

Sustainability – the key to success

Sustainability Report 2009



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Strategy and Management

Ensuring that our business operations enjoy long-term success is in the interests of our shareholders as well as in Postbank's own interests. The measures described in this section show how Postbank organizes its business activities in a responsible manner.



Sphere of Influence

In the course of the financial crisis, the public focus has shifted to banks' general responsibility. The scope of corporate sustainability at Postbank follows directly from our business model.

In terms of number of customers, Postbank is the German leading Retail Bank with about 14.1 million retail customers. In addition to this, Postbank operates in Corporate Banking (in particular, commercial real estate finance) and is involved in Transaction Banking through payment processing for other German banks (most recently in 2009: HSH Nordbank). At the end of 2008, approximately 21,130 people were employed at our locations in Germany, as well as in Brussels, Luxembourg, London, Verona, New York and New Delhi. A total of 97% of these persons were employed in Germany.

With regard to our contribution to the implementation of the guiding principle of „sustainable development“, to which Postbank publicly committed itself in 2006, Postbank has the following focal points in terms of accepting corporate sustainability:

- We are liable to our shareholders for maintaining long-term shareholder value, e.g. through risk minimization and diversification and good corporate governance.
- We offer our retail customers simple and comprehensible banking services that enable them to invest in responsible companies and act in an ethical or environmentally-friendly manner. Besides a suitable range of products, including ecological and ethical products and services, our customers expect transparent advertising and advice tailored to their needs.
- At the end of 2008, Postbank was balancing assets of EUR 83 billion. The volume of loans to corporate customers accounted for EUR 24 billion. Due to this are wide-ranging opportunities to act in an ecological and ethical manner, for instance, when investing in the capital market and giving out loans.
- As an employer, we have a special responsibility to our employees to offer and maintain secure jobs, to promote the health of our employees, to provide development opportunities and to ensure a proper work-life balance.
- With its 856 branches and more than 4,000 mobile financial advisers, Postbank is particularly active on its German home market. Hence, we concentrate our social engagement primarily on German society.
- We consume energy, water and paper and generate waste at our major locations, our branches and mortgage lending centers, and this has a direct impact on the environment.

Our goal is to orientate the impact of our business activities both to economic and to ecological and ethical aspects. On this behalf, we are also aware that it will require continuous efforts to shape Postbank as a responsible company.

The individual aspects of corporate sustainability are presented in more detail on the following pages.

Stakeholder Dialog

In order to find out the concerns of different interest groups related to Postbank's sustainable activities and to enable us to respond to those concerns, we conduct an active dialog with our stakeholders.

Postbank views shareholders, customers, employees, society, non-governmental organizations (NGOs) and public institutions as key stakeholders with regard to corporate sustainability. Conducting a dialog with interest groups helps us to find out the concerns of the above-mentioned stakeholders in the context of corporate sustainability; it is also a source of information for us, enabling us to identify how opportunities and risks associated with our business are seen from outside of the company.

2004 – 2008:

Postbank has been reporting on corporate sustainability in a separate chapter of the Annual Report since its IPO in 2004. In line with the Sustainability Reports of our former majority shareholder, Deutsche Post World Net, in 2006 and 2008, in which Postbank was integrated, Postbank launched its communication platform www.postbank.de/nachhaltigkeit and www.postbank.com/sustainability. It provides access both to an online Sustainability Report and to additional information that we regard as being relevant in the context of corporate sustainability.

2009:

As Deutsche Post DHL is no longer majority shareholder of Postbank since February 25, 2009, Postbank is no longer included in the Sustainability Report 2009 of Deutsche Post DHL. Thus, the content of Postbank's above-mentioned websites has been thoroughly revised. In this context, we have included the concerns of our stakeholders regarding specific sustainability aspects as follows:

- Postbank posted a stakeholder questionnaire online on the above mentioned websites. The answers on it show us, which issues are important to stakeholders and how Postbank's commitment on corporate sustainability topics is seen externally. The insights gained from this enabled us to determine focal points and the scope of the topics in this Corporate Sustainability Report. The stakeholder questionnaire was also made available to our employees on our intranet.
- In 2006, the e-mail account nachhaltigkeit@postbank.de was created to give stakeholders a central point of contact.
- In September 2008, Postbank conducted an annual employee opinion survey from which employees' key concerns regarding Postbank were derived.
- In our idea management employees can suggest optimization potential of our company's products, services and processes. Among other things, we conducted a special „Climate fit“ campaign in October 2008.
- We offer our customers various customer magazines that inform among others about sustainable products and services. Our employees receive information on these topics via intranet and our employee magazine. During the reporting period of this online Sustainability Report, for instance, they received information on the introduction of our environmental management system certified according to DIN ISO 14001 as well as on ecological and ethical products offered to our customers.
- A further example of our stakeholder dialog is our „Customer Board 60Plus“, which gives us an opportunity to identify and respond to the needs especially of our elder customers.

- Finally, Postbank is engaged in initiatives covering aspects of issues such as „climate change“ and „corporate sustainability“, including for instance, „VfU / UNEP FI roundtables“ (since 2005) or „FinanzForum: Klimawandel“ (since end of 2008).

Employee opinion survey >>>

Idea Management at Postbank >>>

Customer Board 60Plus >>>

Postbank initiatives and memberships >>>

Corporate Governance

At Postbank, good corporate governance means managing companies in a responsible manner based on defined value, also with regard to the corporate position of our sustainability management.

Postbank is structured in accordance with the dual board system, under which the Executive Board is responsible for executive tasks and the Supervisory Board for supervisory and advisory duties. Corporate governance is discussed by the Management Board and Supervisory Board at least once per year. Postbank reports in detail on the allocation of the Management and Supervisory Board and their remuneration. Remuneration is displayed for each individual and is broken down into fixed and performance-related components. Also shown are monetary remuneration components received by members of the Management Board for outside activities, benefits in the event of termination of their membership on the Management Board, pension commitments, details on shareholdings, loans, disclosure requirements under the Wertpapierhandelsgesetz (WpHG – German Securities Trading Act), and D&O insurance policies. Deutsche Postbank AG has not launched a stock option program.

Postbank also reports on appointments to the Supervisory Board Committees (Executive, Audit, Human Resources, Loan and Equity Investments, and Mediation Committees as well as the Nomination Committee, which was newly formed in 2007) and their respective duties.

Back in 2003, the Management Board and Supervisory Board decided to comply with all the recommendations of the German Corporate Governance Code. We intend to continue to comply with all the Code's recommendations in the version dated June 6, 2008. The Declaration of Compliance in accordance with section 161 of the Aktiengesetz (AktG – German Stock Corporation Act) was last issued by the Management Board and the Supervisory Board on November 30, 2008.

Corporate Governance at Postbank

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The Corporate Values and Codes of Conduct of Deutsche Post DHL and the Environmental Policy of Postbank apply accordingly to all companies consolidated in the financial statement. The equity investments of Postbank are comprised primarily of subsidiaries of the Postbank Group.

Postbank's holdings

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Codes of Conduct of Deutsche Post DHL

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Environmental Policy of Postbank

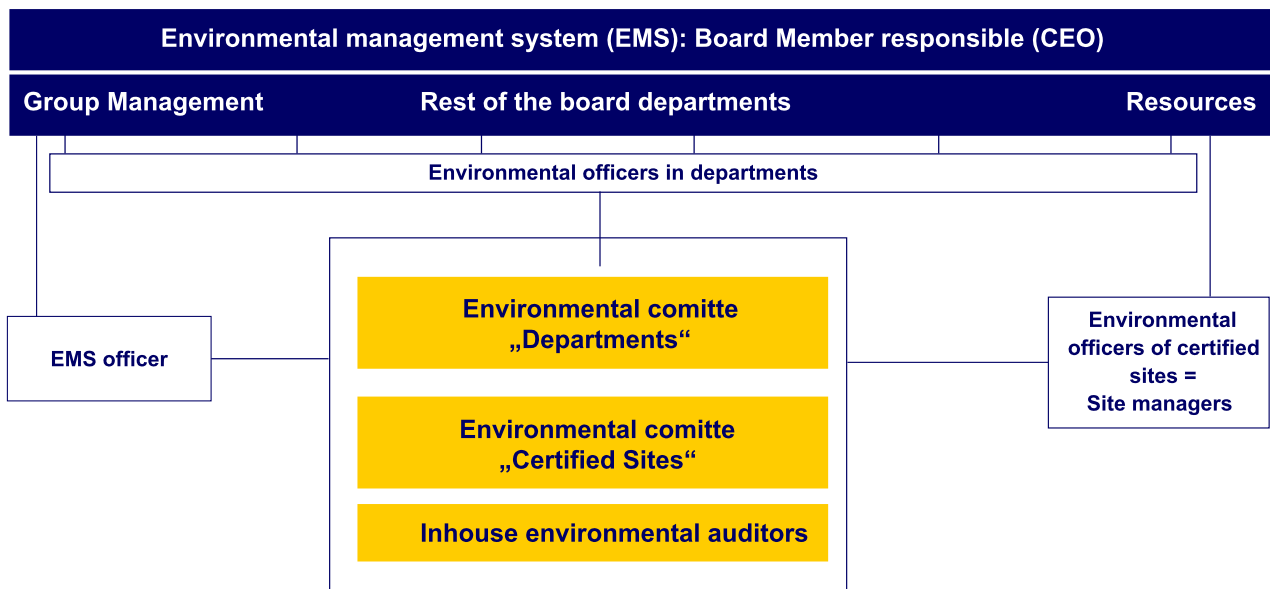
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We discuss planned legislation in the associations in which we are members. The results of our discussions are carried over into the opinion formation process of the associations and their public relations work. In addition, the Management Board makes statements regarding the performance of the financial sector, particularly in Germany.

Postbank strives to provide its customers, owners, employees, and the public with comprehensive and up-to-date information. Current information, annual and quarterly reports, press releases, investor relations releases and conferences (financials press conference, Annual General Meeting), as well as ad-hoc

disclosures are published and archived in German and English on the media (www.postbank.com/Press) and investor relations (www.postbank.com/IR) websites.

Postbank's sustainability management is currently located in the department of the CEO. In line with the introduction of an environmental management system (EMS) according to DIN ISO 14001, Postbank nominated an EMS officer, environmental officers in the departments and certified sites as well as in-house environmental auditors.



Postbank's environmental management system according to DIN ISO 14001

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Guidelines

In 2006 and 2007, binding Codes of Conduct were brought into force for all employees and suppliers of the Deutsche Post DHL Group and remain binding for Postbank as well.

Postbank takes seriously its corporate responsibility to customers, shareholders, employees and contract partners as well as its responsibility to society and therefore committed itself to proper ethical behavior in accordance with its **Corporate Values**. The Corporate Values, the cornerstones of our corporate culture, are bindingly formulated in the DP DHL **Employee Code of Conduct**, to which Postbank first committed itself in 2006. These values serve for a holistic implementation of our diverse responsibilities.

