were successes too in the area of drinking water (Karlsruhe and Leipzig) and in remote cooling supply (Hamburg). For the Hamelin site, the energy improvement measures of the savings subcontracting are currently still in progress.



A 10-year monitoring programme of the improved sites will ensure that the savings are secured not just short-term but also for the long term.

In addition to this, for the Munich, Bonn and Dortmund sites, supply subcontracting contracts have been agreed with HTEM. In Munich, Postbank's Bayerstraße site is being supplied with cooling by HTEM and in Bonn the Kennedyallee property is being supplied with heating. The supply of cooling in Dortmund is expected to start in 2013. In all cases the energy generation units were improved by HTEM before delivery so now not only is the supply being provided on more favourable commercial terms but additional energy and CO₂ savings are being achieved.

New heat exchanger for the more efficient use of energy, Hamburg site

Green IT and Green Procurement | *Postbank Systems AG has further reduced the electricity demands of its computer systems. In addition Central Purchasing generates not only financial savings but also benefits for ecological sustainability.*



Green IT

- **Lifecycle management and energy management**

Thanks to the continual replacement of old, power-hungry hardware by more efficient and leaner systems, Postbank Systems is constantly increasing the efficiency of its infrastructure. This lifecycle management makes sense ecologically and financially.

At the same time, electricity consumption in the Bonn computer centre is being actively managed. Those responsible for the infrastructure meet regularly to check the energy efficiency of new components before installing them so as to be able to take appropriate measures.

- **Best practice as a model for other companies**

Postbank Systems is constantly putting its IT configuration on the test bench and subjecting it to strict cost/benefit criteria. The systems identified as a rule show a high maintenance load or they need a great deal of electricity. They are therefore ideal areas for Green IT to tackle. A real-life example should make this clear:

Postbank's IT network or backbone reached the end of its lifecycle in 2007. Further expansion would only have led to increasing costs, which made no sense economically or technically. So a project was launched with the aim of testing new network technologies and then implementing them.

In the project, a backbone based on MPLS (multi-protocol label switching) technology was selected. A network with this technology meets the high standards of Postbank Systems and significantly improves the net energy consumption thanks to the low electricity consumption.

After the introduction of the MPLS backbone, the network components in the computer centres were replaced with state-of-the-art components. As a result of this, the network distributors in Postbank buildings could be removed.

Thanks to the new technology, electricity consumption was reduced by over 1 million KWh p.a. or 58 % compared with the old network infrastructure.

This project was proposed as a "Best Practice" example in the EU-sponsored PrimeEnergyIT project because of its innovative approach and the major benefit for the environment.

For Postbank this is not only the right way technologically and economically but also ecologically to a "green" future.

Green Procurement

In the Postbank Group, products and services are purchased via Central Purchasing. With the centralisation of the purchasing function it is possible to explicitly take into account both ecological and economic aspects in procurement. So there is great harmony between ecology and economy

in Postbank's philosophy. This can easily be explained by means of a few examples.

- **Requirements on suppliers**

In the Postbank Group, before a business relationship ever comes about with a supplier, the latter must acknowledge Postbank's Suppliers' Code of Conduct and successfully complete the "Environmental Management" suppliers' questionnaire.

Its answers are assessed using a points system. Suppliers who do not emerge with at least "Satisfactory" are not as a rule considered in quotation and order processes. If they are monopolists or specialists, how to proceed will be decided in the individual case in consultation with the specialist department placing the order. Here there is a check on, among other things, the extent to which a substitute can be found for the supplier because of the Postbank's sustainability goals.

It is especially satisfying that some suppliers were encouraged by the Postbank process to apply a similar process to their own procurement.

- **Performance sheets**

The purchase of commercial goods is subject to equally strict standards with regard to sustainability. Before the purchase of IT hardware to equip workstations, the Postbank Group's suppliers must fill out a product-related questionnaire, the "Green IT" performance sheets. Besides technical details, major emphasis is put on ecological criteria here. For instance, statements on energy, the environment (even including recyclable packaging materials) and certificates relevant to environmental protection are demanded. From an economic point of view, the purchase decision is made in favour of the IT product that combines the greatest sustainability effects for the same cost/benefit characteristics.

- **GeT ordering system**

Office and operating supplies and other consumables are purchased in the Postbank Group via an ordering system (GeT). Here in Central Purchasing, the availability of environmentally friendly "GoGreen" articles is currently being improved by expanding the number of environmentally friendly articles and substituting them for environmentally unfriendly ones.

One good example of this is the expansion of the selection of "GoGreen" toner cartridges. Here the ordering options for toner cartridges with "GoGreen" characteristics were increased to 64 from the original number of "GoGreen" articles available in the previous year of one. So 20 % of the toner cartridges that can be ordered are now "GoGreen."

In the course of the introduction of new printing stations at the workstations in the IDS project, care was taken to ensure that the new printing stations were therefore compatible with "GoGreen" toner cartridges.

As an opportunity for improvement, Central Purchasing has undertaken to provide the employees of the Postbank Group with a selection of environmentally friendly articles that are no more expensive than conventional articles. These and other opportunities for improvement have flowed into Central Purchasing's environmental goals, which are being consistently worked on in 2013.

Postbank's environmental impact summary | Derivation of measures based on detailed data – the environmental impact summary as a basis for decisions.

Postbank's environmental impact			
	2010	2011	2012
CO₂ emissions (in tonnes) ¹⁾			
Total CO ₂ emissions	72,790	65,107	60,333
• Proportion of Scope 1 – Direct GHG emissions ²⁾	12,241	10,913	11,268
incl. power consumption of the buildings (natural gas)	5,442	3,782	4,242
incl. power consumption of the buildings (heating oil)	59	59	0
incl. company vehicles ³⁾	6,740	7,072	7,026
• Proportion of Scope 2 – Indirect GHG emissions	53,445	46,799	42,056
incl. power consumption of the buildings (electricity)	36,220	33,336	27,382
incl. power consumption of the buildings (remote heating and cooling)	17,225	13,464	14,674
• Proportion of Scope 3 – Other indirect GHG emissions ⁴⁾	7,105	7,394	7,009
incl. power consumption of the buildings (fossil fuels)	1,168	815	903
incl. hired vehicles ⁵⁾	347	310	262
incl. rail travel ⁶⁾	0	0	0
incl. air travel	2,925	3,065	2,586
incl. paper consumption	1,323	1,407	1,276
incl. water consumption	142	137	138
incl. waste disposal	1,198	1,660	1,844
• CO ₂ emissions per employee (tonnes/FTE)	3.57	3.39	3.24
• CO ₂ emissions per net floor area (tonnes/m ²)	0.05	0.05	0.05
Power consumption of buildings (in MWh) ⁷⁾			
Total power consumption (electricity, remote heating, gas, heating oil)	253,317	212,140	220,654
• Proportion of electricity	119,172	109,570	108,512
incl. electricity on major sites ⁸⁾	62,662	57,867	55,986
incl. from renewable energy (%)	86	86	100
• Proportion of remote heating	106,986	83,626	91,142
incl. remote heating to major sites ⁸⁾	56,254	44,165	47,024
• Proportion of fossil fuels	27,159	18,944	21,000
incl. fossil fuels in buildings at major sites ⁸⁾	14,280	10,005	10,835
• Power consumption per employee (kWh/FTE)	12,441	11,031	11,864
• Power consumption per net floor area (kWh/m ²)	178	151	165
Business travel (in 1,000 km) ⁹⁾			
Total business travel	59,487	60,240	57,432
• Trips with company vehicles ¹⁰⁾	33,884	35,546	35,295
Trips with company vehicles per employee (km/FTE)	1,664	1,848	1,898
• Trips with hired vehicles ¹¹⁾	1,732	1,550	1,328
Trips with hired vehicles per employee (km/FTE)	85	81	71
• Rail travel	13,870	12,923	12,354
Rail travel per employee (km/FTE)	681	672	664
• Air travel	10,001	10,221	8,455
incl. short-haul flights ¹²⁾	8,403	8,949	7,644
incl. long-haul flights ¹³⁾	1,598	1,271	811
Air travel per employee (km/FTE)	491	531	455
• Business travel per employee (km/FTE)	2,922	3,132	3,088

Paper consumption (in tonnes) ¹⁴⁾			
Total consumption of copying and printing paper	845	896	814
• incl. FSC (%)	98	98	98
• incl. recycled paper (%)	2	2	2
• Paper consumption per employee (tonnes/FTE)	0.042	0.047	0.044
Water consumption (in m³) ¹⁵⁾			
Total water consumption	378,084	365,658	367,309
• Water consumption per net floor area (m ³ /m ²)	0.265	0.259	0.275
• Water consumption per employee (m ³ /FTE)	18.6	19.0	19.7
Waste disposal (in tonnes) ¹⁶⁾			
Total waste	5,940	6,592	10,001
• incl. recycled (%)	64	55	67
• Waste per employee (tonnes/FTE)	0.292	0.343	0.538
Reference figures			
Net floor area (m ²)	1,424,469	1,409,129	1,333,751
Employees (FTE = full-time equivalent)	20,361	19,232	18,599

1) The VfU indices were used for converting the energy consumption figures into CO₂ emissions.

2) Reclassification of business travel with company vehicles from Scope 3 to Scope 1 with retrospective effect, hence amendment of Scope 1 for 2010 and 2011.

3) Direct emissions from business travel with company vehicles, previously recorded under Scope 3, are now allocated to Scope 1 with retrospective effect.

4) Reclassification of business travel with company vehicles from Scope 3 to Scope 1 with retrospective effect and inclusion for the first time of business travel with hired vehicles, hence amendment of Scope 3 for 2010 and 2011.

5) Indirect emissions from business travel with hired vehicles have been determined and shown under Scope 3 for the first time. Retrospectively adjusted figures for 2010 and 2011.

6) All employees of the Postbank Group travel by rail CO₂-free.

7) Estimation on the basis of the actual data of the major sites.

8) Major sites with over 10,000 m² of net floor area. From 2012 onwards the number of major sites is reduced from 21 to 20.

9) Actual data as recorded. No estimation required.

10) Recording of the actual kilometres driven for trips with company vehicles. Data for 2010 and 2011 have been retrospectively adjusted.

11) The statements on trips with hired vehicles are being reported for the first time. Data for 2010 and 2011 are retrospectively included.

12) Flights within Germany and within Europe are shown as short-haul.

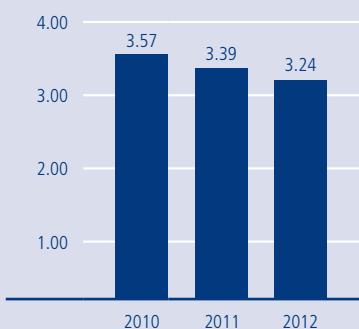
13) Intercontinental flights are shown as long-haul.

14) Estimation on the basis of the actual data for Germany.

15) Estimation on the basis of the actual data for the major sites.

16) Estimation on the basis of the actual data for the major sites

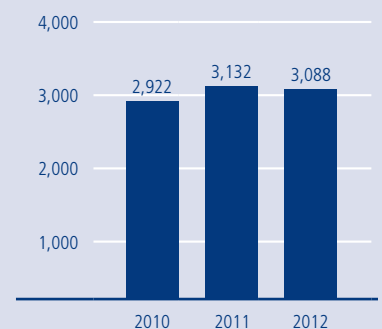
CO₂ emissions per employee (tonnes/FTE)



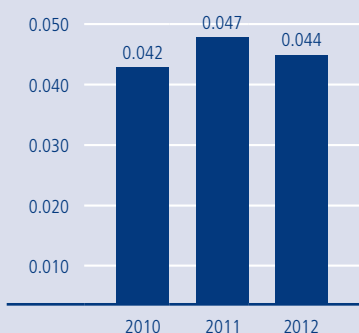
Power consumption per net floor area (kWh/m²)



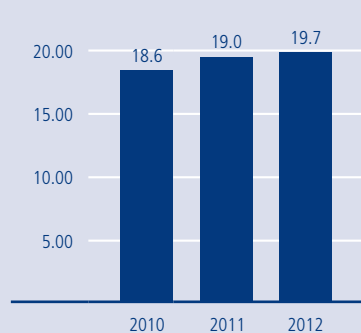
Business travel per employee (km/FTE)



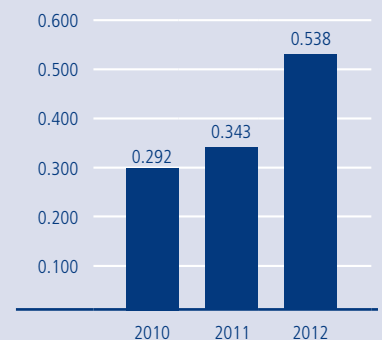
Paper consumption per employee (tonnes/FTE)



Water consumption per employee (m³/FTE)



Waste per employee (tonnes/FTE)



Economic Sustainability



Company | *With the integration of norisbank, the founding of BHW Kredit-service GmbH and the merger with Deutsche Bank, Postbank can look back over an eventful year. Thanks to the development of the clearly-defined business model and new Postbank agenda, the foundation stones of a successful future have also been laid.*

Company development

Merger of Postbank and Deutsche Bank

Following its takeover by the Deutsche Bank Group, Postbank was incorporated into the Private & Business Clients (PBC) division as an independent legal entity with its own identity. PBC's business activities are directed at private customers, freelancers and small and medium-sized enterprises.

PBC's business model incorporates Consumer Banking Deutschland, Advisory Banking Deutschland and Advisory Banking International. Here Postbank as the leading brand, together with norisbank and DB Bauspar AG, forms Consumer Banking Deutschland.

- **The best of both worlds**

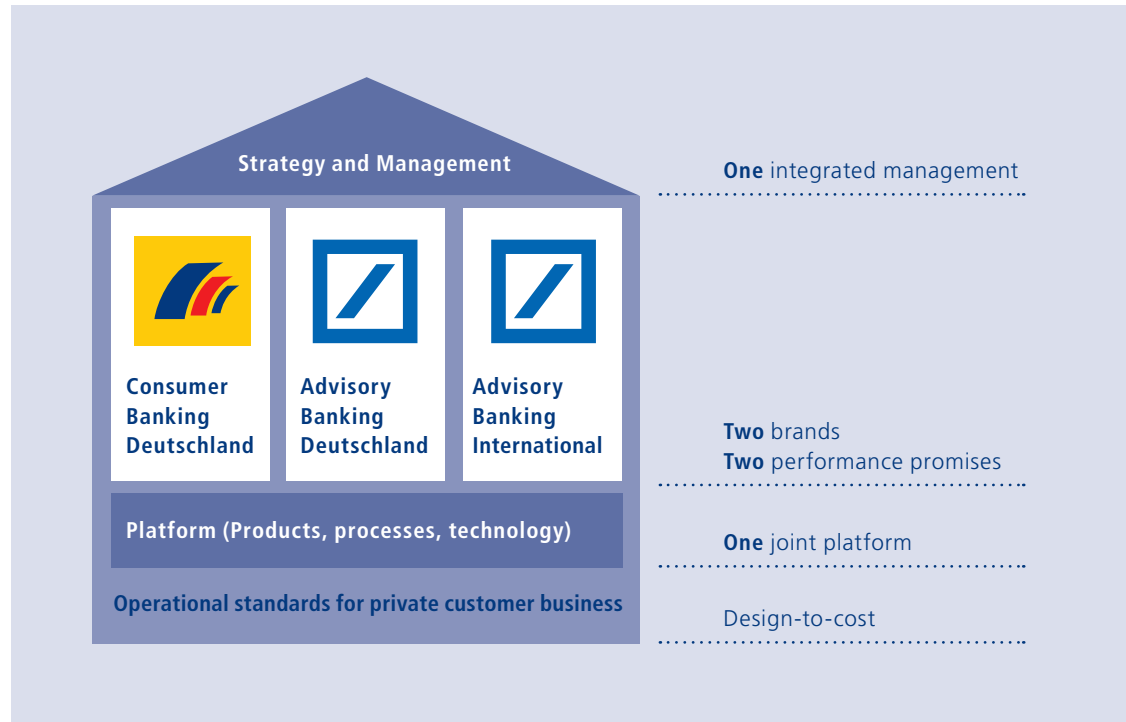
In 2011 the "Powerhouse" integration project was set up on the basis of Postbank and Deutsche Bank's joint co-operation project. The project consisted of a design phase and an implementation phase. Three different modules were involved in the development of joint measures on the subject of income synergies, cost synergies, risk and regulatory matters.

Postbank's collaboration with Deutsche Bank extends to many areas. In product development, for instance, Postbank is benefiting from the exchange of know-how with Deutsche Bank. Existing products have been improved and new products developed jointly, in particular in the areas of old age pensions and investment. Thus for instance in the field of old age pensions, Postbank's pension product Postbank Garant Rente Plus and x-market, Deutsche Bank's platform for investment products were developed jointly.

Rainer Neske,
Supervisory Board Chairman



PBC Powerhouse
at a glance



Product development strengthens the product range and the attractiveness of Postbank in private customer business. With Deutsche Bank as a strong partner, Postbank can position itself more firmly in the highly competitive private customer market.

One major component of the integration of Postbank into Deutsche Bank is technical and systems integration. To this end the joint Retail Target Platform was specially developed as the technology and processing platform for both Deutsche Bank and Postbank. In future, all IT applications, products and processes of the two banks will be run jointly on this platform. Major milestones for the joint platform were the transfers of the public websites of the entire Postbank Group to the Deutsche Bank system. By the end of 2013, all the websites of Postbank, BHW and DSL Bank will be part of Europe's new leading platform. New applications, products and processes are also to be integrated into the new platform by the end of 2013.

With the launch of the new "Magellan" joint platform for banking services, the technical integration of Postbank could be further progressed. The Magellan platform supports the private customer sales of both banks and is operated by PBC Banking Services. The system consists of several parts with different functions. For one thing the system supports direct customer processes and is used in particular in consultancy and in direct banking. For another it provides internal solutions for processing procedures such as, for instance, account maintenance and the loan system.

With systems integration, Postbank's systems can be adapted to those of Deutsche Bank. This will make possible uniform, simpler and more economical processes. At the same time, thanks to the improved processes, employees will have more time for direct customer contact and will be able to give even more time to customer service.



Postbank will only be successful long-term if we increase income and at the same time operate in a more cost-efficient manner. Working with the platform will support us in this.«

Dr. Ralph Müller,
Chief Operating Officer

- **Even stronger together**

With the integration of Postbank into the Deutsche Bank Group, synergies have been achieved to the benefit of both banks. To this end, various synergy projects that would strengthen Postbank's competitive position long-term were initiated. These included for example the sales collaborations with Deutsche Bank and its subsidiary norisbank and also the setup of a spinoff and the centralisation of various back office activities.

In addition, Postbank also benefited from intensive know-how exchange with Deutsche Bank. The exchange of employees on secondment, the collaboration beyond committee level and work shadowing by managers has led to knowledge transfer in both directions. Opening the job market within the Deutsche Bank Group to Postbank employees allows the exchange to become even more intensive and for integration to be progressed.



The merger of these two financial institutions will continue to be an important task on management's agenda in both companies next year. In any event, the successes already achieved in recent years demonstrate that two strong partners are benefiting from each other and that it is precisely the complementary business models – Advisory Banking and Consumer Banking – that are making successful integration possible.

New layout for Postbank website

New architecture, new functions, new design – Postbank completely redesigned its online presence in December 2012.

Since December 2012 www.postbank.de has appeared with a new layout and is once more setting new standards in the financial sector with this. User guidance is more up to date and at the same time clearer in its design so that the main sections are immediately apparent to the user.

What's new?

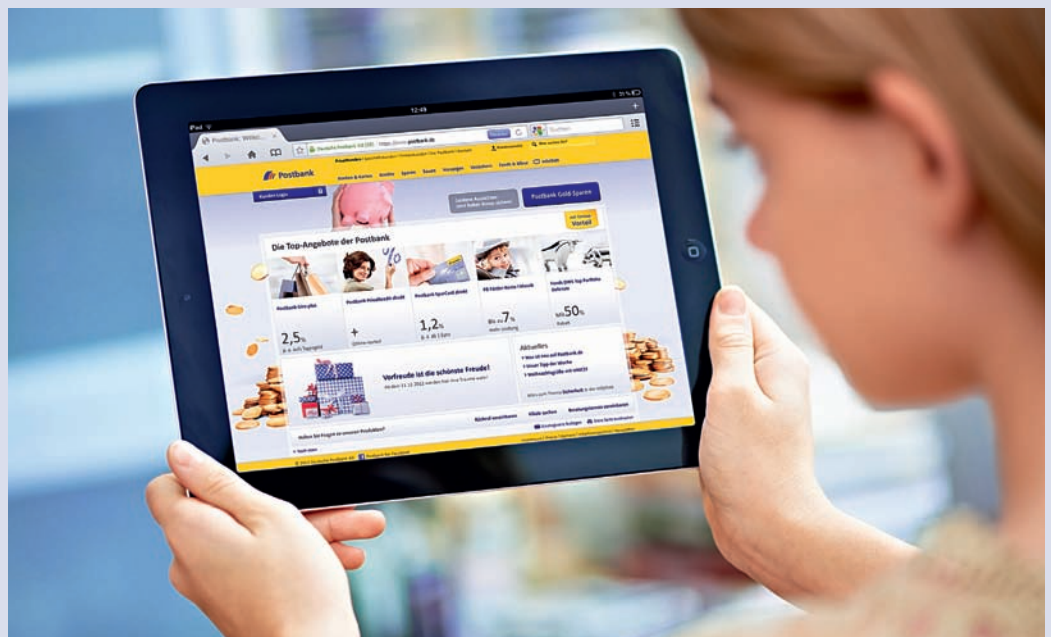
The navigation is new, having been improved for tablet computers such as the Apple iPad and touchscreens. For instance, the navigation bar previously fixed on the left has been replaced by flexible navigation at the top edge of the screen. If the user clicks on Navigation, the other menu items appear. With this Postbank is following the trend of users accessing websites less often from PCs and more often from tablets. Another new

feature is the customer service portal in which important information such as emergency telephone numbers, notification of maintenance work and important forms can be found at a glance. The "Login" access to the transaction platforms has been positioned more prominently since it is especially important to customers. And important elements such as "Terms & Conditions," "Downloads" and "Contract Online" always remain in sight in an always-on-screen contact bar.

Award-winning bank website with the most visitors

Not only has the Postbank website received many awards but since 2003 it has also been the most frequently visited bank website of any single institution in Germany. Over 3.7 million visitors per month (11/2012, Unique Users per Nielsen) access Postbank's website.

[More information here!](#)



Business Model

Strong sales channels, a product-focused range and an efficient, very modern IT and processing platform form the core of the Postbank business model. The major changes of the reorganisation of the business at Postbank Board level reflect this.

- **Strengthening of the customer-related departments**

All Sales with the exception of the branches are now centralised in the Chairman's business unit. This is where the recently set up "Customer Management and Marketing" department for quality in the customer business will also sit. Management of the individual sales channels will be via Divisional Directors who will therefore have a more distinct role in the customer business. Group-wide Sales Support has recently been set up in the Chief Operating Officer's (COO's) department. One important focus in customer business is on cooperation with Deutsche Post which is being further developed by a specially created department in Branch Sales.

- **Consolidation of product themes**

All products and their associated functions are gathered into their own business units – right across all customer segments. This consolidation permits an overall view of the products. Innovations and quality are the focus here. Mortgage lending and commercial property financing are also brought together under one combined product management. At the same time, overall responsibility is being created for bonds. With the integration of the global product functions in the Deutsche Bank Private and Business Client division, the strengths of Postbank are also being introduced into Deutsche Bank.

Strong and comprehensive sales channels

Branches

Mobile sales

Direct channels

Corporate Banking/Business Service

Product-focused offers

- Attractive pricing
- In 5 categories

Accounts/
payment
transactions

Investments

Savings/
home
savings

Loans

Postal
services

State-of-the-art-platform

- **Introduction of a COO**

Postbank is for the first time getting a COO (Chief Operating Officer). His tasks are in the main the intelligent management of resources, thus in particular the management of costs and capital and the efficient management of the bank's infrastructure. The COO's department therefore includes Postbank's IT and operations subsidiaries, Purchasing and Treasury. The COO's department contributes greatly to Postbank's results via the treasury and the new "Non-Core" area of business.

- **Divisional functions**

The interdepartmental functions in Postbank, the "divisional functions," such as Finance, Risk and Resources are being reorganised with new joint models for their goals in the Deutsche Bank Group.

The business model as the basis for Postbank's success:

Four sales channels, five product categories, and the high-performance platform as the basis for high quality and low unit costs for the services.

Postbank agenda

1. Increase growth and improve quality
2. Secure profit
3. Give impetus for the future
4. Progress integration
5. Strengthen identity

Five points for success

With the Postbank agenda the Board has formulated five priorities for the development of the bank: increase growth and improve quality, secure profit, give impetus for the future, progress integration and strengthen identity. These goals will in future be achieved jointly under the slogan "We're doing it together!"

The quality management in the banking sector sought in the first goal is an essential aspect of expanding the bank's market position. Securing the profit mainly means focusing profit and cost programmes on the business operation, increasing the efficiency of capital and continuing with de-risking.



In the future we will have to look even more closely at how we can use our capital efficiently. Where can we grow? Where do we have to cut back the business? «

Marc Heß,
Chief Financial Officer

The dialogue events encourage impetus for the future – this is where internal challenges and opportunities become clear. Integration into Deutsche Bank is already in progress and recorded its first successes with the development of the Magellan joint service and IT platform. The basis for the implementation of the points mentioned is a common Postbank identity. The future model of Postbank will unite the identities of the bank and its subsidiaries and at the same time harmonise with Deutsche Bank's values.