The Code of Conduct covers the following issues that can arise on the job:

- Our ethical commitment
- Our standard of collaboration
- Our business integrity
- Our social responsibility

In September 2007, a **Supplier Code of Conduct** was published on the basis of the ethical principles of the Code of Conduct. The Supplier Code of Conduct requires all companies having business relations with Deutsche Post DHL to base their actions on ethical principles with respect to the following areas:

- Legal and ethical standards (child labor, forced labor, remuneration and working hours, discrimination)
- Occupational health and safety
- Business continuity planning
- Improper payments/bribery
- Environment
- Business partner dialog

Corporate Values of Deutsche Post DHL

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Employee Code of Conduct of Deutsche Post DHL

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Supplier Code of Conduct of Deutsche Post DHL

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Based on the Universal Declaration of Human Rights, the Conventions of the International Labour Organization (ILO), and the UN Global Compact, the Codes of Conduct of DP DHL focus on respecting human rights, protecting the right to freedom of association, and abolishing child and forced labor.

The Codes of Conduct are applied without restriction at Postbank; in 2008 the Code of Conduct for Employees was announced to and signed by all managerial employees. All Postbank employees have access to the DP DHL Global Values Office hotline, which was established to enable an anonymous report of violations of the Code of Conduct. The previously defined complaint process was published within the Postbank Group at the start of 2008. As a further measure for integrating the Code in daily behavior, the employment contracts of our management staff include a formal obligation to comply with the Code of Conduct.

In 2003 Deutsche Post DHL put **environmental guidelines** into force, which anchor environmental protection as part of our corporate strategy. Based on these, the executive board of Postbank approved its own environmental guidelines in April 2008, which account especially on the environmental aspect of banks and include the following principles:

- Environmental and climate protection as an executive function
- Optimization of corporate regulations and processes
- Offering of products and information to our costumers
- Informing and sensitizing our employees
- Establishing an environmental management organization
- Reporting and communication

Postbank's environmental guidelines

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Back in May 2004, Deutsche Post DHL published guidelines for purchasing paper products („**Paper Policy**”), which are also still applicable to Postbank. The objective of the Paper Policy is to ensure that the purchased paper can be traced back to its origins pursuant to approved international standards (FSC, PEFC). All suppliers of Deutsche Post DHL (including Postbank) are required to comply with the Paper Policy. They must provide evidence that no raw materials from tropical rainforests or virgin/old growth forests worthy of protection or from illegal forest fellings were used in their products.

Forest Stewardship Council (FSC)

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Programme for Endorsement of Forest Certification (PEFC)

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Compliance and Protection against Money Laundering

The regulations and measures we direct toward compliance and protection against money laundering form an important basis for responsible business operation.

Financial markets are based in particular on the trust of market participants. At Postbank, **compliance** means achieving a fair and trusting relationship with equality of information between our customers, ourselves as a bank and our employees, resolving conflicts of interest and ensuring that statutory and internal banking regulations are upheld. Compliance protects interest groups against unconsciously violating rules, minimizes the risk to Postbank's reputation and promotes the capital market's operational ability. On the one hand, Compliance monitors proper employee behavior, identifies violations of rules and imposes penalties. On the other hand, Compliance is responsible for advising and supervising the divisions regarding the interpretation and implementation of applicable law and banking supervisory regulations in conformity with statutory requirements when providing investment services and related services.

Together with the bank divisions, Compliance also analyzes compliance risks arising from business and from possible violations of statutory obligations. This analysis is especially important in regard to the development of new products and processes. Compliance furthermore provides a controlled flow of information within the Group by setting up, managing, and monitoring insider registers and „Chinese walls.“ Monitoring of employee transactions as required by law is carried out by software introduced in 2005.

Money laundering refers to the illegal import of capital into the financial and economic cycle. In order to prevent this, Postbank must satisfy the requirements of the Geldwäschebekämpfungsergänzungsgesetz (the new German Supplementary Money Laundering Act – GwBekErgG) and the related official statements from the Bundesanstalt für Finanzdienstleistungsaufsicht (German Federal Financial Supervisory Authority – BaFin) and the Zentraler Kreditausschuss (German Central Credit Committee – ZKA). The strict observance of internal rules and processes is monitored by BaFin and, at Postbank, by certified auditors as well. In addition, employees working in areas relevant to money laundering are provided with training courses to convey knowledge of legal requirements, customer identity verification procedures, how to identify suspicious transactions and/or behavior as well as methods and techniques used in money laundering. Furthermore, a reliability check of these employees is performed every two years.

Postbank has conducted an extensive threat analysis that encompasses the areas of money laundering, bank fraud and terrorism financing. This analysis fulfils the recommendations of the Bundesverband Deutscher Banken (Association of German Banks – BdB). It is supplemented by experience values, information and recommendations from BaFin and relevant data from criminal investigation authorities. Based on these measures, the threat analysis plays a key role within the anti-money laundering control system.

To monitor electronic payment transactions („account screening“), Postbank uses an IT-supported research system which identifies patterns of unusual transaction behavior of individual customers. The underlying parameters are determined on the basis of the risks identified in the threat analysis.

Environmental Guideline

As large German retail bank, the Postbank Group („Postbank“) is openly committed to promoting sustainable development. Acting responsibly toward our shareholders, customers, employees, society, and the environment is part of our mission and also forms the basis for our long-term economic success. Our corporate policy is geared toward lastingly increasing enterprise value – an endeavor in which environmental protection and climate protection play an important role.

This Environmental Policy summarizes the principles governing our handling of environmental matters at Postbank and the various spheres of responsibility. Our aim is to entrench the Environmental Policy in our corporate culture and policy, making it an integral part of our employees' day-to-day business. The following six basic principles will serve to assist us in this process:

Principle 1: Environmental protection is a management responsibility

We see environmental protection as a management responsibility. This responsibility extends from the Group Management Board, which adopted this Environmental Policy, all the way to the divisional and department heads, who are entrusted with implementing the policy at the head office and the Postbank locations.

Principle 2: Company regulations and operational processes are environmentally optimized

Our work to protect the environment begins with fulfilling the regulatory standards, which we take as a basis for add-on measures. Our environmental management acts to monitor and develop the environmental measures we implement to ensure an ongoing learning and improvement process. We aim to find solutions that either prevent or reduce environmental impacts, such as those that may result from the use of real estate and natural resources as well as from business travel. We are also committed to reducing or eliminating negative environmental impacts that may occur due to financial services, such as lending policies and our asset portfolio. In so doing, we are guided by national and international standards and policies.

Principle 3: Products and information is provided to our customers

We want to improve our products and services in terms of their environmental impact through dialog with customers and business partners. We pay close attention to market developments in the field of environmentally friendly financial services. We would like to make our customers more aware of environmental protection and keep them informed of environmentally friendly investment and finance opportunities.

Principle 4: Our employees are informed about and made aware of environmental issues

Within their areas of influence in the company, all employees are responsible for acting in an environmentally friendly manner and are expected to contribute to implementing this Environmental Policy. Active cooperation on the part of our employees creates the basis for us to reach our goals while also offering significant potential for realizing innovations. We intend to foster environmental awareness at Postbank by means of our idea management, by keeping our employees up to date on environmental issues, and through employee training.

Principle 5: An environmental management organization is established

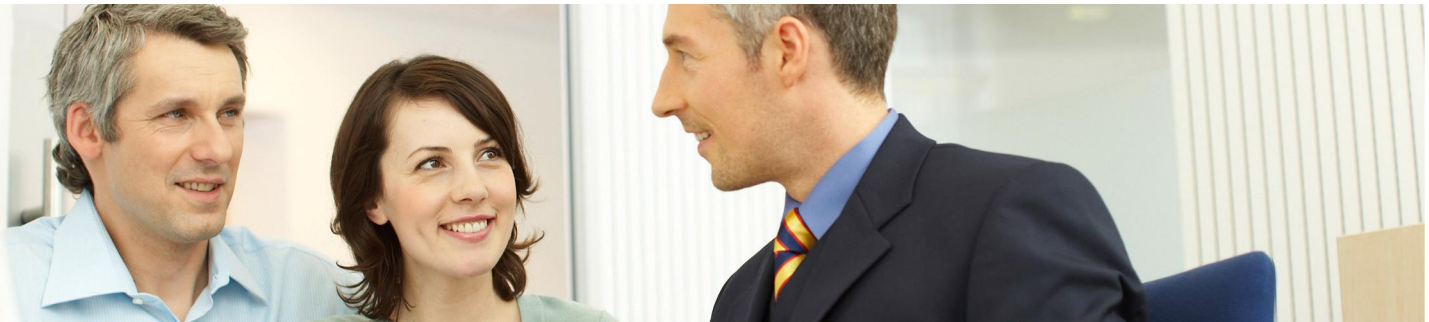
The Environmental Policy adopted by Postbank's Group Management Board applies to all of Postbank's business divisions. In order to achieve effective, lasting improvements in our environmental management system, the Group Management Board has appointed an environmental officer and created a cross-divisional environmental management organization. As part of this, an environmental program specifies targets for dealing with environmental issues. These targets are implemented decentrally through individual measures. The Group Management Board is informed of all developments by the environmental officer, and adopts new strategies for advancing environmental management.

Principle 6: Reporting and communication

We provide regular, transparent reports of our environmental achievements. We seek open dialog with all stakeholders and take active part in exchanges of information for the purpose of improving our Environmental Policy and our environmental program.

Customers

Our customers are at the center of Postbank's business activities. Beyond offering standardized banking products, Postbank meets its responsibility to customers by implementing data protection and data security measures and offering special value added products.



Consumer Protection

When developing and introducing new products and engineering new business processes, we always focus on both our customers' needs and wants as well as their family situation and income.

Preventing our customers from over-indebtedness is important to Postbank. For this reason, we use a modern scoring process when **granting loans**. This is intended to guard our customers against financial sacrifices they would be exposed to and a reduction of living standard that could occur in the event of a possible loan default. No selection factors such as gender or religion are used. If difficulties in servicing the loans arise despite the care taken, Postbank reviews each case individually and determines how the customer can be helped with debt deferrals, suspension of redemption payments, loan restructuring, etc. In July 2008, the Deutsches Institut für Service-Qualität (German Institute for Service Quality) declared the Postbank installment loan its test winner.

When **designing, launching and marketing bank products**, Postbank also attaches great importance to excluding possible negative impacts on consumers, the environment and society right from the start. For example, as part of its so-called „Best Select“ approach to investment funds, Postbank ensures need-based consultation, placing equal emphasis on offering customers Postbank funds as well as funds from other banks – the decisive factor is which fund is best suited to the customer's needs. As part of the „Postbank4Future“ strategic program, we intend to add even more simple, comprehensible and transparent products to our portfolio in the future.

As a mandatory part of the product launch process, Postbank's environmental management officer must release a statement with regard to consideration of environmental or ethical issues.

In addition, customers can choose our ethically or ecologically oriented bank products and services.

Ecological/Ethical Bank Products

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For the **consulting services**, the individual wishes, needs, and family situation of our customers have top priority. The consulting process involves a system-supported analysis of customer desires and goals following the initial consultation with the customer. This helps improve the quality of our consulting services by avoiding miscalculations and ensuring the availability of printed documents, etc. The consulting process is audited and certified by TÜV, an independent testing and assessment service, in order to guarantee that the quality of our consulting services remains at a consistently high level. Postbank founded the „Customer Board 60Plus“ in March 2006 in order to make special use of seniors' experiences and become better acquainted with their needs.



We conduct extensive reviews for the purpose of checking whether the high standards described above are so perceived by our customers and applied in practice. A total of approximately 18,000 test purchases were conducted in 2008, targeting in particular customer satisfaction and the quality of consultation. The goal is to assess the competence of our customer advisers along with their behavior toward customers and the service level they provide in the branches.