Management conference,
Berlin, November 2012



Integration of norisbank

More selling power thanks to norisbank staff!

norisbank, a subsidiary of Deutsche Bank since 2006, closed its branches at the end of July 2012 so as to be able to concentrate more on its rapidly-growing direct banking business. Postbank took this opportunity to take over the redundant sales force for itself. So the norisbank staff received an offer to transfer to Postbank Branch Sales.



Welcome support for consultancy «

Thomas Lochmann

At the "Tour of the Future" dialogue event at the start of 2012 the norisbank staff were informed about Postbank's plans and their personal prospects. In particular, the job options and career opportunities that Postbank offers were laid out. By means of a model of a branch, the various departments and working in teams were vividly illustrated to our new colleagues.



I'm looking forward to better opportunities, more customers and new colleagues. «

Nadine van Dülmen

On 1 August almost 400 former norisbank employees transferred to Postbank Filialvertrieb. After the phase of getting to know each other in their new workplaces there followed a 100-day induction programme. For over three months these new employees participated in theoretical and practical development measures to prepare them for their new jobs. In addition, the managers and staff of local Sales Support supported their new colleagues with their day-to-day questions.

Thanks to the excellent support of all those involved, the former norisbank staff were able to familiarise themselves quickly and without problems with the new product ranges and work processes and they are now a permanent part of the Postbank Branch Sales team.



My colleagues are all really super! We have really come together as a team. «

Anke Preisinger

New opportunities for sales are provided by the integration of norisbank. The new employees not only strengthen sales but are also giving new impetus to the consultancy business. And new customers were also won thanks to the close personal contact and the good relationship of trust with the consultants. They can also benefit from a bigger sales network, longer opening hours and a comprehensive range of products and services.





Der Baufinanzierer der Postbank

The setup of BHW Kreditservice GmbH

BHW Kreditservice GmbH set up business at the Hamelin site on 1 March 2012 and was one of the first companies to join PBC Banking Services. PBC Banking Services is the umbrella under which the skills and experience of the service units of Deutsche Bank and Postbank are consolidated in order to gather the full strength and performance of the service units into the Magellan platform. On 1 January 2013 BHW Kreditservice's role was expanded to cover existing instalment credit processing and Postbank mortgage lending (incl. DSL Bank) and the Essen site was integrated with the Cologne branch.

This company with its efficient processing and handling know-how is Postbank's main loan processor. BHW Kreditservice GmbH centralises the activities for the entire supply chain from the decision on the loan and paying out the loan to maintenance of the existing clientele. Another service provided is the highly-skilled processing of restructuring and enforcement cases in the context of the mortgage lending business. Here the consolidated service is provided with the necessary exper-

tise across all clients and brands for BHW, Postbank and also the DSL bank brand. BHW Kreditservice GmbH stands for high working efficiency and low processing costs generally. This has created a good basis for managing the growth sought in the business areas of mortgage lending, instalment credit and saving for a home.

The staff dealing with this work can rely on modern technology and automated processing procedures with SAP. The total transparency of the processes also permits continual reporting of the indices within the Postbank Group, service-level-oriented processing based on productivity and, thanks to ongoing satisfaction analyses in Sales by means of surveys of individual cases, an ideal balance of service, quality and efficiency.

Managing Director Dirk Steinhoff (r.)
and staff drink to a great future for
BHW Kreditservice GmbH,
Hamelin, May 2012



Value-orientated and long-term sustainable company management includes securing the loyalty of employees. Making use of potential is, like open and honest communication, an important foundation stone for Postbank's success.

Company management

Corporate governance

At Postbank, good corporate governance is seen as a precondition for the responsible, value-orientated management of companies. Postbank has a dual management structure consisting of the Executive Board and the Supervisory Board. Both work closely together in accordance with the German Corporate Governance Code (DCGK) for the good of the company. The Executive Board fulfils its management tasks entirely within the spirit of its task as assigned by the law on shares. The Supervisory Board fulfils its monitoring and advisory duties. The shareholders and hence owners of Deutsche Postbank AG exercise their rights before or during the annual general meeting.

The basis for good corporate governance is provided by, among other things, the specification of clear values and minimum standards of conduct in day-to-day business as set down by Postbank in its seven values and in its code of conduct and ethics and the structure of the remuneration of staff, managers, Executive and Supervisory Board members in accordance with sustainable rules, in particular those ensuring company profitability. A positive contribution to value is generated for the company by the integration of sustainability across all levels and functional areas of Postbank. Postbank is convinced of this.

When filling management positions and positions in the Executive and Supervisory Boards, Postbank pays attention to diversity within the company. One important focus is a fair representation of women, which is reflected in the "Gender Diversity Management" project specially initiated for this by Postbank in 2011. The Supervisory Board has set itself the target of increasing the proportion of women in the Supervisory Board to 30 % by 2017.

Postbank has been following the recommendations of the DCGK since 2003. When variations from the relevant recommendations of the DCGK have occurred, Postbank's Executive and Supervisory Boards have issued explanations of these. The current Postbank declaration of conformity of 20 December 2012 and the previous declarations may be found on Postbank's website pages on Corporate Governance.

More information here!



or on www.postbank.de

Postbank Dialog

An ear for employees' ideas. In the course of the Postbank Dialog, Frank Strauß discusses with managers and staff of all divisions of the company what concerns them with regard to Postbank, at its sites and in their daily work.



Community, fairness and open dealings in which different opinions are permitted are the major pillars of success of our bank. «

Frank Strauß,
Chairman of the Board

For both managers and staff the central theme of the events of the Postbank Dialog was the future of Postbank. "Be open and active!", Frank Strauß, the Chairman of the Board, demanded of them.

Participants first discussed questions such as these in small groups:

- What has made us as Postbank strong?
- What can we be proud of?
- What did we not like?
- What do we as Postbank want to stand for in the future?
- How do we want to work together in the future?

Because they belonged to various divisions of the company, the participants discussed the subjects from various perspectives. However, it turned out that the employees were concerned about extremely similar issues.



My main impression was that all the staff are concerned about similar subjects and challenges. «

Brigitte Kellerhals

The groups noted their findings on cards and stuck them on pinboards. That formed the basis for the subsequent direct exchange with Frank Strauß and the other participants. In an open round many employees seized the opportunity to contribute their questions, ideas and suggestions and in particular career-related proposals such as the engagement of more trainees or strengthening interdepartmental cooperation were emphasised. The employees were just as interested in the role of Postbank within the Deutsche Bank Group. From statements about the good reputation of the bank, the comprehensive network of branches and increased customer confidence, it was also possible to see the employees' pride in being a part of Postbank and its further development.



That was a brave and direct dialogue that was not afraid to discuss hot topics. «

Uwe Lehrke

Frank Strauß also said that he was impressed by the outstanding acceptance, the open exchange and the constructive ideas of the employees. "Many of the subjects discussed are of great interest to me,"



he declared. The Chairman of the Board sees even controversial subjects as an opportunity. So for him the basis for a shared and successful future is not a single shared opinion but honest communication with each other.

In total over 3,500 ideas, suggestions and points of criticism were gathered from the events in 2012. Strategic considerations of a long-term nature were represented there as were ideas on measures that lead to a rapid improvement in the day-to-day work.

The latter ideas were analysed in depth in a "Sounding Board" workshop. This advisory committee made up of about 20 Dialog participants who work in various divisions and on various sites within Postbank met at the end of 2012 in order to derive specific areas for action and measures for short-term implementation from the large number of

ideas. The Sounding Board then discussed the findings with Frank Strauß. The implementation of the ideas considered practical will be supported in close communication with the Chairman of the Board.



I would like to see the open dialogue expanded and developed into part of Postbank's culture. «

Gabriele Bloch

Frank Strauß is also continuing the series of Postbank Dialog events in 2013 and since February he has been visiting the sites all over Germany.



Diversity Management

With 58 % of its staff being women, the Postbank Group is very well placed to further increase the number of female managers (currently 14 % proportion of women in higher management). At the 2011 annual general meeting, Postbank signed up to the self-imposed DAX 30 companies commitment to increase the proportion of female managers. In order to permanently increase the proportion of women in management positions and to support both men and women with potential by means of specified benchmarks, in October 2011 the Executive Board launched the Gender Diversity Management project and at the start of 2012 decided upon a Group target of a 25 % proportion of women in management positions by 2018. Other relevant areas for action are to be found in the establishment of Group-wide conditions and development programmes, in the establishment of an increasingly performance and family-orientated company culture and in the creation of a sustainable recruitment base.

Women can network in seminars like the "Women's Leadership Programme."

In addition to the expansion of daycare facilities, making work more flexible and further developing processes and incentive structures play an equally important role as does the training of managers and staff in the skills of dealing with diversity.

The first development programmes and measures to increase the compatibility of career and family have already been successfully implemented. Thanks to various programmes such as the "Women's Leadership Programme," high-performance female staff are being targeted for support. The range of development opportunities for managers was expanded by various seminars such as the "Managing with Diversity Skills" seminar.

Other Group-wide development programmes for non-senior managers and staff with management potential are also continuing to be set up.



“We have many women with excellent qualifications and skills at all levels in the bank.”



Three questions to Ralf Stemmer, Director of Resources, on the subject of the proportion of women in management positions.

What do you intend to do to increase the proportion of women in management positions?

We have many women with excellent qualifications and skills at all levels in the bank. However, merely supporting female employees who are already making the jump to their first management roles is not sufficient. The thing to do is to establish a secure and sustainable base of successors from which we can recruit future managers by identifying and supporting women with potential at all levels. Moreover we will establish a culture in which women can communicate their successes better and take on positions involving decision-making.

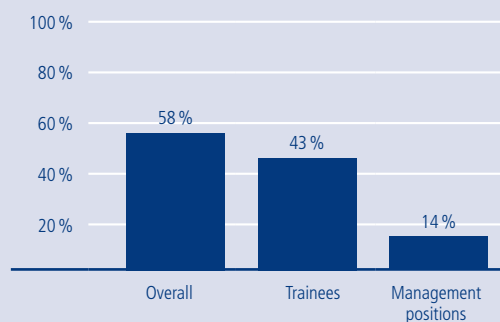
Will men then have any opportunity at all to make a career?

Of course! We will not support women only because they are women. That is certainly the last thing that successful female employees want. It's about supporting the large group of women with potential to the same extent and making them just as visible as their male colleagues. Based on a good starting position of almost 60 % female employees overall we have initially decided upon a realistic target of a 25 % proportion of women in management.

What happens when the target for women in management positions has been achieved?

When this is the case – which we have, by the way, committed to by 2018 – we will of course not stop with our efforts. 25 percent is a realistic initial target. We don't simply want to reach a specified number but instead to make a real change. On commercial grounds alone we simply cannot afford to do without the potential of the women.

Proportion of female employees



Products | *In its core business Postbank remains faithful to its sustainable orientation and focuses on a risk-averse and sustainable long-term strategy for success.*

Risk management, granting of loans, financial investments



Risk management

Postbank has brought together its risk units into the Chairman of the Board's Chief Risk Office (CRO) in order to be able to detect the risks arising from its business activities in good time and to analyse, monitor and manage them.

Risk management is continuously reviewed on the basis of current developments in the risk profile and the regulatory environment and, if necessary, revised. Here, amongst the business risks, operational risks and by implication risks to reputation in which the bank might suffer a loss of

confidence on the part of business partners or customers as a result of mistakes by individuals or groups are taken into account.

Postbank is expanding its integrated "best in class" risk management function. Risk governance is being constantly developed under the guidance of the CRO in order to establish a uniform risk culture within the Group. Here the focus is on improving the risk/return profile by improved capital allocation and operational excellence.

With further principles defined in the risk strategy, among other places, Postbank ensures long-term profitability and with it both commercial and social sustainability.



Granting of loans

Operational implementation and credit analysis and also the responsibility for the risk strategy lie with the Chief Risk Office (CRO) department. The managers of CRO therefore bear responsibility within their areas of business for the granting of loans to companies, institutions, banks and states.



Regulation is a subject that concerns us all. Everyone must obey the internal and external rules and regulations. «

Hanns-Peter Storr,
Chief Risk Officer

This is done by weighing up the criteria of opportunities and risks that arise from a company's responsibility to society, the environment and its employees. Aspects relevant to the environment and sustainability are covered in the associated "Corporate Banking" guide as "qualitative factors."

The biggest loan commitments are subjected to annual screening from a sustainability point of view. Here the focus is in particular on activities with companies in "sensitive countries" and "sensitive sectors." "Sensitive countries" are deemed to be those that are in an unstable political situation or where corruption is found. "Sensitive sectors" have an ecologically or ethically exposed commercial activity. In both cases, commitment may entail a potential risk to Postbank's reputation. These two lists are reviewed and, if necessary, updated by the Postbank Group's Environmental Management Officer (UMB) on the basis of international external studies.

The results of the screening are submitted by the UMB to those responsible for that area of business. They can then make a soundly-based assessment of how future customer relations will be affected. If required, meetings will be held between the Environmental Management Officer and the specialist managers responsible and, if required, the need for action will be determined.

In addition, based on international studies the Postbank Group's UMB produces a list of those countries that are particularly exposed to climatic damage. This list may be used by the relevant specialist departments in their assessment of a loan commitment.

Once a year, in the course of the revision of the risk strategy, the process is reviewed to ensure that it takes into account sustainability aspects.

Financial investments

Because of its financial investments, Postbank has an impact on the environment and society. As a rule it therefore selects for its financial investments companies that act in an exemplary manner ecologically and ethically. In addition, with investments special attention is paid to ensuring as far as possible that Postbank's assets are invested on the basis of ecological and ethical principles.

Since the start of 2010, following the introduction of an environmental management system to ISO 14001, at each year-end an audit has been carried out in Postbank from an ecological and ethical point of view on the financial and capital market commitments entered into and the contracting parties.

On the basis of these discussions, any required recommended actions are identified between the specialist managers of financial markets and the Postbank UMB.

In 2012 it was possible to continue to limit the losses in the wake of the financial crisis by observing the principle of diversification based on a reasonable "risks/opportunities relationship." In its financial investments Postbank also focused on a conservative investment policy and therefore in its investment strategy concentrates on sustainable long-term success goals. In addition, every capital market-orientated decision was checked as regards the available level of cover for risk. To further improve the overall quality of the client base, investments in funds were heavily reduced, for instance in the context of derisking.

Postbank's varied product range contains a product to suit the requirements of every customer's life and income situation. Thus for instance it offers a large number of socially and environmentally compatible products and services.

Sustainable products



Social products and services

- **Postbank Giro start *direkt***

Postbank offers this cost benefit in the form of free-of-charge account maintenance to everyone under 22 years of age who uses only online and telephone banking. Account holders of full age are also given a VISA card free of charges for a period of one year. These account holders benefit from a discount on filling up their vehicles' tanks of at least one cent per litre thanks to Postbank's collaboration with Shell.



- **Postbank Giro plus**

The Postbank Giro plus salary account is free of charge for current account customers of 22 or over with account maintenance without paper statements and with non-cash payment in of a monthly salary. For students and trainees of 22 or over with appropriate proof and independently of any salary paid in, account maintenance without paper statements is also free of charge.

- **Postbank Giro extra plus**

Subject to higher monthly payments in, this current account is available on more favourable terms or free of charge. In addition to the day-to-day financial services required, many attractive additional services provide extra convenience. For example, the VISA credit card and the securities deposit and investment account are free of charge. What is more, personal contacts are available to customers if they need advice. In addition, a protection package gives all-round protection for keys, cards, documents and cash.

- **Postbank Giro Basis**

Depending on the monthly cash paid in, and the customer's personal and financial situation, for EUR 5.90 per month he/she is given a current account on a credit balance basis. This offers all the major basic services such as free-of-charge cash withdrawals at over 12,000 ATMS and Postbank branches, telephone and online banking, a Postbank card and a prepaid VISA card. This service is complemented by the discount on filling up your tank at Shell.

- **Postbank VISA Card Prepaid**

Besides the traditional versions such as "Gold," "Platinum" and "Shopping," with its Postbank VISA Card Prepaid, Postbank is offering its customers a prepaid card. It is aimed at people who for various reasons cannot get or do not want to use a conventional credit card. In this way Postbank has created a very secure form of payment that can be used anywhere for people as young as 14 and people with few assets. If however this credit card is ever lost or stolen during ordinary use, the customer is not liable for any claims arising from this.



- **Postbank Gewinn-Sparen**

With the Postbank Gewinn-Sparen (Win & Save) card, in addition to a good rate of interest the saver also receives a monthly winnings bonus of up to 0.6 % p.a. This bonus is based on the last two winning numbers of the cash draw of the lottery on behalf of Aktion Mensch.

For every Euro credited to Gewinn-Sparen card holders as a bonus at the year-end, Postbank transfers 1 cent to Aktion Mensch. In 2012 this amounted to EUR 259,000. As a result of this commitment, the cumulative figure achieved for this charitable donation since 2004, the year in which this donation was first made, is now over 1.6 million Euros.

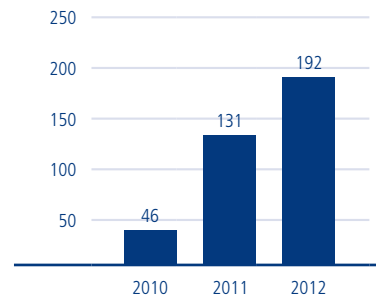
Apart from this charitable aspect, the Gewinn-Sparen card is no different from other Postbank savings products i.e. the usual EUR 2,000 is available monthly without notice or interest on amounts advanced and in addition to the generally free-of-charge withdrawals at terminals in Germany, 10 withdrawals a year from ATMs outside Germany are also free of charge.

More information here!



or on www.postbank.de

VISA Card Prepaid (in thousands of units)



Total Postbank Gewinn-Sparen donations to Aktion Mensch



The Altensteig training workshop offers targeted support to young people with disabilities



SC Wernsbach-Weihezell: Children's and young people's social integration wheelchair sports group

Postbank: EUR 259,000 for Aktion Mensch

Donations from Postbank Gewinn-Sparen flow into projects for people with disabilities and into children's and young people's charities. Since 2004 Postbank has donated 1.6 million Euros to Aktion Mensch.

Saving and doing good. Postbank and Aktion Mensch are bringing this about with Postbank Gewinn-Sparen. For every Euro that is credited to savers as a bonus at the year-end, Postbank donates an additional cent to Aktion Mensch. This means that the more is saved, the more Postbank donates. In this way, a total donation of EUR 259,000 was amassed in 2012. The whole amount goes to Aktion Mensch, which then supports charities for the disabled and self-help.

Projects such as these are supported with the current donation:

- The "Wohnnest in Coburg." This short-term care agency takes in children and young people with disabilities when a family needs a few days off from day-to-day caring. By living and playing together the boys and girls learn from and with each other and make new friends.
- The "Chancenschmiede" in Altensteig. This workshop trains young people with learning difficulties and disabilities as painters, joiners or metalworkers and helps them to find jobs afterwards.
- The outpatient advice and contact centre in Göppingen. It supports people with disabilities and their relatives and gives advice on aid services and on matters of coping with day-to-day life.
- The "Rolligang" of SC Wernsbach-Weihezell in Franconia. This 13-strong group of sports-mad young people with and without disabilities and with its joint basketball, hockey and football tournaments proves that joint leisure activities are not an issue for the disabled.



We support Aktion Mensch from conviction. It makes an important contribution to equal rights for people with and without disabilities in our society. It's great that we can contribute to achieving this aim with our donations. «

Susanne Klöß,
General Manager, Product

The collaboration between Postbank and Aktion Mensch has existed since 2004. To date Postbank has donated a total of 1.6 million Euros for projects and fittings and equipment, for which this non-profit-making association applied for funding. Martin Georgi, the Chairman of Aktion Mensch, explains: "We are very pleased with this donation that above all supports joint activities of children and young people with and without disabilities. If we learn at an early age to get on with each other, we will of course deal with each other with less prejudice as adults. And that is an important precondition for an inclusive society."

- **Money payment instruction, account payee only**

The many years of cooperation between Postbank and BA (the Federal Employment Agency) guarantee the provision of cash to BA's payees. The payment system with the "payment instruction, account payee only" is a document similar to an open cheque that BA arranges to be sent to the payee if required



- **Postbank donation accounts**

Postbank is especially interested in providing charitable organisations with a platform for their humanitarian activities. So on its website you will find not only a collection of about 50 supra-regional and internationally operating aid organisations and welfare associations that maintain donation accounts with Postbank but also a list of other associations with the account details of competitors.

Attention is constantly brought to campaigns dealing with current issues, especially in the internet presence. In addition, donors are given instructions on charitable transfers and free-of-charge cash payments to donation accounts in Postbank branches.

More information here!



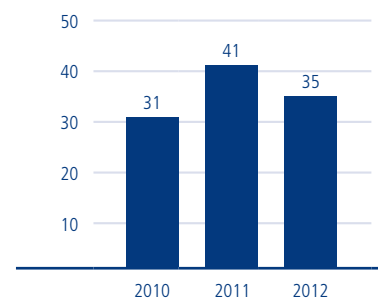
or on www.postbank.de

- **UNICEF Christmas cards**

Postbank and Deutsche Post continued their commitment to children in 2012. From the end of October to the end of December the voluntary sale of UNICEF greeting cards took place at the branches. There were six different assorted sets with Christmas motifs. Thanks to this pre-Christmas campaign, which has been running since 2007, EUR 394,000 was handed over to UNICEF in the reporting year.

For more information see section "Charity".

UNICEF Christmas card sets
(in thousands of retail packs)





Ecological products and services

• Mortgage lending and saving for homes

The areas of business of mortgage lending and saving for homes have been transferred to the subsidiary BHW Bausparkasse AG. With its volume on the books of about 18 billion Euros in the saving for homes sector and ongoing mortgage lending of almost 71 billion Euros, this building society is one of the biggest property financiers in Germany. As already stated in the previous year's report, the proportion of funding with an ecologically positive purpose within the total volume has been constantly growing in recent years. This trend could clearly be seen in 2012 too. In addition to the untold number of construction measures without public subsidy for this purpose, 2,362 contracts with a total value of about 159 million Euros, including energy-efficient KfW programmes, were concluded via BHW Bausparkasse, an increase of 25 % or 30 %.

More information here!



or on www.bhw.de

• Property modernisation

For Germany to achieve its climate protection targets, each year 2 % of the owners of old buildings will have to renovate their houses to make them more

energy-efficient. The buildings dating back to the postwar decades of the building boom, growing awareness of the environment, rising energy costs, state subsidies and age-related pressures combined with a historically low rate of interest are the drivers of modernisation and conversion measures. Postbank meets this need with both appropriate services and by arranging public subsidies and, in addition to personal advice, with permanently-available, constantly updated information on its websites.

• Solar power loans

Postbank's customers are turning into electricity generators by making use of a special loan programme for the purchase of solar power installations. Besides the financial benefits, they are contributing to environmentally-friendly electricity generation. The state also rewards these measures with grants. Postbank sets up the associated contracts in such a way that the investment pays for itself with credits for electricity transferred to the grid and towards the end of its useful life produces a profit.

• KfW loans

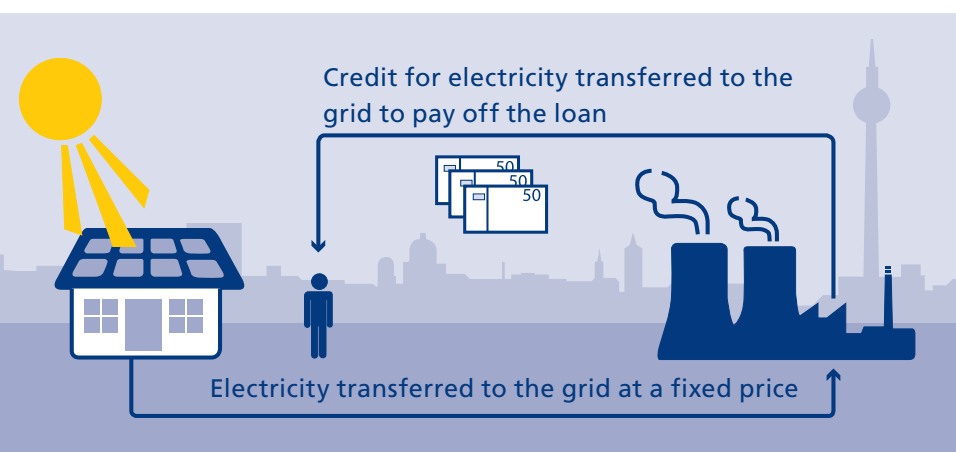
In 2012 Postbank arranged reduced-cost loans from the Kreditanstalt für Wiederaufbau (KfW):

- Home-owning programme (KfW 124)

This KfW home-owning programme is suitable for anyone who intends to build or buy a house or flat and live in it themselves. Postbank arranged 2,678 low-interest long-term loans amounting to 115 million Euros for its customers

- Modernising living space (KfW 141)

In contrast to the previous year, there was only slight demand for this programme for the modernisation of property used for residential purposes. Only about 2.2 million Euros was



transferred to a total of 70 customers. In the previous year the figures were higher by a factor of ten.

- Energy-efficient renovation (KfW 151 und 152)

Loans for the renovation and initial purchase of renovated buildings or owner-occupied homes enjoyed a great rise in popularity. Loans totaling 49 million Euros were arranged for 1,247 customers under this programme – almost twice as many as in 2011.

- Energy-efficient construction (KfW 153)

This special programme for the purchase or construction of energy-saving houses expanded rapidly. With 1,053 contracts and a total volume of about 54 million Euros, the figures were about three times higher than in the previous year.