Customer Board 60Plus

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Quality management

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Above all else, **brand and product communication** serves to address our customers as well as other segments of the population in an effective and targeted manner and to convince them of the advantages of various products. Our advertising material is selected and designed to assist customers in making a trusting product choice.

Special environmental relevance is attached to the use of paper in customer communication. In keeping with our Paper Policy, our goal is to be responsible, efficient and sparing with paper as a resource. This applies to our paper advertising material such as letter paper, brochures, flyers and forms. For these materials, we use only paper manufactured under sustainable forestry programs and certified in accordance with internationally recognized standards.

Paper Policy

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When purchasing advertising items for our internal and external customers, we orient ourselves to an economically balanced selection of items produced under ecologically and socially compatible conditions in conformity with the desired advertising message. In the future, Postbank intends to focus even more strongly on advertising material certified in accordance with the EC Organic Regulation.

Data Protection and Data Security

Handling customers' sensitive data trustfully represents a basic challenge for banks, requiring us to handle information with care and to protect our customers as comprehensively as possible from cybercrime.

Data protection

Business between customers and Postbank is a matter of trust. Postbank values the trust our customers have placed in us. We see it as a strong obligation to handle customer data with care and to protect the data from abuse.

As a private company, Postbank is subject to both the provisions set forth in the Federal Data Protection Act (Bundesdatenschutzgesetz – BDSG) and other regulations containing data protection rules. Among other things, Postbank has committed itself in its General Terms and Conditions to observe banking secrecy on behalf of its customers. The Commissioner for Data Protection and Freedom of Information of the Federal State of North Rhine-Westphalia is responsible for supervising compliance with statutory provisions on data protection. Postbank has appointed a data protection officer who, as a „neutral entity“, is independent, not bound to follow instructions from any other department, and directly reports to the Executive Board member for „Resources/Loans“.

Pursuant to Section 5 of the Federal Data Protection Act (BDSG), our employees and external advisers are bounded to the special obligations of secrecy and banking confidentiality. Furthermore, they are provided with an information leaflet containing details, are briefed and regularly trained regarding the confidentiality obligations, such as the obligation to maintain company secrets and to observe banking secrecy.

To assure the security of data, Postbank also uses state-of-the-art Internet technology that is adapted to technological trends on an ongoing basis. We use technical and organizational security measures in order to protect the data from manipulation, loss, destruction and unauthorized access.

As a result of the fact that customers are becoming increasingly aware of how their data is being handled and due to media coverage on data protection scandals, a rising amount of customers use their rights to get information (Section 34 of the Federal Data Protection Act) and to contact Postbank's data protection officer directly. The number of customers requesting information rose by 46 percent between 2006 and 2008. On the other hand, the number of cases in which Postbank customers contacted the data protection supervisory authority dropped steadily from 27 cases in 2006 to 13 cases in 2008. This shows that Postbank's customers have faith in our data protection and tend to contact Postbank's data protection officer directly to clarify matters before referring the matter to the supervisory authority.

Data security

Nearly all of Postbank's business activities are carried out using information technology (IT). Many business processes are managed electronically and large quantities of information are stored and processed digitally. A significant proportion of this data is subject to banking secrecy, business secrecy or data protection. Information technology is a critical factor for Postbank's competitiveness, requiring secure, correct and highly available use of all IT systems combined with the responsible handling of information. Postbank's IT security management has been certified in accordance with ISO 27001 since December 2005.

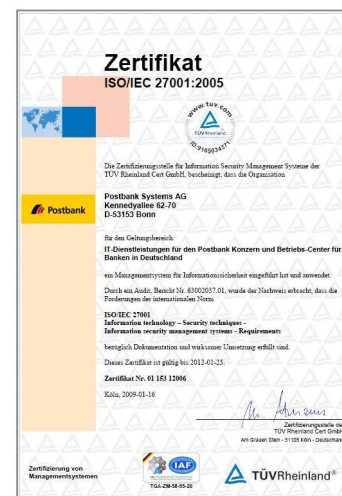
Our **IT security principles** are binding to all of Postbank's German and international companies and branches. These principles are directed at all employees and external service providers who use, operate or develop IT, and they contain the following issues:

- IT security as an integral part of corporate policy
- Fulfillment of statutory obligations and contractual requirements
- Protection of data and resources

Postbank wants to offer every customer a maximum level of protection stemming from risks in **online and self-service banking** (ATMs, account statement printers) both at the processing stage and at the stage of designing processes and ATMs and banking machines. The key challenge in future will continue to be the ability to identify criminal trends in good time, to take the necessary precautions to prevent crime and to deter real and virtual attacks comprehensively without delay.

The PIN/TAN method continues to be regarded as a secure system for authenticating users in online banking transactions. The allocation of an individual PIN (personal identification number) enables users to access their account. In order to carry out transactions, they need a TAN (transaction authentication number). There is a growing trend of attempts being made to acquire data by fraud on the Internet, using fake mails (so-called „mail phishing“), in which recipients are asked to enter their account details, PIN and TAN.

As such, Postbank has been, and continues to be, a pioneer in many areas. Since 2007, we are offering a security tour on the Internet in order to inform our customers interactively about the possibilities of attempted fraud. A knowledge check at the end of the tour provides customers with feedback on their ability to distinguish between forged and original documents.



The quality of our self-service equipment is also monitored on an ongoing basis. Since the end of 2006, Postbank's self-service equipment has been subject to attacks, in particular so-called „skimming attacks“, which involve capturing a card's magnetic stripe and matching it with the card's PIN. The information thus gained is used to duplicate the card and to use the card and PIN to carry out cash transactions – primarily abroad. In order to counteract this, a „Task Force Self Service Security“ was set up at Postbank in August 2008 to deal specially with this topic. Since then, some measures were realized, for instance, a skimming hotline was being installed as an information page on Postbank's homepage, raising awareness among employees at Postbank Financial Centers and installing anti-skimming technology in ATMs.

In addition to the widespread and well-known measures that protect banking customers from being harmed by fraud on the Internet, the following security methods used by Postbank deserve special notice:

- **„Mobile TAN“ (mobileTAN):** To enable customers to complete banking transactions using their mobile phones, TANs are generated once transactions have been authorized and are sent to the customer's mobile phone as a text message since 2003 (so-called „mobile TAN“). In addition to the TAN (which is only valid for a single transaction), mobile TAN also includes the payee's account number and transfer amount. The security of „mobile TAN“ was examined by TÜV Rheinland, a German leading testing and certification organization, and was awarded the TÜV quality seal of approval for exemplary security in online banking first time in December 2005.
- **Indexed Tan (iTAN):** Since 2005, users have been asked to enter a specific TAN from their list of TANs when they initiate online transactions. For security purposes, new TAN lists are only valid after they have been activated by customers using online banking.
- **Mail signature:** This is an unforgeable signature which proves a person's identity in order to expose so-called „phishing mails“. Recipients see a signature symbol in the mail that allows them to check whether the signature is valid and is from the correct sender. If this symbol is missing, a visual warning appears.
- **Transaction limit:** By adjusting the transaction limit, accounts become less attractive for attempted fraud, minimizing the potential damage. All customers can determine the default transaction limit of initially EUR 2,000 individually online. For each customer it's possible to set different amounts for transfers, standing orders and international transactions, respectively.
- **ATMs:** All of Postbank's ATMs in Germany have „jitter“ technology installed, which complicates copying the magnetic strip by fraud. The card is slowly, and with a permanent back and forth move, pulled into the ATM and released likewise after cash has been withdrawn.



Quality Management

In the course of ongoing standardization of bank products and services, the factor quality becomes more important to costumers. Therefore German major banks increasingly integrate the issues of costumer orientation and satisfaction in their strategic concepts.

Quality has become an important competitive differentiator. Postbank's „Next Step“ strategic program, which was launched in 2007, focusing both on the criteria of „costs“, „sales“ and „innovation“ and on the area of „service and customer care quality“, was also geared in that direction.

Postbank's „Next Step“ strategy

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Quality management (QM) in the Postbank Group is organized on a decentralized basis: In all of the Executive Board departments and large subsidiaries, there are designated quality managers responsible for division-specific areas. This ensures closeness to day-to-day operations and means that local know-how is used effectively. A central Quality Controlling department tracks quality trends, analyzes the results and initiates measures.

Postbank's general approach to quality management involves comparing the systematic and regular results of objective measurements (internal parameters such as processing and waiting time and availability) with how the service is subjectively perceived (in particular, in customer satisfaction surveys). This ensures that quality targets and standards are geared towards our customers' needs. Customer complaints analysis is another tool that is employed for quality improvement purposes. A central complaints database which enables any complaints that arise to be recorded and categorized is already used for this purpose at Postbank. A cross-divisional „Complaints Committee“ provides a platform for in-house discussion of analyses, for initiating measures and for monitoring results.

Quality management tools

- Once each year, the quality of internal services is assessed on the basis of the following quality factors: general level of satisfaction, service orientation, availability, speed and end-product quality.
- For the retail, business, and corporate customer segments, customer satisfaction surveys/customer loyalty analyses are conducted on a regular basis and include an assessment of the following criteria: speed, accuracy of transaction processing, availability, friendliness and competence of Postbank's professional advisers. Market comparisons are also available, which are used to derive areas in which Postbank needs to take action. In customer satisfaction surveys conducted by „Kundenmonitor Deutschland“, a German cross-industry benchmarking study, Postbank has always managed to rank second or third among the German banks over the past five years.
- In addition to customer satisfaction surveys, so-called „mystery calls“ are made, if required, i.e. test calls in which neutral interviewers take on designated customer roles. A comprehensive test purchase tool is used at the branches.
- In the area of branch sales, the introduction of measures such as new IT systems at the counters, streamlining of processes and flexible deployment of staff enabled the percentage of waiting times under five minutes at branches to be increased to around 86% in 2008. As part of our test customer assessment system that is being deployed, the focus is not only on the competence, appearance, and friendliness of our employees but in particular on waiting times, which are monitored on an ongoing basis by test customers. We use a „branch barometer“ to assess customer satisfaction.

Specific quality management (QM) systems

At the end of August 2009, the following business units in the Postbank Group were certified in accordance with the internationally renowned ISO 9001 scheme for QM systems:



Postbank Account Management

In March 2009, Postbank's account management including approximately 940 employees at our locations in Hamburg, Dortmund and Munich were, for the first time, certified in accordance with ISO 9001. The certificate confirms our reliable services and the widely accurate processing of orders. Consequent measurement of quality enables us to meet the needs of our customers more effectively. In line with that QM system we already realized, for instance, to reduce the percentage of complaints received in 2009 by 22%. In addition, customer surveys are used to identify weak spots in respect of complaints so that appropriate action can be taken.



Transaction processing operations at Betriebs-Center für Banken AG (BCB AG)

The services performed for our customers Deutsche Bank AG, formerly Dresdner Bank AG and HypoVereinsbank AG are certified in accordance with ISO 9001. Approximately 1,300 employees (full-time equivalents) work under the standards of this QM system at our locations in Berlin, Dortmund, Frankfurt, Hamburg, Munich and Leipzig. They use it for the processing of domestic and foreign payment transactions and for the digital storage of documents.



DSL Bank AG

In January 2008 the quality management system of the DSL Bank was initially certified according to ISO 9001 and additionally received the certificate of „TÜV-Süd geprüfte Immobilienfinanzierung“ (TÜV-South reviewed mortgaging). This certificate covers the whole financing process, from the initial advice, over the payout, to credit administration and rollover and hence includes free financial service providers, branch offices, and the portfolio administration of the DSL Bank. The quality management system of the DSL Bank covers 270 employees across the group and 36% of our premium partners.