- Conversion to suit age (KfW 155)

As in 2011, about half as many customers ordered conversions to suit their ages with the benefit of KfW subsidies. Only 62 people compared with 104 used this low-interest subsidy for all the measures such as the reduction of barriers that allow people to lead their lives in their own way regardless of age or any restriction. The volume arranged also fell in line with this from 2.6 million Euros to 1.6.

• BAFA grants

The Federal Office of Economics and Export Control (BAFA) is a federal supervisory authority in the Federal Department of Economics and Technology (BMWi). In the energy sector BAFA provides support measures for, among other things, the increased use of renewable energy. With conversions from heating systems to renewable energy such as solar heat, biomass plants and heat pumps, Postbank arranges the appropriate subsidies from BAFA, which have become even more advantageous since August 2012.

• „Riester-compatible“ saving for homes & mortgage lending

For one thing, anyone now intending to build or buy property in Germany and then to live in it themselves may use Riester subsidies to repay loans and also benefit from tax advantages. For another thing, a Riester subsidy can also be used in the context of a residential Riester contract for saving for a home. The whole amount of the capital saved may be used for a purchase or construction or to repay the debt on a piece of property that the customer himself lives in or to purchase further shares in housing associations. Postbank is on hand for its customers with quotations for both options.

• Bank statements

From January to December 2008 Postbank was still having to send out about 63.4 million bank statements, which was equivalent to CO₂ emissions of 18.4 tonnes and paper consumption of 1,132 tonnes.

By consistently promoting electronic processes and also by compressing account movements into a bank statement letter it was possible to greatly reduce these volumes. Over the years, paper consumption resulting from sending out bank statements fell to 549 tonnes by 2011.

More information here!



or on www.postbank.de



However, due to a major increase in account movements the bank was obliged to accept an increase to about 582 tonnes in the reporting year. The CO₂ emissions from carriage services, on the other hand, fell in 2012 to a low of 6.7 tonnes. If 2008 is taken as the base year, a cumulative saving of about 1,842 tonnes of paper and 36.9 tonnes of CO₂ emissions can be calculated.

- **“Wohnen” magazine**

Valuable tips, information, articles and explanations about all aspects of living within one’s own four walls are provided by BHW Bausparkasse in its special magazine. Here you will find suggestions about building and modernisation measures, fitting out and gardening tips and financial and legal information. The magazine has also been available online since 2012. Besides its improved quality of service, with its associated savings on paper and dispensing with pollution from transport, BHW is making a further contribution to cleaning up the environment.



- **Postal services in the Postbank financial centres**

- **Cooperation with Lichtblick**

Since 2003 Postbank (then still Deutsche Post) has been working with eco-energy supplier Lichtblick. This company, founded in Hamburg in 1998, supplies electricity from 100 % renewable energy sources such as water, windpower and solar power. Besides this eco-electricity, Lichtblick’s eco-gas has been available in over 800 Postbank financial centres since 2009. Unlike conventional gas, eco-gas contains a guaranteed annual proportion of biogas of at least 5 %. The biogas proportion is increased when availability allows and according to Lichtblick it is intended to completely replace natural gas in the long term.

In 2012 about 10,500 eco-electricity and 5,500 eco-gas contracts were concluded in the branches. A total of 160,000 eco-electricity and over 23,000 eco-gas customers have already been won by Postbank staff. By selling these products, Postbank is offering its customers an opportunity to make an important contribution to climate protection and to reduce their private CO₂ emissions.

- **Environmentally-friendly stationery**

Since 2004 the range of paper products and stationery items in Postbank’s financial centres – which were Post branches at that date – has been continually replaced by stationery items produced in an environmentally-friendly manner. In the last two years Postbank has switched other products, such as postcards and greeting cards that were not previously certified, over to paper products made from sustainable forest management to the FSC standard. What is more, Postbank Branch Sales sells over 60 articles that have

been awarded the "Blauer Engel" quality seal by the Federal Environmental Office.

In 2012 the company increased its sales of PFC/FSC environmentally-friendly stationery by more than 3 million retail packs to 4 million and also sold over 1.3 million "Blauer Engel" products.

Postbank informs its customers via a joint campaign with the "Initiative Pro Recyclingpapier" on envelope inserts and padded bags about the subjects of "Blauer Engel" and climate protection. And the photocopiers in the branches are also marked with the "Blauer Engel."

- Climate-neutral services from Deutsche Post DHL

For Deutsche Post DHL climate protection is its duty to society and a challenge for the company. The company has set itself a measurable climate protection target with the Group-wide GoGreen programme.

CO₂ emissions are generated when letters and parcels are dispatched. With GoGreen, these emissions can be neutralised. Compensation is achieved via internationally acknowledged climate protection projects. Implementation is monitored and

certified by an independent certification company on the basis of the ISO 14064 standard.

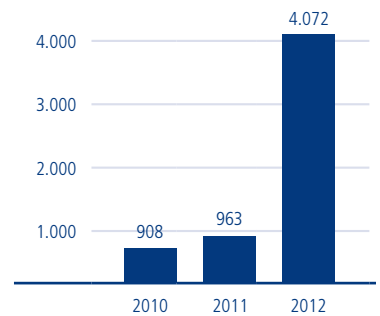
With the GoGreen Plusparcel and the GoGreen Plusletter the company offers its customers in its Postbank financial centres an opportunity to reduce their CO₂ emissions when dispatching post. The GoGreen Plusparcel is made of recycled cardboard and the GoGreen Plusletter is made of FSC-certified paper.

In 2012 Postbank sold over 559,000 Plusletters and over 320,000 Plusparcels.

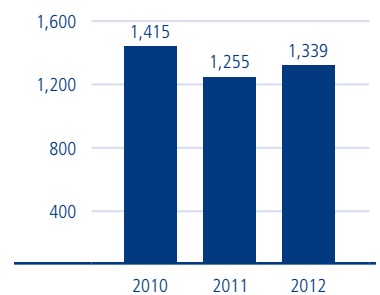
- Postfiliale Direkt

Since the start of September customers have had an opportunity with "Postfiliale Direkt" to have their DHL parcels sent directly to a participating Postbank financial centre named by them. With this DHL is targeting mainly customers who spend a lot of time on the move and who cannot pick up their post at home. If the customer states the recipient's name and the Post number and also the three-figure branch number that is also part of the address, the parcel is sent to the desired branch and it can be collected from there.

Environmentally friendly stationery
PFC/FSC (in thousands of retail packs)

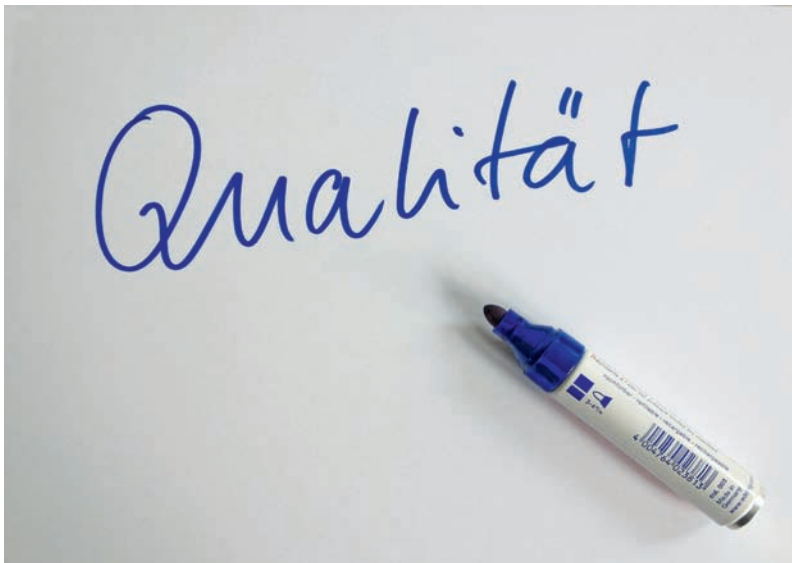


Blauer Engel
(in thousands of retail packs)



Customers | *The long-term partnership between Postbank and its customers is based on a trusting and loyal interaction. Protection of customer data, the avoidance of conflicts of interest and high-quality advice are essential components of this relationship.*

Quality management



IT/Operations

In 2012, with the “Customer is King” initiative, customer satisfaction was targeted on behalf of Postbank’s Board. Customer and client satisfaction is also being continuously improved by the consistent expansion of the quality management systems of IT/Operations. Besides its existing quality management system certified by DQS, the specialist IT/Operations department has an in-house developed quality management model – the Pre-Cert Level.

- **Quality management in IT**

In IT, quality is seen as the result of the interplay of processes, organisation, goals, measurements and controls and appropriate response measures. The quality management system of Postbank Systems, Postbank’s IT subsidiary, is

based on this principle. A regular review of quality in the company is provided by monthly quality status reports and the annual quality report. In addition, quality targets are defined annually and implemented in the course of the year for the individual departments of Postbank Systems.

- **The Customer is King**

The “Customer is King” (KiK) initiative was launched at the start of 2012 and targeted customer satisfaction. Its aims were to understand the customer better or to be better understood and to satisfy customers’ requirements (even) more fully. As measures exemplifying this, this led for instance to cover letters to customers being formulated in a more comprehensible manner and a clearer idea of the customers’ perspective being developed. In addition, meaningful and measurable internal key performance indicators (KPIs) were identified for the “soft facts” of “comprehensibility,” “customer satisfaction” and “customer loyalty.” From this, the relevant indices and the “KiK quotient” as an average of the three index figures mentioned above are derived according to a specific calculation model on an ongoing monthly basis. The results and the movements are regularly reported to top management.

- **Certification by DQS**

In June 2012 the Deutsche Gesellschaft zur Zertifizierung von Managementsystemen (DQS, German Association for the Certification of Management Systems) once more audited the quality management of Postbank's subsidiary Betriebs-Center für Banken AG (BCB) and confirmed the existing certificate as compliant with the DIN EN ISO 9001 standard. This renewed certification shows that quality management is put into actual practice in the specialist IT/Operations department. The Munich, Leipzig and Frankfurt sites were assessed by the external auditors. This concerned the areas of work of European and international payment transactions, services and risk management including the associated internal control system. The subject of the assessment consisted of BCB's clients: Deutsche Bank AG, HSH Nordbank AG and UniCredit Bank AG.

- **Pre-Cert-Level**

The Pre-Cert-Level is a three-stage model that serves as a guide for the introduction and as directions on how to act with regard to the implementation of the quality concept. Here the Pre-Cert-Levels are guided by DIN EN ISO 9001 until complete implementation in the third stage. The introduction of the first two stages of the Pre-Cert Level into the former IT/Operations division has been implemented since 2010 in BHW, Account Management, Financial Market Operations, in Kreditservice's Saving for a Home & Mortgage Lending department and in BCB AG for the services for the client Deutsche Postbank AG.

Introduction of Qualification Passes to the Chief Risk Office division

The certification agreed for the back office departments at the end of 2010 was completed at the start of 2012 (initial certification). The agreement on follow-up

rules for recertification was dispensed with for the time being mainly in order to wait and see the effects of the reorganisation of the Chief Risk Office (CRO) department carried out at the start of 2012 and where possible to be able to use Deutsche Bank's knowledge of dealing with this subject.

In order to be able to continue to meet the regulatory requirements and to follow the path started upon towards sustainable staff development, the regular individual checking and recording of existing qualifications is being expanded and secured long-term. This also applies to evidence of qualifications achieved as handled with the introduction of the Qualification Passes in the context of the certification credit in the above-mentioned departments. The "Qualification Pass" tool was therefore introduced in Q1 2012 for all non-management employees in the CRO department.

Qualification measures are being implemented on the basis of the Qualification Pass agreed between management and staff. The Qualification Pass produced must be reviewed and if necessary updated at least once a year.

Service quality in BHW Bausparkasse

BHW is the first financial services provider in Germany that has proven the company-wide effort to achieve quality in the context of the national initiative. The Q plaque, a symbol of certification, was displayed at the visitors' and staff entrance of BHW's head office in Hamelin as a visible sign to customers, business partners and employees.



The protection of consumer interests is a major component of Postbank's business processes. Possible risks, for instance when taking out a loan or with securities transactions are pointed out to customers as part of a responsible advisory service. Here transparency and comprehensible communication form the basis.

Consumer protection

Consumer loans

Before loans are granted, an obligatory detailed analysis of the customer's personal situation is performed using a modern "scoring procedure." A commitment to grant a loan is only given if there is sufficient financial room for manoeuvre after the deduction of interest and capital repayments. Both with loans for the purchase of motor vehicles and with other consumer finance, generous special repayment terms and early repayment are available. In the context of comprehensive protection for minors in business transactions with Postbank, it will continue to grant neither overdraft facilities nor instalment credit to people under 18.

Detailed individual calculations and general information on all aspects of the subject of loans are provided by the "Budget Calculator" and "Questions" functions on the Postbank website.

Together with all the other members of the banking sector association, Postbank has also undertaken to follow the ten guidelines of the "Responsible granting of credit to consumers" code. Postbank's special efforts are recognised by awards from independent experts. Thus for instance the analysis (test 5/2012) by FMH-Finanzberatung for n-tv recognised Postbank as a "Top Instalment Credit Provider."

More information here!



or on www.postbank.de

Securities business

As a responsible partner Postbank not only informs the potential investor about the opportunities but also explains the risks. Via internet and telephone banking it offers both the professional investor and new entrants not only a professional platform for the effective processing of their transactions but also complex information, charts, stock exchange calendars, market reports and a great deal of other useful information. There is also expert and direct advice available from Postbank over the telephone. In addition, the free customer magazine "Anlagekompass" that is published every two months always contains a lot of up-to-date information and basic explanations on all aspects of the subject of securities.

With its pricing policy Postbank puts the emphasis on securities management and transaction processing in a way particularly beneficial to its customers. As confirmed in studies by independent institutions (e.g. "Finanztest") Postbank is one of the most inexpensive service providers.

The specialized callcentre in Leipzig has an important part to play in Postbank's securities business. Comprehensively trained staff give advice on all aspects of investments of every kind. It goes without say-

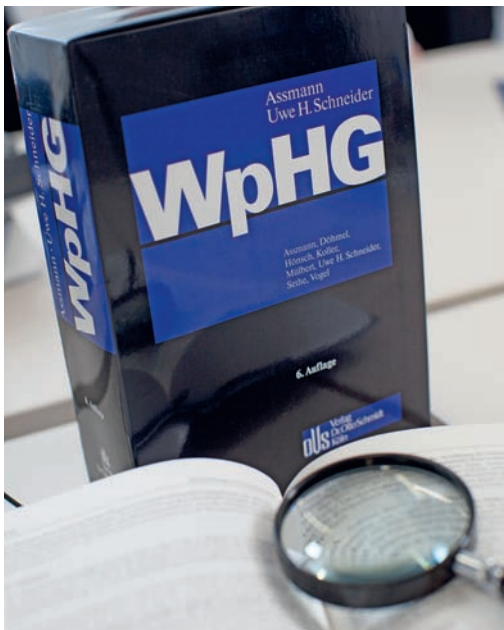
ing that the observance of all legislation is of fundamental importance here. So all securities consultancy forms are checked by supervisors and quality officers and all consultancy discussions are recorded as the basis for internal and external audits. Before the Compliance department finally checks the consultancy forms issued for correctness of form in a subsequent process, there is a formal audit of all consultancy records before dispatch by the supervisors of Securities Sales. A random sample check carried out by the auditor Pricewaterhouse Coopers AG in 2012 found no cause for complaint.

In addition, all processes relevant to consultancy and the documents provided to the customer advisers are regularly checked by Quality Assurance as regards their content and functionality and to ensure that they are up to date.

More information here!



or on www.postbank.de



Cash available anywhere

Postbank has joined forces with several German commercial banks to form the "Cash Group." As a result, the customers of Postbank, Commerzbank, Deutsche Bank, HypoVereinsbank and their subsidiaries enjoy a high level of convenience, flexibility and cost savings. There are about 9,000 ATMs of the Cash Group banks all over Germany available to them for free-of-charge cash withdrawals. This number includes both about 200 Postbank cash machines in OBI DIY stores and the cash recycling systems at nearly 1,400 Shell petrol stations.

A major positive environmental effect was generated from the integration of these cash recycling systems into the Postbank system. Since the cash machines are supplied by the cash taken at the pumps, since the setup of the operation at the end of 2010 about 800 cash transport runs per month have been dispensed with.

Postbank customers enjoy the additional benefit of being able to obtain cash free of charge directly from the 1,100 or so Postbank branches at convenient opening hours. You can easily find the locations of both the branches and the cash machines on the Postbank website on the internet.

More information here!



or on www.postbank.de



Brand, product and customer communication

Advertising should have the effect of making the customer feel good about buying a product or using a service. It is important to Postbank that comprehensive information forms the basis of this.

Consumer protection is highly prized. The brand and product communication is designed accordingly. Since financial services and products are not self-explanatory, artificially exaggerated praise wrapped in fancy words would not be of benefit to the customer. Postbank's advertising media should act as aids and preferably convey information.

Sparing resources also plays a major part. In line with the standards of the Paper Policy, Postbank avoids chlorine bleaches and uses only paper from certified sustainable sources. In addition, advertising articles for internal and external customers are selected on a commercial basis but in harmony with ecologically and socially compatible aspects. For the future we strive to focus on the purchase of advertising articles with an EC Eco Order certification.

"Comprehensible Communication" initiative

The reason for this initiative was the "The Language of the Banks" study carried out in 2011 by the University of Hohenheim in collaboration with the Institut für Verständlichkeit (Institute for Comprehensibility) – ComLab, in which major weaknesses in Postbank's communication with its customers were demonstrated to it.

In this study, Postbank came last out of the 39 institutions studied. As a consequence, Postbank set itself the target of making 80 % of communications by letter more comprehensible and customer-friendly. Coordinated by the Dialogue Marketing department, external copywriters, employees designated as especially talented "text champions" and members of the Customer Advisory Committee revised large sections of Postbank's relevant written material. The remaining 20 % is being improved little by little in ongoing operations. A new training concept is providing the necessary knowledge for this.



Four measures were implemented in order to maintain beyond 2012 the quality achieved:

- “Text Champion” seminars are offered especially for active writers. The seminars improve their knowledge as copywriters and convey feedback rules.
- The “Textlab” communication software is constantly updated thanks to the systematic participation of users. This analyses the text for comprehensibility, terminology and style of language at the press of a button.
- The “Basic training for comprehensible communication” offers an introduction to customer-orientated communication and is accessible to all employees. 300 employees were already attending this course in 2012.
- Training materials in the form of online training clips and a text manual are available to every employee via the intranet. The online training clip alone has already been accessed over 400 times.

What is more, in future there will be close cooperation with ComLab and the University of Hohenheim in order to recognise and correct undesirable developments.

The fact that the efforts made are actually having an effect is evidenced by a current study on the improved comprehensibility of the “Frequently Asked Questions” (FAQs). Here Postbank comes second among banks with its greatly improved Hohenheim score of 12.9. The Hohenheim index shows the level of comprehensibility on a scale from 0 to 20, with level 20 being the highest score.

Vigilant employees

A total of five Postbank employees were recognised by the Board and by the Chairman of Postbank’s Fraud Committee for their efforts in combating fraud. With their vigilance they uncovered forged identification documents, fictitious full powers of attorney, forged or adulterated cheques and other fraudulent tricks and were thereby able to prevent losses for Postbank’s customers of up to EUR 221,000 in individual cases.



Employees’ efforts to beat fraudsters recognised, Bonn, May 2012

Compliance and protection from money laundering are integral elements of every financial institution. For Postbank this means protecting itself and all its stakeholders by means of the relevant legislation and processes based on other bodies of rules and regulations.

Compliance and protection against money laundering

Compliance

Financial markets are based to a considerable extent on the confidence of market players. Transactions and services in connection with the provision of securities services must be characterised by fairness to other market players and in particular to customers. Business success depends not least on a solid, trusting relationship between the customer, the institution and Postbank's employees. Conduct that harms the customer, unfairly affects the capital market or which is detrimental to the bank's image must be avoided. In this spirit the company has developed a uniform understanding of compliance.

"Compliance" consequently means "Acting in accordance with applicable legislation, regulatory provisions and internal rules." Within Deutsch Postbank AG this is seen as mutual dealings between the bank, its customers and employees with fairness, integrity and trust that are based on applicable legislation and other bodies of rules to protect the investor and to prevent conflicts of interest.



With the advice and support of the divisions and other measures, in particular regular checking and supervisory tasks and training courses, the Compliance function contributes to a preventative company organisation and hence to the observance of legislative and other legal duties that are to be observed in connection with or in the provision of securities services. What is more, compliance risks, that is risks of legislative or regulatory sanctions, financial losses or loss of reputation that might occur as a result of the bank not acting in accordance with applicable legislation, regulations, codes of conduct or recognised standards, are also reduced.

In December 2012 with the Whistle-blowing Hotline a process was introduced in which there are uniform rules governing how to handle justified comments from staff for those cases where applicable law is not observed,. This system for submitting comments allows every employee to report breaches, if necessary anonymously. Here the employee may address managers, trusted persons from various departments or the hotline directly.

Within Postbank, the compliance function is of great importance. So this important position is emphasised by the fact that the Compliance department reports directly to the Board.

The compliance function is checked by an auditor in the course of the annual audit in accordance with § 36 WpHG (Securities Trading Act).

Anti-money laundering

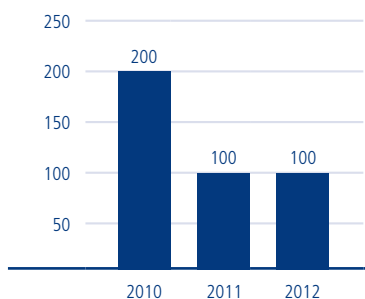
Postbank supports international efforts to combat money laundering, the funding of terrorism and other criminal acts. It has therefore implemented an anti-money-laundering programme that complies with all legislative and regulatory requirements. This also includes written organisational instructions and regular employee training courses.

In order to have the greatest possible impact on money laundering, Postbank conducts a comprehensive risk analysis. The procedure for measuring and assessing risks is operated in a standardised manner across the Group. In order to be able to unusual monitor transactions amongst electronic payment transactions, the bank performs account screenings so as to detect unusual patterns of transactions in the transaction behaviour of individual customers. Another important element of the procedure for combating money laundering is positive identification of the customer. If assets are introduced by third parties, their origin must be clarified. Any suspicious transactions are reported to the relevant public authorities without delay. Postbank then terminates the business relationship within the constraints of the law.

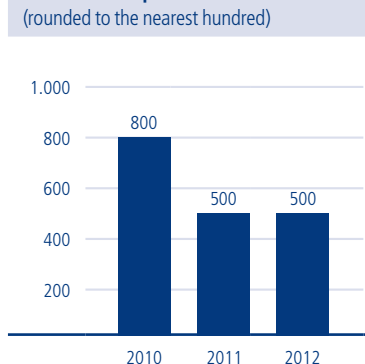
The protection of customers' data and the keeping of the bank's secrets can be taken as read. To avoid possible abuse, Postbank therefore invests in particular in the functionality and security of its self-service machines and online banking software.

Data protection and data security

Requests for information on stored data (rounded to the nearest hundred)



Customer enquiries (rounded to the nearest hundred)



Data protection

The careful and reliable handling of data that customers pass to Postbank in the course of the processing of their banking transactions remains a high priority.

The improvements achieved since the reform of the German Data Protection Act in 2009/10 that have also given customers more transparency in dealing with their data and improved implementation of their requirements have been extended. Thus for instance after considerable falls in 2009 to 2011, the number of customer enquiries and complaints relating to data protection once more stabilised at a low level in 2012 with fewer than 500 occurrences.

And the number of requests for information about the data stored by Postbank in accordance with § 34 of the Federal Data Protection Act (BDSG) has remained almost the same in 2012 with under 100 cases. A possible increase in customers' concerns resulting from the activities of service portals on the internet such as selbstauskunft.net that record and pass on requests for information from customers to firms is yet to be seen.

Customers have also once again made a smaller number of submissions to the data protection authority so Postbank recorded only 20 such cases in 2012.

These figures show that the continuous improvements in taking into account statutory data protection requirements in Postbank's processes and projects and in all its contact with customers have led to increased customer confidence and a constantly low demand for information and explanations.

So in the future Postbank will not for instance neglect to detect and avoid the risks of data mishaps early either or to implement the obligations of the Federal Data Protection Act when engaging third parties in the context of subcontract data processing. It is only in this way that risks to the customer can be avoided and customer trust can be maintained in the appropriate handling of their data.



Security in online banking

Numerous measures by Postbank are contributing to the prevention of online fraud. The procedures described in detail in the 2011 Sustainability Report guarantee the maximum technical security. This allowed the losses caused by online fraud to be greatly reduced in 2012.

In particular, the most successful method of the previous years, that of intercepting data and diverting payments during customer-bank communication, has been almost entirely eliminated.

More recent attempts at fraud aim to mislead the customer himself into making transfers to the accounts of criminal recipients. Thus for instance account holders are requested to transfer supposedly incorrectly paid credits back to the sender. Postbank's security systems cannot intervene here since the customer is acting on his own behalf. In addition there are increasingly attempts to acquire knowledge of PIN numbers for telephone banking or even all of a customer's data.

Besides the technical safeguards, Postbank focuses in particular on explanation and information to its customers. Full descriptions of virtual attacks are to be found on the website. When online banking is accessed, general "security instructions" and warnings on ongoing types of fraud appear regularly.

In case of need there is particularly expert advice available on the telephone (0800 1008 906) or by email (missbrauch@postbank.de) around the clock.