Postbank AG's Direct Service

The quality management system of our „Direct Service“ unit (call centers and direct channels) located at Bonn, Dortmund, Hanover, and Stuttgart, including about 800 employees, was initially certified according to ISO 9001 in May 2009. Hereby it's possible to increase customer satisfaction through a permanent quality assurance and better compliance to the needs of customers. Regular surveys on the issue of customer satisfaction are used as an indicator for increasing satisfaction and customer loyalty. Along with the certification goes the commitment to further improve our established and successfully used quality management system.

Ecological and Ethical Bank Products

We offer our customers a wide range of alternatives that enable them to take ecological and ethical criteria into account when they make capital decisions, e.g. with ethical savings products or ecological building finance.

Savings

"Postbank Gewinn Sparen" is a savings account program with a variable base interest rate dependent on the size of the customers savings investments plus a monthly bonus interest amount determined in the monthly lottery draw of **"Aktion Mensch"**, a well-known German initiative for disabled persons. The higher the two end numbers drawn, the higher the bonus. At the end of the year, Postbank donates 1 cent to **"Aktion Mensch"** for every Euro credited to the customers as bonus amount,. So, in 2008, Postbank donated a total of EUR 127,000 from this source to **"Aktion Mensch"** and altogether around EUR 793,000 since 2004.

Investment funds

Postbank launched an investment fund called **"Postbank Dynamik Vision"** back in 2001. This fund invests in companies listed on the Dow Jones Sustainability Indexes (DJSI) World and Euro, which include the top companies of their branches with respect to corporate sustainability management (i.e. companies that take economic, ecological and ethical considerations into account in their business activities).

From the beginning of June until the end of July 2008, Postbank offered a capital-guaranteed investment fund called **"Postbank Dynamik Klima Garant"** to its customers. This fund guarantees 100 percent capital protection when it expires on July 31, 2015. The fund invests in companies included in Standard & Poors Global Clean Energy Index and in Dow Jones Euro STOXX Sustainability Index. The companies listed on these indexes develop and sell technologies aimed at preventing and reducing climate change and they protect the climate and the environment by acting in a sustainable way, like using environmentally efficient technologies. The fund is closed since the end of the subscription period.

As part of the **"Best Select"** approach, Postbank also offers sustainable investment funds provided by competitors, such as **"DWS Klimawandel"**, **"Sarasin Sustainable Equity Global"** or **"Pictet European Sustainable Equities"**.

Ecological housing modernization

BHW Bausparkasse is the 2nd largest home savings company in Germany and has 3 million customers, meaning that it finances every tenth home building project in Germany. Since July 2007, BHW offers two ecological home financing loans so called “**BHW Öko Konstant 10**” and “**BHW Modernisierung Konstant 10**”. These products combine low-interest loans from KfW Förderbank, a German state-owned bank with a promotional mission, with the advantages of BHW’s home savings product “BHW Dispo maXX”:

- “BHW Öko Konstant 10” offers customers financial incentives for using energy-saving technology when building their homes. The product focuses on financing measures for lowering energy consumption, such as isolating outer walls/roofs or modernizing heating systems on the basis of renewable energies. Loans of up to EUR 50,000 per housing unit are financed.
- “BHW Modernisierung Konstant 10” particularly promotes renovation projects that enable barrier-free living. Loans of up to EUR 100,000 per housing unit are made available.

As part of the “Best Select” approach, Postbank also acts as a broker for financial support programs provided by the German KfW Förderbank. At the end of 2008, the area of ecological housing modernization at Postbank summed up to about EUR 338 million.

In March 2009, the Bundesverband der Schornsteinfeger (Federal Association of Chimney Sweeps) and Postbank set up the “**Energie Effizienz Agentur**” (Eneffa) (Energy Efficiency Agency). Eneffa aims to encourage home owners to modernize their homes in order to make them more energy-efficient. Frequently, it requires only a minimal, additional outlay to save energy, CO₂ emissions and costs in the long run.

In order to help home owners with modernization, Eneffa currently has around 75 teams of experts with approximately 150 members in Germany. They consist of district chimney sweeps who have qualified as energy consultants, local handicraft businesses (heating, solar, heat isolation) and Postbank financial experts. So interested parties have access to teams of experts who are able to carry out all aspects of energy-efficient and environmentally-compatible building renovation work.

Eneffa pursues a modular energy-saving concept when advising customers. It consists of an energy identity card and local energy advice provided by chimney sweeps. A financing solution is drawn up with the aid of Postbank financial experts – taking public grants into account. This is followed by expert building supervision by chimney sweeps. Finally, the modernized house is certified as a “house that has undergone an environmentally-aware renovation process”.

Banking services for the socially disadvantaged

Postbank is offering the socially disadvantaged access to non-cash payment transactions by enabling them to open a “Postbank Jedermannkonto” (Postbank account for socially disadvantaged), and thus creating a basic prerequisite for participation in professional and social life. These accounts are traditional Postbank checking accounts, which are limited in services based on the customers’ credit standing to their own protection:

- Postbank Card without access to non-cash payments at electronic tellers
- No credit card or higher-value Postbank Card
- No overdraft facility

Consumer protection

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In cooperation with the Federal Agency for Employment, Postbank has also implemented a cash supply system for beneficiaries who do not have a bank account. Postbank thereby guarantees payments to socially disadvantaged persons who have been denied access to a checking account for whatever reason.

Mailings

Mailings means the sending of large volumes of informational material to our customers. Since June 2009, Postbank uses envelopes made of recycled paper and paper with FSC-Label, thereby doing two good deeds for the environment: on the one hand, we use paper products produced using eco-friendly methods and on the other hand, this has also enabled us to reduce the CO₂ emissions generated by mail dispatch owing to the reduced weight of the mailings.



Forest Stewardship Council (FSC)

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Ecological and Ethical Services

Besides banking transactions, the 856 Postbank Finance Centers also offer postal and other services like paper and office products. With this additional range of products, we also attach importance to ecological and ethical aspects.

Cooperations with LichtBlick and Osram

Since early 2003, at our Postbank Finance Centers nationwide – at that time still as post offices – we offer our customers electricity contracts on behalf of our cooperation partner LichtBlick, whose electricity is generated from renewable energy sources. LichtBlick's electricity procurement and supply is regularly checked by TÜV, a German testing and certification organization. 2008, almost 26,500 eco-electricity contracts have been signed that can be attributed to the collaboration with Postbank, which means a substantial increase compared to 2006.

Since February 2009, Postbank Finance Centers also offer an environment-friendly gas product provided by LichtBlick. Unlike traditional natural gas, this gas currently contains a percentage of biogas that averages at least 5 percent. LichtBlick is starting off with this low added proportion as it is only possible for a short time now to produce raw biogas at the same quality level as natural gas. However, it is LichtBlick's declared aim to increase the proportion of added biogas.



In February 2008, energy saving lamps produced by our cooperation partner Osram were offered at Postbank Finance Centers for the second time since 2007. Since the collaboration began, we have made an active contribution towards climate protection by selling around 130,000 energy-saving lamps at Postbank Finance Centers. Since August 2009, we also offer LED lamps to our customers at our larger Postbank Finance Centers. The collaboration with Osram will be continued, with additional products being added to the range in the future, thereby we will only offer products that will lead to a reduction in electricity consumption and/or battery consumption.



Furthermore, Postbank is engaged in an Osram-campaign for environmental protection jointly with LichtBlick and Siemens, which began in September 2008 and visits retail stores and warehouses in Germany for two years. Within this campaign, Postbank provides 12 times EUR 500-shares of its sustainability fund "Postbank Dynamik Vision" as prizes within a lottery.

Environment-friendly stationery

From 2004 onwards, at Postbank Finance Centers – then still post offices – steps were taken to steadily reorganize the range of paper and office products to stationery produced with eco-friendly methods. This stationery at Postbank Finance Centers nowadays includes environment-friendly products such as envelopes, jiffy bags, and photocopying paper made of recycled paper, paper originating from sustainable forest management that meets the PEFC-standard as well as around 50 articles that have been awarded the “Der blaue Engel” eco-label by the German Federal Environmental Agency. These articles are specially promoted once a year in June at our Postbank Finance Centers within a campaign “Die Umwelt bewahren” (Save the Environment). In the whole year 2008 we sold more than 1.8 million products with “Der Blaue Engel”-label.



In June 2008 Postbank participated in the “30 Years Blauer Engel” campaign in Bonn as an organizer, presenting its environment-friendly stationery to the interested public.

Due to a campaign run in cooperation with German “Initiative pro Recyclingpapier” (recycled paper initiative), we are informing our customers about topics like the “Der Blaue Engel” and “Climate Protection” on inserts in envelopes and jiffy bags.

Programme for Endorsement of Forest Certification (PEFC)

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“Der Blaue Engel” label

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Initiative „Pro Recyclingpapier”

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Climate-neutral services provided by DHL and Deutsche Post

Under the “GOGREEN” climate protection program, Deutsche Post DHL also offers CO₂ emission-neutral products since 2006. The CO₂ emissions generated by transports are calculated and financially offset by combining initiatives being implemented within the Group as well as external projects. The implementation is monitored and certified by an independent certification company on the basis of the ISO 14064-standard.

At Postbank Finance Centers, we give our customers the opportunity to reduce their CO₂ emissions when sending parcels by offering the PLUSPÄCKCHEN GOGREEN and PLUSBRIEF GOGREEN products. PLUSPÄCKCHEN GOGREEN consists of recycled cardboard and PLUSBRIEF GOGREEN is made of FSC-certified paper. In 2008, Postbank sold over 850,000 Plusbrief items and almost 1.1 million Pluspäckchen.

DP DHL’s GOGREEN products

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UNICEF Christmas cards

In 2008, Postbank donated EUR 383,158 to UNICEF Germany's children's fund from the sale of almost 38,500 UNICEF Christmas cards which Postbank sold at Postbank Finance Centers and at Deutsche Post stores between October and Christmas 2008.

The proceeds go towards financing UNICEF child welfare projects in over 150 countries. For the past 60 years, proceeds generated from the sale of UNICEF greeting cards contributes to vaccinate children, to supply them with clean drinking water, to offer them a school education and to protect them from exploitation and violence. An amount equivalent to ten UNICEF greeting cards, for instance, can provide 35 children with a copybook and a pencil or buy four warm woolen blankets. The proceeds generated from the sale of 20 greeting cards finances the providing of 30 packets of high-protein biscuits for emergency situations.

Employees

Postbank is aware of its responsibility to its employees. We create a good working environment by providing a foundation consisting of vocational training and employee development, flexible working hours, health management, and company benefits.



Human Resources Management

Responsible human resources management takes a long-term view. As such, it is a matter of aligning the goals set by human resources management with the needs of employees and the business environment.

Headcount

At year-end 2008, the Postbank Group employed the equivalent of 21,127 full-time employees, of whom 97% are working in Germany. The remainder are employed at our locations in the USA, the UK, Italy, Luxembourg and India. Postbank currently employs approximately 7,300 civil servants (34%) and roughly a quarter of our employees work on a part-time basis. Postbank's total headcount is currently down by around 350 employees relative to the end of 2007.

The selection of our workforce, specific to each location, is based on applicants' qualifications and motivation, not on nationality, race, skin color or gender.

	12/31/2008	12/31/2007	12/31/2006
Number of employees (full-time equivalent)	21,127	21,474	21,696
Number of female employees	58%	58%	59%
Number of male employees	42%	42%	41%
Number of civil servants	34%	35%	36%

Employee opinion survey

The Postbank Group's annual employee opinion survey was conducted in September 2008 under the motto "Every one counts". It gave our employees the opportunity to provide feedback on different key issues, including Postbank's performance, employee motivation, the management culture and also Postbank's commitment to the environment and to society. During the period under review, the results of the survey were discussed by executives and employees at workshops, and areas of improvement were identified. As a next step, concrete proposed measures were drawn up and agreed upon. A large percentage of the measures have already been implemented.

Remuneration

The salary paid by Postbank is based on our employees' qualifications and performance, not on gender, race, religion or origin. Our employees share in the profits of the Group by means of a corporate performance bonus. On top of that, a performance bonus may be granted in recognition of individual or team accomplishments. The performance bonus is calculated on the basis of a target agreement or an evaluation of employee performance. In 2007, a variable remuneration plan comparable to the performance bonus for non-managerial employees was also introduced for Postbank's civil servants. Thus, Postbank has performance-based pay components for nearly all its employees.

Basic and Advanced Vocational Training

The development and qualification of its employees is of great importance to Postbank because well-trained employees and employees whose skill levels are continuously updated are a key factor for a company's lasting and long-term success.

Basic vocational training

In 2008, a total of 354 vocational training places were offered by Postbank Group. The majority of places offered are vocational traineeships for "bank officers", "dialog marketing specialists" and "office communications officers". Since years Postbank offers more trainings than needed for its own operations and will be able to offer nine out of ten vocational trainees continued employment in 2009. Training has been provided jointly with the Frankfurt School of Finance and Management since 2004.

During their training, Postbank trainees work through both content areas in the training schedule and sustainability issues, for instance in a "workshop on tolerant interaction with one another – against racism and discrimination" or in different practical assignments on areas such as "health protection", "environmental protection", "efficient energy production" and "addictive drugs and threats".

In addition, Postbank offers the training-integrated option of a Bachelor of Science or a Master of Arts in Banking and Finance course. In this area, we work with the Frankfurt School of Finance and Management (HfB) in Frankfurt/Main (currently 20 students). We further offer a Bachelor of Arts course jointly with Berufsakademie Weserbergland e.V., a university of cooperative education in Hamelin (currently 25 students).

Advanced vocational training

One of the distinguishing features of employee development at Postbank is a needs-based approach that allows employees to be supported in a targeted manner in their particular field of activity. After analyzing specific requirements, employee's skills are matched against these requirements to determine the areas in which individual development appears to be most successful. On this basis, employee's skills are upgraded via a customized development schedule. In 2008 our employees nearly spent 52.000 days in training, which means a substantial increase of about 7% compared to 2006.

In our advanced training courses, use is made in particular of integrated, so-called "blended learning concepts" that offer the entire range of methods from working through a learning program on the computer and training sessions right through to individual assistance from an instructor. In this context, particular importance is attached to electronic learning using an e-learning platform, which provides our staff with access to a wide range of learning media. This platform can be accessed from every computer workstation and covers Postbank-specific content (products, processes), general banking skills and easy-to-implement behavior-related topics (e.g. time management). This fosters autonomous and proactive learning and offers space for discovery and situational learning. Employees can work on topics related to our environmental management system, for instance, in the form of a learning clip directly from their workstations.

Postbank particularly supports committed junior employees, among other things, by providing opportunities for them to gain the qualification of “certified banking specialist”. A Junior Management Program that was set up in 2008 prepares talented junior employees at Postbank for future management roles. Around 70 non-executive employees from all Postbank Group’s divisions participate in the program. This on-the-job development program consists of several modules that are put together specifically for the participants, including seminars on topics such as “Customer orientation and entrepreneurship” or “Managing staff and making them successful”.

To enable vacancies to be filled in-house, interested employees are given the opportunity to become acquainted with a new job by “job shadowing” in the department for approximately three months. During this period, employees are provided with the required basic know-how for the targeted position via relevant skills upgrading modules, with the result that they are able to gain a good technical understanding of the new job. At the end of this job shadowing and skills upgrading phase, the interested employees and experts decide whether the job is a good fit. If that is not the case, they can return to their old jobs. In 2007, jobs in the Controlling department were successfully filled through this recruitment process and in 2008 it was possible to attract in-house employees for the Accounts/Regulatory Reporting department and for the Sales Controlling Department.

Work-Life-Balance

Facilitating, supporting and promoting the balance between employees' personal and professional life is an integral part of Postbank's philosophy and accounts for its corporate success.

A Balance between private and professional life, which is stable and tailored to the individual needs, enables the employees of Postbank to arrange their personal and professional lifestyle. Balanced employees are more motivated and more successful. Employees, who feel comfortable at their workplace, will identify themselves more strongly with their company and will have a positive effect on the working atmosphere.

In order to help our employees achieving their individual work-life-balance, Postbank offers different measures and options. These include, among others:

- **Part-time employment options**

Postbank offers part-time employment options for interested employees. At the end of 2008, the part-time ratio was approximately 26 percent. In the past few years, an increasing number of men, in particular, have been taking advantage of the option of reducing their working hours in order to gain more time for their families, for personal further training and for hobbies.

- **Flexible working hours**

Comprehensive flextime arrangements regulate the time-band within which employees can work. Based on duty rosters comprising a regular working week of 38.5 hours for a full-time job, employees have the option of covering the daily working hours by working different shifts of different lengths, if applicable. During a compensatory period of up to 12 months, both the daily working hours and the weekly working hours may vary up to a maximum working week of 48 hours.

Because of the smaller number of working hours within part-time employment, there tends to be greater scope for spreading the working hours over the working days. Furthermore, at our Head Office in Bonn, the system of core hours has been dispensed with. In this regard and as far as possible, work teams regulate their daily attendance themselves. Time credits can be cleared by days off.

Flexible part time employment models are aimed to optimally match the time and duration of work to the corporate needs and the quantity and quality of the individually used workers, and to adjust this aim to the personal wishes and perceptions of the employees in the best possible way.

Models of further flexibility to working hours, including models involving long-term working-time accounts, are currently being discussed with our bargaining partner.

- **Service for families**

Since 2003, Postbank and its specialist cooperation partner, pme Familienservice GmbH, jointly provide expert child care assistance. This cooperation supports employees of the Postbank Group throughout Germany by providing child care, advisory and agency services. The program promotes the compatibility of career and family for Postbank employees and their partners, for instance by providing child care in exceptional circumstances and emergencies, e.g. qualified “emergency mothers”, short term placements in back-up facilities run by pme Familienservice GmbH and by offering care services, such as homework assistance and school vacation programs. In addition, nursery and kindergarten places are provided for the children of employees at the locations in Bonn and BHW in Hamelin, with financial support from Postbank.

- **Recreation Centre**

The recreation centre of Telekom, Post and Postbank provides journeys to domestic and foreign regions to also active and former employees of the Postbank, with attractive prices and excellent quality. Especially families can choose among a great variety of offers, specially tailored to their needs.

- **Social Capital**

The Postbank Social Capital provides an annual lump sum for each employee. The total amount is split over the different locations. The Social Capital of Postbank finances social benefits to its employees, such as costs of company parties, donated bankbooks, unique support for extraordinary emergencies of employees. In 2008 Postbank provided a total sum of about EUR 295,000.

Health Management, Occupational Safety and Fire Protection

Maintaining the health of employees plays an important role for companies. In the course of their health management and occupational safety and fire protection, Postbank established different measures.

Health management

Increasingly, companies are focusing less on eliminating illness-inducing factors and more on implementing preventative measures designed to preserve and strengthen their employees' health.

The organizational conditions and opportunities for promoting health programs were reviewed at Postbank back in 2005 by internal and external partners. On this basis, Postbank has implemented a series of health promotion activities with competent partners such as the Deutsche Betriebskrankenkasse (a German health insurance fund), Unfallkasse Post und Telekom (German Post and Telekom accident insurance fund) and others. The annual health promotion days held at Postbank concentrate on a variety of key topics. In 2005, eleven health fairs were for the first time held at major German Postbank locations. Nutrition, stress prevention, addiction and exercise were the focus in 2008, while the cardiovascular system is the key topic in 2009.

Together with external service providers, Postbank offers its employees health preservation measures such as heart check-ups at work, back exams, exercise programs and massages. Flu vaccines and eye exams are provided as well. Employees also receive regular advice on ergonomics at the workplace. Running appointments were organized at the large Postbank locations since 2008, and Nordic walking groups were added in 2009. In addition to numerous other company sports groups, Postbank also provides a fitness room for its employees at its largest locations.

These activities are accompanied by regular information published in our employee magazine. Inserted flyer and poster offer a closer look at health issues and provide tips on good nutrition and exercise. To protect non smokers, Postbank implemented a general ban on smoking, which only excludes some rooms, which were set up especially for smokers.

To ensure early recognition of health problems, our employees also have the opportunity to take part in screening measures such as skin, vein and cardio-neuro screenings. Additional offers for preserving and improving health include training courses (back fitness and exercise, relaxation techniques, tai chi, stop-smoking programs) and massages at the workplace. The offered measures at our health days are well accepted by our employees. In 2009 so far 1,000 employees took the chance of a cardio-neuro screening, even though three more health days are outstanding.

In order to identify and assess psychological stress at the workplace pursuant to DIN ISO 10075, employee surveys were conducted at six larger Postbank AG locations in 2008 and will be conducted at all other major locations during the year 2009.

Occupational safety and fire protection

In accordance with regulations for occupational safety and fire protection (laws, directives, accident prevention rules, the Handbuch für Brandschutzbeauftragte (handbook for fire protection officers) etc.), the employer bears indivisible overall responsibility. This responsibility has been transferred to the Operation Center managers (site managers) at the locations of Postbank AG. The Operation Center managers are assisted by company physicians and occupational safety officers. The latter have also been entrusted with the duties of the fire protection officer as they relate to preventive and building-related fire protection. As part of a service-level agreement, occupational safety and fire protection measures for the Postbank branches are carried out by Deutsche Post AG.

Based on an annual work schedule to be prepared at the start of the year and updated by the occupational safety and fire protection officers in cooperation with the Operation Center managers, regular joint inspections are conducted at Postbank and its subsidiaries pursuant to the German Arbeitssicherheitsgesetz (Occupational Safety Act) together with the company physicians. If any deficiencies are noted in these inspections, corrective measures are implemented. Postbank also performs threat analyses and documentation prescribed by Articles 5 and 6 of the German Arbeitsschutzgesetz (Worker Protection Act) as well as conducting inspections for preventative fire protection measures and suggesting improvements when necessary.

The occupational safety and fire protection officers advise, among other things, on safety issues related to the introduction of new operating procedures and on the safe and ergonomic design of workplaces (including an assessment of ambient conditions such as light, temperature and noise). The occupational safety officers also assist in implementing occupational safety measures at the company, e.g. the Gefahrstoffverordnung (Hazardous Materials Ordinance) and the Betriebssicherheitsverordnung (Occupational Safety Ordinance), and in analyzing on-the-job accidents. In addition, the occupational safety and fire protection officers prepare and participate in the periodic meetings of the Occupational Safety Committee and assist in the training of safety officers, first-aid workers and the fire safety team. Postbank currently has eleven Occupational Safety Committees comprised of an average of ten members.