More information here!



or on www.postbank.de

Security in self-service banking

The widespread use of technical innovations for processing card payments and also for regular and complete control of self-service devices and the increasing awareness of customers have contributed towards greatly restricting the losses due to fraud relating to all aspects of card transactions. However, mechanical methods are being employed more and more.

A method that has become known as the "Lebanese loop" is that of causing a fault at the ATM resulting in the card no longer being ejected. In most cases a person pretending to be a customer offers his help and suggests entering the PIN number again so that he can spy on it. Once the card holder has left the ATM, the perpetrators extract the card from the card entry slot with the aid of a loop.

Fraudsters behave in a similar way with "cash trapping." Here an apparently genuine device is attached that prevents cash from being dispensed. Most customers assume there is a technical defect and in the end they leave the cash machine. The perpetrators waiting nearby then remove the device and the cash.

Thankfully the method of harassing older customers in particular, sometimes with the use of violence, is employed only seldom.

Postbank makes a great effort to continuously monitor its ATMs and to provide good lighting in the vicinity of ATMs and of course comprehensive up-to-date information to its customers. And customers who are affected will also find experts to contact at all Postbank branches and around the clock at Postbank callcentres.



If required: 0800 1008 906

missbrauch@postbank.de

Annex

13.6 million
savings accounts

1,092 branches

3,000

mobile advisors

5.8 million
onlinebanking accounts

1,740
service terminals

14 million customers

18,600 employees

5.1 million
private checking accounts

2.3 million
home loan and
savings customers

3.8 million
home loan and
savings contracts

4,600

Deutsche Post partner branches

3,530 ATMs

Guidelines | *Acting responsibly and correctly – this is expected and demanded not only from Postbank’s employees but also from its suppliers, Deutsche Bank’s code of ethics the supplier code of conduct, the suppliers’ questionnaire and the paper policy adhere to these principles.*

Code of conduct and ethics

The ethical standards of Postbank’s employees in dealing with customers and each other and in the relationship with Postbank determine the results of the work, create the atmosphere within the company and in the end are crucial to the confidence that customers show in Postbank.

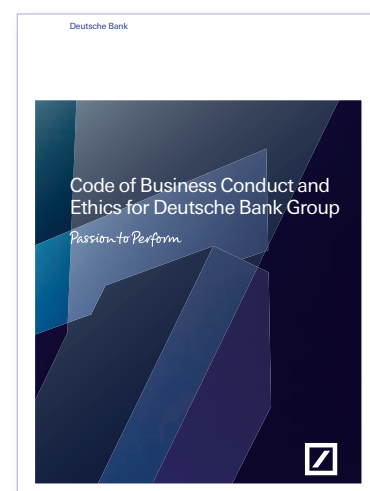
In 2012 the Board of Postbank therefore agreed that the “Code of Business Conduct and Ethics for Deutsche Bank Group,” the guideline for the Group, would also apply to Postbank. The code of conduct and ethics sets down the values and minimum standards for ethically irreproachable conduct with each other and vis a vis customers, competitors, business partners, public authorities and shareholders. For Postbank and its subsidiaries as part of the Deutsche Bank Group, this code is not least an important basis for the successful collaboration in the Group.

Supplier code of conduct

To Postbank, acting responsibly means committing to sustainable development beyond the boundaries of the Group. It therefore goes without saying that suppliers also undertake to meet fundamental minimum social and ecological standards. To this end Postbank has developed the “Supplier Code of Conduct” that must be signed, acknowledged and implemented by its suppliers. The supplier code of conduct is therefore the basis of the business relationship with suppliers, service providers and contractors. The main contents of the code are listed below:

- Abstention from the use of child labour
- Ban on forced labour
- Remuneration and working hours in line with national regulations
- Ban on discrimination
- Safety at work
- Plan for continuity of business
- Observance of anti-corruption standards
- Taking into account environmental protection

If the supplier already has its own code of conduct, a reciprocity declaration, among other things, may be agreed.



Code of Business Conduct and Ethics for Deutsche Bank Group

Supplier “environmental management” questionnaire

Postbank’s supplier questionnaire checks whether a business relationship with traders is possible on the basis of their conduct with regard to ecological sustainability. So the questions are for example aimed at specific company environmental activities, guidelines and pollution by hazardous substances by the company. On the basis of this information, the supplier is assessed as to whether it meets the preconditions of environmental policy for a long-term business partnership with Postbank.

Paper policy

Paper is amongst the major resources of Postbank, being a financial institution. For this reason it is of the greatest relevance to Postbank that there is responsible use of paper products. So in 2008 the “Paper policy” was agreed for the purchase of paper products. This applies to both Postbank and its subsidiaries and to all their suppliers.

The guidelines categorically ban the use of paper products that originate from tropical rainforests, virgin forests, protected ancient forests or those worthy of protection or that are produced or extracted from illegal felling. Based on this and in accordance with the principles of sustainable forestry, only certified paper products from socially, ecologically and commercially sustainable forest management or recycled materials are used. The guidelines also call for the efficient handling of paper products that is sparing with resources.

By changing company processes and making staff aware, Postbank has for years been constantly reducing its paper consumption. You can see the actual figures for paper consumption over recent years in the environmental impact report.

For more information see section “Environmental impact summary”.

Awards | *Postbank's excellent performance was confirmed in 2012 by awards from various institutions.*

A selection of awards in 2012:



Ratings and rankings | *Sustainability ratings and rankings once more confirm Postbank's sustainable company performance.*

Sustainalytics

In 2012 Deutsche Postbank AG was for the first time assessed by the Sustainalytics sustainability agency with regard to its sustainability performance. In this it achieved 61 out of a possible 100 points and was therefore above the international sector average (56). With this result Postbank found itself in 50th position out of the 144 banks assessed worldwide. Postbank stood out in particular in the area of ecological performance thanks to its above-average positive results.

oekom

Every two years oekom research AG analyses companies with regard to their sustainability performance. Thus for instance Postbank was once more confirmed in its status of "Prime" in 2011.

And Postbank's subsidiary BHW Bausparkasse AG was awarded the status of "Prime" with an overall score of "C" when participating in the oekom Corporate Rating for the first time. So both companies were recognised as leading companies in their sector.



Other ratings conducted in recent years (selection):



Initiatives and memberships | *Postbank is aware of its social responsibilities and therefore seeks sustainable company growth. Initiatives and memberships serve Postbank as communications platforms for exchanging know-how with other companies and experts in the field. So it can respond to the latest developments with foresight in commercial and sustainability terms and on this basis it can achieve sustainable commercial growth.*

UN Global Compact

At the World Economic Forum in Davos in 1999 the former UN Secretary General Kofi Annan established the "UN Global Compact." a global alliance between the United Nations and private enterprise. This contains ten principles that have been taken from the Declaration of Human Rights, the core employment standards of the International Labour Organisation (ILO), the Rio Declaration and the UN Convention against Corruption. From the middle of 2006 Postbank was obliged to observe the UN Global Compact by its former majority shareholder Deutsche Post DHL. In 2010 Postbank undertook on its own initiative to observe the UN Global Compact and it also produces a progress report on the implementation of the principles.

[For more information see section](#)

"Progress report on UN Global Compact compliance".

Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e. V.

Since September 2005 Postbank has been a member of the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e.V. (VfU). VfU is the only European association that deals specifically with environmental management issues for financial service providers. The aim is to support environmental protection and environmental management in credit institutions and insurance companies. To this end, strategies, tools and best practice so-

lutions are developed, the internal exchange of experience between association members promoted and the public informed.

In connection with its commitment within VfU, Postbank becomes involved in working groups and round table meetings on sustainability topics.

Carbon Disclosure Project

The Carbon Disclosure Project (CDP), which was set up in London in 2000, is the biggest joint project by institutional investors in connection with the economic impact of climate change. In this initiative, 722 investors, including Postbank, with assets of over USD 87 billion are demanding comprehensive disclosure of the emission of greenhouse gases. Over 4,000 of the world's biggest companies are already reporting on their emissions via the CDP platform. By signing the CDP in 2006, Postbank has acknowledged that financial institutions should increasingly take climate protection aspects into consideration in their investment decisions.



Progress report on UN Global Compact compliance | Postbank sets great store by observance of the UN Global Compact. The progress achieved is shown in the third report.



Progress report on UN Global Compact compliance	
Principles	Examples <i>(Dealt with in articles in the 2012 Sustainability Report)</i>
Human rights	
1: Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> • Sphere of influence • Work-life balance and health management • Integration and dialogue • Risk management, granting of loans, financial investments • Guidelines
2: Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Sphere of influence • Work-life balance and health management • Integration and dialogue • Risk management, granting of loans, financial investments • Guidelines
Work standards	
3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> • Staff management
4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> • Guidelines
5: Businesses should uphold the effective abolition of child labour.	<ul style="list-style-type: none"> • Guidelines
6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> • Training and development • Integration and dialogue • Company management • Guidelines
Environmental protection	
7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> • Sphere of influence • Corporate Responsibility Programme • Environmental guidelines • Certification to ISO 14001 • Green IT and Green Procurement • Guidelines
8: Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> • Sphere of influence • Corporate Responsibility Programme • Training and development • Work-life balance and health management • Environmental guidelines • Certification to ISO 14001 • Environmental targets • Green IT and Green Procurement • Sustainable products • Guidelines
9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Sphere of influence • Environmental guidelines • Certification to ISO 14001 • Energy subcontracting • Green IT and Green Procurement • Guidelines
Corruption	
10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Company management • Risk management, granting of loans, financial investments • Compliance and protection against money laundering • Guidelines

Glossary

Audit

An audit is the inspection of a management system and is conducted by trained auditors.

BAFA

The Bundesamt für Wirtschaft und Ausfuhrkontrolle (BAFA, Federal Office of Economics and Export Control) is a federal public authority in the Business department of the Federal Ministry of Economics and Technology (BMWi). In the energy sector BAFA sets up support measures for, among other things, the increased use of renewable energy.

Blauer Engel

“Blue Angel”, an environmental symbol for environmentally-friendly products and services. It is awarded by an independent jury on the basis of defined criteria.

Carbon Disclosure Project

An independent non-profit-making organisation that gathers information relevant to the climate from companies for analysts and investors.

Carbon footprint

A representation of greenhouse gas emissions measured in CO₂ equivalents that are generated, for example, by a company, a person or a product in a specific period.

Cash recycling system

This is made possible by combined cash receipt and payment devices. For example, the ATMs installed by Shell are topped up again with the cash received at petrol stations.

Cash trapping

With cash trapping, an apparently genuine device is attached by third parties over the cash dispensing compartment to prevent the cash from being dispensed. Most customers assume there is a technical defect although no error message appears on the ATM's monitor. Once the customers have left the cash machine, the perpetrators waiting nearby then remove the device and the cash.

Compliance

This means “Acting in accordance with applicable legislation, regulations and internal rules” according to the context.

Corporate governance

Management and monitoring of the company in a spirit of management with awareness of one's responsibilities and oriented towards values.

Demographic change

Movement and change in the age structure of a society.

Diversity

Refers to the diversity within the staff with regard to sex, origin, nationality, age, religious group and physical limitations.

FAQs

Frequently asked questions.

FTE

Full-Time Equivalent. The number of employees converted to the equivalent of full-time staff.

GHG Protocol

The Greenhouse Gas Protocol is a standard for the recording of greenhouse gas emissions.

Green IT

Implementation of a design for IT systems that is environmentally-friendly and light on resources. This is achieved through hardware efficiency, the improvement of computer centres or in the IT procurement process.

Green Procurement

Environmentally-conscious procurement processes for IT products at Postbank.

GRI

"Global Reporting Initiative". The GRI is a worldwide network of stakeholders and experts that has produced guidelines on the production of sustainability reports with the aim of making these easier to compare with each other.

ISO 14001

International standard for environmental management systems.

ISO 14064

Standard that deals with issues of determining and recording greenhouse gas emissions for reporting and verification purposes.

KBC

Postbank's telephone customer advice centre.

KfW

As the bank of the Federation and of the States, the Kreditanstalt für Wiederaufbau (KfW, Reconstruction Credit Institute) is the support bank for the German economy and a development bank for developing and transition economies.

KPI

Key performance indicator. An index for measuring performance.

Lebanese loop

With the Lebanese loop (also known as "card trapping") third parties pretend that there is a fault with the ATM as a result of which, after a card has been inserted into the card slot, it is no longer ejected. In most cases a person pretending to be a customer offers his help. He suggests that the card holder enters his/her PIN number again. However, this advice is only a cover for being able to spy on the secret number. Once the card holder has left the ATM, the perpetrators extract the card from the card entry slot and use it with the PIN for their own purposes.

Lifecycle management

Systemic perspective on technical products over their entire useful lives (from production to disposal).

MaSV

Employee service sales in Postbank Branch Sales.

mTAN

Mobile TAN is a TAN that is sent to the customer's mobile phone via SMS. In addition to the TAN, this SMS contains the recipient's account number and the transfer amount so that the client can immediately and easily detect criminal falsification of the transaction data.