To ensure that they can offer up-to-date expert advice, the occupational safety and fire protection officers take part in semi-annual meetings pursuant to the Worker Protection Act and attend continuing education seminars offered by the accident insurance provider (Unfallkasse Post und Telekom). In addition, the learning clips "Unterweisung Bildschirmarbeit" (instructions for computer monitor work) and "Unterweisung Brandschutz" (instructions for fire protection) were created in 2007 and 2008 and are available to all Postbank Group employees via the "Lernen im Netz" (LIN) online learning platform.

Training and continuing education

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The requirements of the health and safety at work act (Arbeitsstättenverordnung) regarding the protection of non-smokers were implemented within the Postbank and are accepted by all employees (smokers and non-smokers).

The number of on-the-job accidents decreased between 2006 and 2008. The predominant part of the accidents are commuting accidents, meaning accidents, that happen on the way to or from the workplace.

Employee Commitment

Postbank welcomes the fact that our employees are committed to social initiatives. Beside that our idea management provides a way for employees to become actively involved in the improvement of the work processes.

For 27 years now, trainees from BHW Bausparkasse AG in Hamelin have successfully been collecting donations for the German aid organization **Deutsche Welthungerhilfe** (German Agro Action). By the end of 2007, BHW had collected a total of more than EUR 335,000. In 2008, trainees from the entire Postbank Group joined the Christmas collection at the major locations for the first time. The trainees, armed with collection tins, asked employees to make a donation and in this way collected almost EUR 16,000.

This money will prove advantageous to people in the north-eastern state of West Bengal in India. Postbank is active in the home loan sector in India via BHW Home Finance. More than half of the 8,000 inhabitants of the village of Gandhiji Songha live below the poverty line and 60% of them are under- or malnourished. So far, Deutsche Welthungerhilfe has been able to improve farming methods, repair 36 wells and build two water reservoirs in the area. Postbank supports Welthungerhilfe to improve the provision of supplies for people in this village.

Deutsche Welthungerhilfe

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Since 2006, Postbank trainees, employees and managers support their colleagues at the Postbank Finance Centers for a few days during the pre-Christmas season (the so-called “**Christmas rush**”) to jointly manage the flood of packages and mail that needs to be processed in the last two weeks before Christmas. Having started off with 550 participants in 2006, the number of volunteers for this initiative grew to 900 in 2007 and accumulated to almost 1,000 in 2008. This shows the high level of sympathy for the program among our employees.

Thereby the volunteers support in different areas, among others, they accept pre-paid parcels from customers, sort packages or provide supplies for their colleagues at the counters. This campaign organized by Postbank helps to cut waiting times, is intended to bring some relief to the branch employees and fosters team spirit and mutual appreciation among the participants. Moreover, the volunteers gather valuable experience, giving them an understanding of the operating and sales processes at the branches. Employees from all Postbank divisions, including executives and Management Board members, are involved in the campaign.

The “**business@school**” project is an initiative launched by the Boston Consulting Group that aims to enable school students to become acquainted with business in a practice-oriented way, to acquire key qualifications as part of a team and to prepare for life after school. Over the course of one school year, business@school participants analyze large corporations and small- to medium-sized businesses in their respective region. Finally, in the last phase of the project, they develop their own business idea. At the end of each project phase, student teams present their results to an audience. The best business plans receive awards presented by a jury at events at school, regional and European level. Schools from Germany, Austria, Switzerland, Italy, Norway and Singapore are participating in the initiative.

In order to ensure the practical relevance of the project, representatives from the business world, including, since 2007, Postbank employees, volunteer to coach student teams in schools.

[business@school](#)

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In January 2008, the first guest lecture as part of a **Corporate Ambassador** program initiated by Postbank was held at the University of Bonn. This program provides universities with an opportunity to convey practical knowledge to their students and enables Postbank to establish contact with qualified students and to inspire them, for instance, for internships. Postbank’s “ambassadors” share their knowledge and know-how at events such as fireside chats and guest lectures or by attendance to case studies. In addition to the guest lecture at the University of Bonn, six other events were held at RWTH Aachen University, at the Bonn-Rhein-Sieg University of Applied Sciences and at the Universities of Cologne and Siegen, in 2008.

The corporate suggestion scheme, the so-called “**idea management**”, actively involves Postbank employees in our business processes. Employees make suggestions for improvements that lead to generation of additional income, cost savings and more efficient work processes. In the case of suggestions with measurable financial benefits for the Bank, the savings resulting from implementation are computed. If the suggestion is realized, a bonus is paid to the proponent. Suggestions for which the benefit cannot be quantified are assessed in accordance with a points system. The points earned qualify the proponent to participate in the Idea Management Tombola held every quarter.

Ideas competitions also generated numerous ideas from all of the Postbank Group’s divisions in 2008. In the course of the introduction of an environmental management system according to ISO 14001, the competition “KLIMA FIT” generated 360 ideas within a month.

Savings potential of more than EUR 1.7 million were realized due to implementation of improvement suggestions over the whole year 2008. Over EUR 240,000 bonus payments were paid for suggestions to the employees.

[Environmental management system according to ISO 14001](#)

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Society

Postbank acknowledges its responsibility to society and for the environment. Especially in Germany, its home market, Postbank is dedicated to become a good corporate citizen. Our commitment focuses on three main areas: education, social integration, environmental and climate protection.



Education

For many years now, Postbank supports universities and secondary schools in Germany. Our engagement administers a fundamental part to Germany's higher education initiative.

Science and research

As early as 2003, Postbank launched the **Postbank Finance Award** under the aegis of the Chairman of its Management Board. It is the largest university award in the area of banking and finance in Germany and demonstrates Postbank's ongoing commitment to academic research and teaching.

Each year, we invite professors and students from Germany and abroad to compete for the Finance Award. The participants analyze current issues in the world of finance and develop approaches in teams. The goal is to encourage participants to work out specific proposals for future actions on the basis of theoretical considerations and given scenarios. This offers them the opportunity to apply and expand their knowledge and methodical expertise gained in academic studies and to increase their social skills through teamwork.

The competing teams are composed of 3 to 5 students and one professor as a mentor. The annual prize of EUR 80,000 is awarded to the seven top professorial chairs and their student team members, thus helping to foster young academic talents. An independent jury of experts made up of renowned representatives from economy, science and media chooses the topics and selects and awards the winners.

The willingness of university professors to integrate the PB Finance Award into their lecture and to award credit/grades for participation supports Postbank's idea of providing ongoing support for academic research and teaching. Postbank and its media partner, the Frankfurter Allgemeine Zeitung, also publish the winning entries online. This provides the university teams with a platform to present their work to the broader public and enables them to contribute to the debate on key issues.

Since the first competition in 2003, 249 teams from 89 universities with over 1,000 participants from Germany and Austria have taken part in the Postbank Finance Award. In 2008, 48 student teams submitted entries on the topic of "Hedge Funds" and analyzed the opportunities and risks associated with these funds. For the sixth and current contest in 2009, Postbank invited to develop suggestions for the banking of the future by choosing the topic "Lessons from the Financial Crisis". A total of 38 teams from Germany and Austria registered to participate. These and all of the other entries that have been submitted can be found online at www.faz.net/financeaward.

Bankakademie e.V. is a German non-profit association whose objective is to assist the Frankfurt School of Finance & Management in its tasks of basic and advanced vocational training for employees in the banking industry. This is done, among other things, by establishing scholarship funds, by financing university lecturer/professor posts and by funding equipment for libraries or a training course for lecturers.

Postbank supports Bankakademie e.V. with approximately EUR 55,000 annually.

Bankakademie
Basic and advanced vocational training at Postbank

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Deutsches Aktieninstitut is an independent, non-profit-institution which is committed to promoting Germany as a financial center within society and in the political environment. The aim of Deutsches Aktieninstitut is, among other things, to strengthen Germany's position as a financial services center in the face of international competition. Once a year, the institute awards prizes for academic research, offers lectures and publications and also organizes specialist seminars.

Postbank supports Deutsches Aktieninstitut with EUR 25,000 annually.

Deutsches Aktieninstitut

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In 2008 Postbank and TU Chemnitz initially organized the competition **wissen.schafft.arbeit** for medium-sized businesses, which aims to make the latest scientific discoveries commercially available. The first prize 2008 went to a new type of plastic spring for vehicles, which was jointly developed by the mechanical engineering professor Helmut Schürmann from Darmstadt and the company IFC Composite in Haldensleben and which has great potential to reduce the mileage.

Postbank supports the competition with EUR 20,000 annually.

Schools

For several years now Postbank has been involved in **collaborations** with senior and junior high schools in Bonn, Hamelin and environs.

Via its collaborations with schools, Postbank enables interested students to gain specific insights into the corporate working environment. The focus is on the fields of "career orientation", "business skills acquisition" and "procurement of decision-making". To this end, we offer our cooperation partners a wide range of different programs: company internships, visits to companies and "job shadowing", computer training programs for teachers, training in presentation and moderation techniques, assistance with projects, seminars, and study groups as well as lectures on business topics in class. In June 2008 for instance, applicant training sessions were held at a partner school in Bonn for 12th grade students. This involved a professional Postbank instructor initiating a discussion on the basics of applications and job interviews aimed at giving the students the skills to properly prepare for their own pending applications.

In 2008, more than 440 school students took advantage of the opportunities arising from the collaboration with our partner schools. More than 150 interns took part in five rounds of internships, enabling them to gain an insight into the professional working environment. At BHW in Hamelin, more than one-third of professional training contracts resulted from school internships and collaborations.

In 2008, BHW subsidized the construction of a solar power system on the roof of the canteen at Schiller-Gymnasium in Hamelin to the tune of EUR 3,500. Besides contributing to climate protection, this also means cost savings for the school. In addition, it enables students at the school to familiarize themselves with the chemical and physical processes involved.

Postbank itself is also represented in the working group “**Wirtschaft macht Schule**” (business at schools) at Hamelin Vocational School.

In 2006, Postbank entered into a **cooperation agreement concerning the donation of IT equipment** with the Education Authority of the City of Bonn. The aim of this cooperation is to offer students a modern learning environment by providing suitable IT equipment. At the end of each quarter, Postbank arranges available IT equipment. The Education Authority is able to make a selection on the basis of requests submitted by schools in Bonn, thereby enabling it to distribute the equipment in a properly targeted manner. Since the start of the program, Postbank has donated over 1,200 items of hardware, thereof more than 700 in 2008.

Integration and Dialog

Postbank wants to provide assistance for the integration of socially disadvantaged groups of persons and to foster the dialog for current contemporary history.

“Aktion Mensch”

Postbank engaged in a social partnership with the charity organization “Aktion Mensch” between 2004 and 2008. The focus of our joint commitment was to support integrative projects as well as child and youth welfare projects. “Aktion Mensch” is the largest private social charity organization in Germany. Since it was founded 40 years ago under the name “Aktion Sorgenkind”, it has pursued the goal of permanently improving the life situation of people with disabilities. By supporting concrete projects and by providing information to the public, “Aktion Mensch” promotes the (further) development of social prospects and strategies for the future. Since 2000, it has also been engaged in the welfare of children and youth.



The social partnership between Aktion Mensch and Postbank had two components:

Donations to “Aktion Mensch” from our **“Postbank Gewinn Sparen”** savings product. From the time the social partnership was launched in 2004, Postbank donated a total of EUR 793,000 to projects that “Aktion Mensch” deemed worthy of support.

For five years, the soccer project **“Cool Down, Kick Off! – Straßenfußball für Toleranz”** (Street Soccer for Tolerance) for children and young people in socially disadvantaged urban areas was on the road in 10 cities per year across Germany, starting in 2004. The tournaments were planned and organized by “Aktion Mensch”, Postbank and local partners engaged in the child and youth welfare sector. More than 600 children and young people participated in 2008 alone, and since 2004 nearly 3,500 kids have played soccer to promote fairness and tolerance. The idea for “Street Soccer for Tolerance” originated in South America and is aimed at increasing dialog skills and moral courage among children and young people.



At the start of 2009, Postbank provided a total of EUR 127,000 in financial donations collected via the “Postbank Gewinn Sparen” savings plan. At the suggestion of “Aktion Mensch”, Postbank in this way supported two child and youth welfare projects, with half of the proceeds going to the pilot project Pädagogisch-Soziale Assistenz in Würzburg and the other half to the Hamburg project BOX-OUT e.V.

Nevertheless, also after the end of the social partnership, Postbank will support the work of “Aktion Mensch” with donations collected via “Postbank Gewinn Sparen”.

BHW Forum

The BHW Forum was set up in 2007. This panel discussion comprising the CEO of BHW Bausparkasse as well as figures from the world of politics and science has since become an integral part of our stakeholder dialog in Hamelin, where BHW Bausparkasse AG has its head office.

The BHW Forum has set itself the goal of discussing relevant issues of contemporary history. The slogan in 2007 was “Building on the future – from Living Convenience to Climate Protection” for which we managed to engage the Federal Minister of the Environment Sigmar Gabriel as the key-note speaker. This highlighted how important energy-efficient renovation work is for achieving the Federal Government’s climate protection goals.

In 2008, the slogan of the BHW Forum was “Fresh ideas for private pensions - your own four walls with Wohn-Riester”. Former Federal Minister Walter Riester was the key-note speaker. It was pointed out that private pensions will become even more important for all employees in the future.

In 2009, we managed to attract Professor Horst W. Opaschowski, a renowned futurologist, to address the BHW Forum. The professor communicated his ideas on society in the year 2030 under the motto of “Germany 2030 – Future Meets Town”, focusing on the consequences of an ageing society, the renaissance of the family and the consequences of these developments for companies and politicians.

Stakeholder dialog in the context of sustainability

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Advising senior citizens

Birth rates are falling and life expectancy is rising. Postbank is responding to the demographic change in society and has been focusing on the needs of senior citizens since 2006. In order to leverage the experience of this important and particularly loyal target group, in March 2006 Postbank established a “**Kundenbeirat 60Plus**” (Customer Board 60Plus) which is, meanwhile, made up of 2,500 Postbank customers between the ages of 60 and 75. Led by retired Federal Minister Professor Dr. Dr. h.c. Ursula Lehr, the Customer Board is conceived to provide suggestions for improving products, services and customer care from the perspective of older Postbank customers. For example, when the Postbank Finance Centers were redesigned, it was ensured that buildings would be barrier-free wherever the building facilities allowed it. The Customer Board was also consulted on the specification of the criteria for redesigning the Postbank Finance Centers (e.g. non-glare flooring and surfaces, chairs with armrests, etc.).

Postbank also provides the following services for senior citizens:

- opportunity to enlarge the font size on the Internet,
- for the visually impaired, Postbank’s homepage is optimized in such a way that via mouse over (i.e. moving your mouse across the screen) the content will be read out with the aid of a special program,
- Information via the customer magazine “Weitblick”.

Beyond that Postbank is also involved in the initiative “**Wirtschaftsfaktor Alter**” (Age as an economic factor). This initiative launched by the Federal Government is aimed, among other things, at improving the quality of life of senior citizens. It combines elements of senior citizens’, economic and consumer policy and is being implemented jointly by the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth and the Federal Ministry of Economics and Technology. High-ranking experts from business, associations, consumer organizations and science make suggestions and assist in accomplishing the goals.

Advising Turkish residents and citizens of Turkish descent

Since 2006, Postbank has been offering comprehensive consulting services to cover all financial affairs at selected Postbank locations using the “Best-Select” approach, which is specially tailored to Turkish residents and citizens of Turkish descent. The goal of the advisory services provided is to offer advice to this group of people in their native language while taking into account differing cultural requirements and tendencies.

The comprehensive range of consulting services in their native language has been very well received by Turkish residents and citizens of Turkish descent living in Germany. The fact that language barriers fall away and customers and bank advisers share a common cultural and social background results in specific, more intensive and successful customer care. Postbank’s Turkish sales activities aroused great interest within Turkish daily newspapers and television programs.

In parallel to its consulting activities, Postbank’s Turkish sales activities is involved in social and societal issues affecting Turkish citizens, and appears among other things, as a partner at information events and supports children’s, youth and adult sports clubs and their work.

Study on old-age pensions

Old-age pensions are one of the most important political issues in Germany and also one of the most debated. The facts on this issue are well known. The number of pensioners is rising; currently, there are two contributors for every pensioner, however in 15 years the ratio is expected to be one contributor for every pensioner. It is, meanwhile, easily possible to calculate on the Internet that when the gainfully employed reach retirement age, they will create a “pension gap”, i.e. a financial disparity between their current income and the statutory old-age pension they receive. Nevertheless, thoughts about retirement are often pushed far into the background when it comes to channeling part of one’s salary into a suitable pension scheme each month. In order to make the general public more aware of this aspect, Postbank has, since 2003, commissioned the Institut für Demoskopie Allensbach to produce an annual, nationwide study on the issue of “old-age pensions” and to show trends and developments. The study in 2008/2009 revealed the following key results:

- Decreasing willingness to make one’s own provision for old age
- Germans are ignorant about the issues of the new flat tax, Wohn-Riester and inflation
- Newfound enthusiasm for residential property

Postbank is currently conducting the 2009/2010 study on old-age pensions jointly with the Institut für Demoskopie. For the first time, it also asks questions covering the aspect of “sustainability” with regard to the selection of the type of investment option.

All of the results of the study and information on company pension schemes are available on Postbank’s website in German language.

[Results of the 2008/2009 study on old-age pensions](#)

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“Impuls”

Many years ago, BHW entered into collaboration with the company “impuls gGmbH” in Hamelin in the area of disposal and destruction of documents, waste paper and foils. As a non-profit company, “impuls” pursues the objective of re-integrating long-term unemployed people into the workforce. This is achieved through skills upgrading measures and through collaborations with companies that create jobs in different areas.

Via this collaboration, BHW is directly contributing to the creation of jobs in the Hamelin region and to the integration of socially disadvantaged population groups into working life. During the period 2006 to 2008, BHW’s commitment helped more than 425 people to enable them to upgrade their skills and reintegrate into the labor market.

Environmental and Climate Protection

Postbank is involved in corporate environmental and climate protection in order to make an effective contribution to combating global climate change.

Environmental Management

Environmental and climate protection also pose a challenge for a major bank's business operations:

- **Direct environmental effects** arising from the use of Postbank buildings are currently responsible for 84% of the CO₂ emissions generated by the Postbank Group, with CO₂ emissions generated by business trips accounting for the remaining just under 16%.
- **Indirect environmental effects** caused by a retail bank result, in particular, from offering, and providing advice on, banking products and from considering sustainability aspects when extending loans to corporate customers and investing funds in the capital market.

Postbank's sphere of influence

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On this basis, in 2007, several major Postbank locations were inspected for the first time parting course of "environmental audits". In April 2008, Postbank's Board of Management adopted a Group-wide environmental policy and decided to strive for certification of Postbank's environmental management system in accordance with the internationally renowned ISO 14001 standard. At the same time, as part of the GOGREEN climate protection program introduced by our former majority shareholder Deutsche Post DHL, we further committed ourselves to reducing our CO₂ emissions from business operations by 10% compared to 2007 by the year 2012.

Postbank's environmental policy

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Deutsche Post DHL's GOGREEN climate protection program

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Later in 2008, rules were drawn up in all of Postbank's business units as part of a Group-wide project to reduce our impact on the environment, thereby fulfilling the requirements of the ISO 14001 standard in respect of the certification of a major bank. In this area, we were assisted by Deloitte & Touche's Corporate Responsibility & Sustainability (CR&S) service line.

These rules compulsorily came into force at the beginning of 2009. Our environmental management system covers Deutsche Postbank AG, including 100% consolidated majority shareholdings domiciled in Germany.

The Board Member responsible for the environmental management system is the Chairman of the Management Board. He has appointed a chief environmental management officer as well as environmental officers in the business units and in certified major locations.

In the period up to April 2009, audits were conducted at five large Postbank locations to verify whether the environmental rules that had been drawn up were actually being complied with in day-to-day operations. The certificate according to ISO 14001 was issued by TÜV Rheinland in May 2009 and, consequently, 38% of our employees are currently working in locations which are certified in accordance with ISO 14001.

Each year, the environmental management officer conducts control audits in order to verify compliance with the rules, measures and goals of the environmental management system. Once a year, the environmental management officer informs the Board Member responsible for the environmental management system of the results, who will then be able to set the focus for the following year's goals and measures.

We have published our environmental goals and measures in an environmental program. Postbank's first environmental program in 2009 includes, among other things, an increase in our climate goal: We committed ourselves to reduce the CO₂ emissions generated by our business operations by 20% compared to 2007 by the year 2012.

Postbank's environmental organization

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Postbank's 2009 environmental program

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During the period covered by the report, we have already been able to successfully implement measures aimed at making our business processes more environmentally-compatible. The initial focus in this area especially was the sensitization of our employees.

- For that reason, we have provided information on our environmental policy, on the environmental management system and on "energy saving in the office" in our employee magazine and via circular mails. In November 2008, we conducted a special "KlimaFit" campaign in Idea Management.

Idea Management at Postbank

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- In November/December 2008, we began to perform the first energy checks at major Postbank locations. This is intended to provide us helpful impulses for measures to improve the building management.
- For many years now, BHW is a member of the Benchmarking Working Group of IFMA Deutschland e.V. (International Facility Management Association), where companies and public administrations exchange their experiences in the area of building management and conduct energy benchmarking.
- Since January 2009, Postbank procures electricity that is generated wholly from renewable energy sources (hydropower) for its 20 major locations in Germany. This significantly reduces the associated CO₂ emissions generated by Postbank.

Zertifikat



- Starting in early 2009, we placed stickers with the words “Switch me off!” on light switches and electronic equipment at Postbank’s major locations in order to make employees more aware of the issue of use of natural resources.
- Above and beyond Deutsche Post DHL’s guidelines, which continue to apply to Postbank, such as the Supplier Code and the Paper Policy, we informed all major suppliers, third-party companies and cooperation partners of our environmental management system and of our goals in the area of environmental and climate protection, at the start of 2009. Based on this, we also drew up a check list of the aspects that, in future, needed to be considered from an environmental point of view when purchasing and leasing used buildings.

Guidelines

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- In February 2009, we added a note to our Company Car Policy containing the advice to select company cars with low CO₂ emissions. Furthermore, the company cars that are available are sorted in ascending order by CO₂ emissions for each vehicle type.
- In March 2009, all employees were advised of the opportunities of making business trips more environmental-friendly (using Deutsche Bahn, choosing meeting venues so as to minimize the distance all the participants need to travel, using rental cars with low CO₂ emissions) via a circular mail. This was incorporated into Postbank’s Travel Policy in July 2009.
- Since July 2009, we are offering a training program on the environmental management system that can be completed online from any workstation.