Paper policy

Guidelines on the purchase of paper products. It serves to ensure that no raw materials are processed for Postbank from tropical rainforests, virgin forests or protected ancient forests

Phishing

A type of theft of personal data via the internet. Here an attempt is made to obtain personal data or information via emails or bogus websites.

Sensitive sectors

Sectors with little commitment to sustainability.

Sensitive countries

Countries, for example, that do not hold democratic elections or on which customs embargos have been imposed.

SEPA

Single Euro Payments Area. The term SEPA stands for the uniform Europe-wide payment transaction area. This SEPA area consists of all countries of the European Union and of the European Economic Area and Switzerland. SEPA's aim is to create common standards for payment transactions. According to these standards, in future all domestic and cross-border transfers, direct debits and even card payments will be processed in Euros.

Supplier Code of Conduct

This code demands that the dealings of all companies that have entered into a business relationship with Postbank be based on ethical principles.

Environmental guidelines

Postbank's fundamental principles set down in the environmental management system.

UN Global Compact

Pact set up in 2000 by Kofi Annan, the UN Secretary General at that time, with the aim of bringing social responsibility more to the forefront in company activities.

VfU indices

The indices of the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e.V. (VfU, Association for Environmental Management and Sustainability in Financial Institutions) are a standard in environmental reporting and an Excel tool for calculating operational ecology indices in the areas of GHG emissions, energy, mobility, paper, water and waste.

Work-life balance

Balance between career and private life.

GRI-Index

1. Strategy and Analysis

1.1	Statement from the most senior decision-maker of the organization	p. 3
1.2	Description of key impacts, risks, and opportunities	p. 14-17, 88-89; AR2012: p. 4-5, 49-85

2. Organizational Profile

2.1	Name of the organization	p. 12-13
2.2	Primary brands, products, and/or services	p. 12-13, 90-97; AR2012: p. 8-11
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	p. 12-13; AR2012: p. 36-37, 100-102
2.4	Location of organization's headquarters	AR2012: p. 36-37
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	AR2012: p. 36
2.6	Nature of ownership and legal form	AR2012: p. 36
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	p. 12-13; AR2012: p. 36-37
2.8	Scale of the reporting organization	p. 12-13, 122; AR2012: p. 36-37
2.9	Significant changes during the reporting period regarding size, structure, or ownership	p. 6-7
2.10	Awards received in the reporting period	p. 111; www.postbank.de/auszeichnungen

3. Report Parameters

3.1	Reporting period (e.g., fiscal/calendar year) for information provided	p. 6-7
3.2	Date of most recent previous report (if any)	p. 6-7
3.3	Reporting cycle (annual, biennial, etc.)	p. 6-7
3.4	Contact point for questions regarding the report or its contents	p. 123
3.5	Process for defining report content	p. 9-11, 16-18
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	p. 6-7
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	p. 6-7, 72-73
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	p. 6-7
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols	p. 6-7
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	p. 6-7, 72-73
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	p. 6-7, 72-73
3.12	Table identifying the location of the Standard Disclosures in the report	p. 118-119
3.13	Policy and current practice with regard to seeking external assurance for the report	p. 121

4. Governance, Obligations and Commitment

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	p. 9-11, 83; AR2012: p. 22-31
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	p. 83; AR2012: p. 22-31
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Not relevant, since Postbank is a listed public limited company and therefore has a Supervisory Board.

4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	p. 9-11, 16-18; AR2012: p. 22-31
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	p. 83; AR2012: p. 22-31
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	p. 83; AR2012: p. 22-31
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	p. 9-11; AR2012: p. 22-31
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	p. 8, 63-64, 109-110
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	p. 9-11, 83; AR2012: p. 22-31
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	p. 9-11, 83; AR2012: p. 22-31
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	p. 88-89, 104-107
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	p. 50-51, 112-114
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic	p. 113
4.14	List of stakeholder groups engaged by the organization	p. 16-18, 112-114
4.15	Basis for identification and selection of stakeholders with whom to engage	p. 16-18
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	p. 16-18, 27, 49-51
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	p. 16-18, 27, 51

Economic Performance Indicators

	Management Approach	p. 12-13, 88-89; AR2012: p. 36-37
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	p. 53-56, 122; AR2012: 5.93-94
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Not reported, since no incidents are known.
EC3	Coverage of the organization's defined benefit plan obligations	p. 25-35
EC4	Significant financial assistance received from government	No communication takes place for reasons of data protection.
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	Not reported.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	p. 70-71
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	p. 25-27

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	p. 16-18, 45-49, 53-56, 90-97
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	p. 16-18, 45-49, 53-56, 90-97

Environmental Performance Indicators

	Management Approach	p. 6-7, 9-11, 19-23, 63-68, 72-73, 114
EN1	Materials used by weight or volume	p. 6-7, 72-73
EN2	Percentage of materials used that are recycled input materials	p. 6-7, 72-73
EN3	Direct energy consumption by primary energy source	p. 6-7, 72-73
EN4	Indirect energy consumption by primary source	p. 6-7, 72-73
EN5	Energy saved due to conservation and efficiency improvements	p. 6-7, 66-69, 72-73
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	p. 19-23, 65-71
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	p. 19-23, 65-71
EN8	Total water withdrawal by source	p. 6-7, 72-73
EN9	Water sources significantly affected by withdrawal of water	Not reported, since no incidents are known.
EN10	Percentage and total volume of water recycled and reused	Not reported, since no incidents are known.
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported, since Postbank has no building in protected areas.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported, since no incidents are known.
EN13	Habitats protected or restored	Not reported, since no incidents are known.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	p. 19-23
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not reported, since no incidents are known.
EN16	Total direct and indirect greenhouse gas emissions by weight	p. 6-7, 72-73
EN17	Other relevant indirect greenhouse gas emissions by weight	p. 6-7, 72-73
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	p. 19-23, 63-69, 94-97
EN19	Emissions of ozone-depleting substances by weight	Not reported, since the data are not collected due to small amounts.
EN20	NOx, SOx, and other significant air emissions by type and weight	Not reported, since the data are not collected due to small amounts.
EN21	Total water discharge by quality and destination	Not reported, since the data are not collected due to small amounts.
EN22	Total weight of waste by type and disposal method	p. 6-7, 72-73
EN23	Total number and volume of significant spills	Not reported, since no incidents are known.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not reported, since the data are not collected due to small amounts.
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	Not reported, since no incidents are known.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	p. 19-23, 63-69, 94-97
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not reported, since the data are not collected due to small amounts.
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Not reported, since no incidents are known.
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Not reported, since no incidents are known.

EN30	Total environmental protection expenditures and investments by type	No communication takes place for reasons of data protection.
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Social: Labor Practices and Decent Work

	Management Approach	S.25-37, 83, 86, 114; AR2012: p. 22-23
LA1	Total workforce by employment type, employment contract, and region	p. 25-27
LA2	Total number and rate of employee turnover by age group, gender, and region	p. 25-27
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Not reported.
LA4	Percentage of employees covered by collective bargaining agreements	p. 25-27
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	According to Sections 111, 112 of the Works Council Constitution Act, the Works Council has to be notified comprehensively and in due time when operational changes are pending. A concrete notice period does not exist in practice. Usually, however, an extensive phase of informing the competent body comes before any negotiations on a reconciliation of interests. This information phase can extend over several meetings for discussions (i.e. several weeks).
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	p. 33-37
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	p. 33-37
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	p. 36-37
LA9	Health and safety topics covered in formal agreements with trade unions	p. 36-37
LA10	Average hours of training per year per employee by employee category	p. 28-32
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	p. 28-32
LA12	Percentage of employees receiving regular performance and career development reviews	S.25-26
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	p. 25-31, 50, 83, 86
LA14	Ratio of basic salary of men to women by employee category	The remuneration of Postbank employees is based on the work that is performed in each case. A "differentiation" according to gender does not take place.

Social: Human Rights

	Management Approach	p. 50, 88-89, 104-105, 109-110, 114
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	p. 70-71, 109-110
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	p. 70-71, 109-110
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	p. 28-29
HR4	Total number of incidents of discrimination and actions taken	Not reported, since no incidents are known.
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	p. 25-27, 114
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	p. 109-110, 114

HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	p. 109-110, 114
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	Not reported.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Not reported, since no incidents are known.

Social: Society

	Management Approach	p. 16-18, 83, 104-105, 109-110, 114; AR2012: p. 24-25, 30, 32-33
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	p. 45-56
S02	Percentage and total number of business units analyzed for risks related to corruption	p. 104-107, 109-110, 114
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	p. 104-107, 109-110, 114
S04	Actions taken in response to incidents of corruption	p. 104-107, 109-110, 114
S05	Public policy positions and participation in public policy development and lobbying	p. 16-18, 113
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Not reported, since Postbank does not give donations to political parties, institutions or politicians.
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Not reported, since no incidents are known.
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	p. 104-107, 109-110, 114

Social: Product Responsibility

	Management Approach	p. 57-58, 90-107; AR2012: S.30
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	p. 14-15, 65-68, 70-71
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Not reported, since no incidents are known.
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	p. 90-93, 100-103, 106-107
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not reported, since no incidents are known.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	p. 98-99, 102-103, 106-107
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	p. 100-107
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	p. 100-107
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	p. 106-107
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	No communication takes place for reasons of data protection.

Financial services sector indicators

FS1	Policies with specific environmental and social components applied to business lines	p. 109-111, 114
FS2	Procedures for assessing and screening environmental and social risks in business lines	p. 19-23, 65-68, 83, 88-89
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	p. 70-71, 88-89, 109-110
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	p. 8, 19-23, 28-32, 63-68, 83
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	p. 14-18, 65, 69, 70-71, 88-89
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector	p. 46-47
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	p. 90-93
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	p. 94-97
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	p. 65, 98-99
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	p. 88-89, 104-105, 109-110; AR2012: p. 168-169
FS11	Percentage of assets subject to positive and negative environmental or social screening	p. 88-89
FS12	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting	p. 83, 88-89, 109-110
FS13	Access points in low-populated or economically disadvantaged areas by type	p. 12-13, 101, 108
FS14	Initiatives to improve access to financial services for disadvantaged people	p. 57-58, 90-93, 101
FS15	Policies for the fair design and sale of financial products and services	p. 100-107, 109-110
FS16	Initiatives to enhance financial literacy by type of beneficiary	p. 45-49, 57-61

External audit of self-classification



Statement GRI Application Level Check

GRI hereby states that **Deutsche Postbank AG** has presented its report "Sustainability Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 8 July 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large watermark of the GRI globe logo.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 24 June 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

Postbank Group in figures

Consolidated income statement		Jan. 1 – Dec. 31, 2012	Jan. 1 – Dec. 31, 2011
Total income	Mln. EUR	3,739	3,672
Administrative expenses	Mln. EUR	-2,999	-3,204
Profit before tax	Mln. EUR	386	78
Consolidated net profit	Mln. EUR	279	111
Total cost/income ratio	%	80.2	87.3
Return on equity			
before tax	%	6.4	1.3
after tax	%	4.6	1.9
Earnings per share¹	EUR	1.28	0.51
Consolidated balance sheet		Dec. 31, 2011	Dec. 31, 2010
Total assets ¹	Mln. EUR	193,822	191,935
Customer deposits	Mln. EUR	111,508	112,961
Customer loans	Mln. EUR	106,495	108,896
Allowance for losses on loans and advances	Mln. EUR	1,745	1,826
Equity ¹	Mln. EUR	6,309	5,657
Tier 1 ratio	%	12.0	10.8
Headcount (FTEs)	thousand	18.60	19.23
Long-term ratings			
Moody's		A2/outlook stable	A1/outlook negative
Standard & Poor's ²		A+/outlook negative	A/outlook stable
Fitch		A+/outlook stable	A+/outlook stable
Information on Postbank shares		Dec. 31, 2012	Dec. 31, 2011
Share price at the balance sheet date	EUR	31.80	24.14
Share price (Jan. 1 – Dec. 31)	High EUR	32.15	24.40
	Low EUR	23.75	19.81
Market capitalization on December 31	Mln. EUR	6,958	5,282
Number of shares	million	218.8	218.8

1) Based on 218.8 million shares

2) The S&P rating was discontinued as of December 31, 2012

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Note

All the contents of this report have been carefully gathered from various sources. The data, information and figures that it contains are true as far as Postbank is aware but Postbank cannot accept any liability regarding their correctness or completeness.

www.postbank.de

Where only the masculine form of specific terms is used, this is done merely for reasons of better readability and this is not intended as gender-specific.

This sustainability report is also available in German. Both versions can be accessed via the internet on www.postbank.de/nachhaltigkeit or www.postbank.com/sustainability.

www.postbank.de/nachhaltigkeit
www.postbank.com/sustainability

Our thanks to all our colleagues and external parties involved who have collaborated on the production of this report.

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