Basic and advanced vocational training offered by Postbank

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Our employees can view all of the rules based on the environmental management system on the start page of our Intranet.

Green IT

In the back office areas where Account Management, among other departments, is based, almost all of the processes are automated at Postbank. This can only be achieved through the use of state-of-the-art IT systems and technologies. The latest studies show that approximately two-thirds of the energy consumption of the IT is used for cooling purposes, in particular. The slogan “Green IT” becomes increasingly important against this backdrop.

Over the past few years, the following areas have already been identified as having great potential benefits for Green IT at Postbank: “Hardware efficiency”, “optimization of data processing centers” and the “IT procurement process”. If cleverly combined, this will not only produce environmental benefits but it will also sustainably assure Postbank’s cost leadership as Germany’s most successful retail bank.

In regard to **hardware-efficiency** Postbank Systems has introduced systematic lifecycle management, making the deployment of resource-saving solutions the prime maxim for decision-making. Managed replacement of outdated components with new and efficient ones continuously increases efficiency factor while at the same time creating the required capacity. In this regard, the strict deactivation of obsolete components is the last step in the lifecycle process. This is illustrated by three concrete examples:

- So-called tape libraries (which are robot systems for data backup) have been replaced and consolidated. This led to an increase in energy efficiency of more than 85%.
- Telecommunication (TC) systems gradually reach the end of its corporate useful life. Therefore, TC-systems of Call Centers and offices nationwide are replaced step by step. These measures lead to a Reduction of energy consumption of nearly 30%.
- Following the successful introduction of a new payment transaction application, a project was launched to migrate all of the former application's programs and systems to new and innovative hardware. As a result of this project, it has been possible to achieve a reduction of almost 22% in energy consumption.

We have been actively managing **energy consumption at our data processing centers** since the year 2000. It is standard practice for the technical experts at the Bank to check the components' energy efficiency, before they made the decision to obtain new components. The greatest energy demand in the data processing center emanates not from the computers used but rather from the data center itself. In 2007, a team of experts was assembled at Postbank to analyze and prioritize the environmental and economic aspects of the data centers, in order to optimize its efficiency. The results of the team's work revealed that redesigning the air-conditioning system offers the highest cost/benefit potential for the Bank. The principle of "enclosing cold corridors" and alignment of the cabling was successfully tested at one data processing center. Therefore separated corridors for warm and cold air were established, whereas the so-called "cold corridors" got an additional insulating to avoid the mixing of cooling and exhaust air. Furthermore, the alignment of the data processing cabling (laid above the servers instead of the use of a false floor) creates a better flow characteristic of the cooling air.

For 2010 it is planned to extend the separation of components of the data centers to split cold and warm corridors and a further alignment of data processing cabling. These measures intend to increase the climate efficiency of circulating cooling units in the amount of about one third and a reduction of energy consumption of about 20%.

Equipping offices with office equipment such as PCs, printers and faxes, etc., is another set-screw for efficient energy use at Postbank. As such, the critical factor is not any individual device but rather all of the devices together. At the start of 2009 and as part of Postbank's environmental certification in accordance with ISO 14001, the procurement process was extended to implement the query of types of environmental procedures and assessment criteria. Increased use is being made of energy labels such as "Energy Star" as a decision-making criterion in the area of procurement.

Environmental input-output-analysis

	12/31/2008	12/31/2007	12/31/2006
Total CO ₂ -emissions (metric tons)	85,184	102,042	105,418
- thereof Scope 1 – GHG protocol	13,919	13,970	14,592
- thereof Scope 2 – GHG protocol	71,265	88,072	90,826
Energy consumption (megawatt hours)	278,183	271,390	281,559
Rate of renewable energy (%) *	68	11	11
Total fuel consumption (litres)	2,591,949	2,513,714	2,877,669
- thereof gasoline	135,050	135,050	357,565
- thereof diesel	2,456,899	2,301,912	2,520,104
Business trips (thousand kilometres)	33,649	32,633	32,633
Consumption of fossil fuels (megawatt hours)	14,778	15,149	14,309
Consumption of water (cubic metres)	425,195	345,190	382,949
Waste (tons)	5,867	n/a	n/a
Recycled (%)	69	n/a	n/a
Consumption of paper (tons)	1,286	1,647	1,264
- thereof FSC (%)	94	95	95
- thereof recycled paper (%)	6	5	5

* since January 1, 2009: 100%

Environmental Program

Support processes

Environmental controlling

Objective

To develop an environmental KPI system for environmental controlling based on the indicators defined by Verein für Umweltmanagement in Banken, Sparkassen und Versicherungen e.V. (VfU) (association for environmental management at banks, savings banks and insurance companies)

Measures

Gauge the CO₂ emissions generated by business travel

- Responsible: support functions
- Timeframe: from the 1st half of 2009

Record consumption data for all Postbank locations in Germany

- Responsible: Real Estate Management
- Timeframe: from January 2009

Objective

To formulate and implement ecological criteria in waste management

Measures

Record waste volume, classified according to types of waste

- Responsible: Real Estate Management
- Timeframe: from the 1st half of 2009

Objective

To formulate and implement ecological criteria with regard to procurement and facility management

Measures

Select environmentally-friendly products or services that are comparable in terms of their operational, sales and business suitability

- Responsible: Real Estate Management, support functions, IT, Operations
- Timeframe: from the 2nd half of 2009

Energy

Objective

To achieve a 20% reduction in CO₂ emissions from business operations by 2012
(Base year: 2007, reference parameter: net floor area)

Measures

Procure 100% eco-electricity for Postbank locations in Germany, resulting in a substantial reduction in CO₂ emissions

- Responsible: Real Estate Management
- Timeframe: from January 2009

Carry out energy checks at selected Postbank locations in Germany

- Responsible: Real Estate Management
- Timeframe: from January 2009

Paper

Objective

To use paper products manufactured using eco-friendly methods

Measures

Increase the use of paper products manufactured using eco-friendly methods as a percentage of total paper consumption per staff member

- Responsible: support functions
- Timeframe: from the 1st half of 2009

Use FSC paper for bank statements

- Responsible: business departments
- Timeframe: from the 1st half of 2009

Mobility

Objective

To raise awareness among executives ordering company cars

Measures

Specifically point out in the Car Policy that vehicles with low CO₂ emissions should be chosen. Indicate CO₂ emissions for each type of vehicle and list vehicles by CO₂ emission levels in ascending order within vehicle categories and brands

- Responsible: Executive Staff Department
- Timeframe: from the 1st half of 2009

Objective

To raise awareness among staff required to make business trips

Measures

Recommend use of Deutsche Bahn as part of existing regulations

- Responsible: Human Resources Management
- Timeframe: from the 1st half of 2009

Recommend that meeting venues be chosen so as to minimize the distance participants have to travel to attend the meeting

- Responsible: Human Resources Management
- Timeframe: from the 1st half of 2010

Recommend that rental cars with a CO₂ emission level of less than 150 g/km be used

- Responsible: Human Resources Management
- Timeframe: from the 1st half of 2009

Management system / awareness

Objective

To integrate environmental and climate protection into Group-wide policies

Measures

Adapt Deutsche Post DHL's Corporate Values, (Supplier) Code of Conduct and Paper Policy for use at Postbank

- Responsible: Real Estate Management, support functions, Human Resources Management, Sustainability Management
- Timeframe: during the 1st half of 2009

Inform suppliers, third-party companies, cooperation partners and lessees about the environmental management system

- Responsible: Real Estate Management, support functions, business departments, Sustainability Management
- Timeframe: during the 1st half of 2009

Formulate standards for environmental protection-related criteria in the area of facility management (check lists)

- Responsible: Real Estate Management, Sustainability Management
- Timeframe: during the 1st half of 2009

Objective

To raise environmental awareness among staff

Measures

Inform executives and staff about environmental and climate protection

- Responsible: Sustainability Management
- Timeframe: from January 2009

Develop a training program on the environmental management system for staff

- Responsible: HR Development, Sustainability Management
- Timeframe: from the 2nd half of 2009

Implement a climate protection campaign as part of the company improvement suggestion scheme

- Responsible: Idea Management
- Timeframe: in November 2008

Inform staff about environmental and climate protection via specialist presentations/articles and notices

- Responsible: Sustainability Management, Real Estate Management
- Timeframe: from January 2009

Product ecology

Objective

To offer ecological products and services

Measures

Expand the existing range of products (climate fund, sale of Plusbrief GOGREEN (Deutsche Post AG) and Pluspäckchen GOGREEN (DHL), sale of eco-electricity and biogas, campaign promoting the sale of low-energy light bulbs) on a case-by-case basis

- Responsible: business departments, Sustainability Management
- Timeframe: 1st half of 2009

Draw up a list of FAQs on sustainable products for Sales

- Responsible: Sustainability Management
- Timeframe: in August 2008

Appendix



Report Coverage

To define the scope of Postbank's Corporate Sustainability Report 2009 we composed some essential statements and calculation methodologies.

Up to February 25, 2009, Deutsche Post DHL was the majority shareholder of Deutsche Postbank AG (in the following: Postbank); DP DHL currently (as of July 31, 2009) holds a stake of 39.5%. Since February 25, 2009 Deutsche Bank AG is holding 25% plus one share.

In parallel to the publication of the first Sustainability Report of Deutsche Post World Net in May 2006, Postbank launched the webpages www.postbank.de/nachhaltigkeit and www.postbank.com/sustainability. These websites since then constitute Postbank's central communication platform regarding "corporate sustainability". Postbank updates its online report, which can be accessed on the website, once a calendrical year. The current online Sustainability Report covers all the sustainability actions introduced by Postbank during the period June 1, 2008 to August 31, 2009, including, for the first time, Postbank's annual Communication on Progress regarding the implementation of the principles of the UN Global Compact.

The information on the above mentioned webpages generally relates to Deutsche Postbank AG Group. Any data or statements that belong to only a part of the company are indicated as such.

Postbank's UN Global Compact Communication on Progress

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During the period covered by our Sustainability Report 2009, the following shareholdings were acquired or sold:

- BHW Bank AG was merged into Deutsche Postbank AG retroactively to the beginning of the year in July 2008.
- Betriebs-Center für Banken Payments & Services GmbH was merged into Betriebs-Center für Banken AG retroactively to the beginning of the year in September 2008.
- Postbank's stake in ver.di Service GmbH (33.33 %) was sold in March 2009 with retroactive economic effect from January 1, 2009.
- DSF Deutsche System Finanzplan Gesellschaft für Finanzdienstleistungen mbH was merged into PB Sechste Beteiligungen GmbH in June 2009.
- Postbank sold its fund management, Deutsche Postbank Privat Investment Kapitalanlagegesellschaft GmbH, in July 2009.
- Deutsche Postbank AG acquired limited partnership interests in DSL Portfolio GmbH & Co. KG and DSL Portfolio Verwaltungs GmbH in July 2008.

As of January 1, 2009, a binding environmental management system based on DIN ISO 14001 was introduced for Deutsche Postbank AG, including 100% of its consolidated majority shareholdings located in Germany, according to the Annual Report 2008.

Postbank's consolidated companies

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Postbank's environmental management system

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The following calculations and definitions were used as the basis for calculating the consumption of natural resources:

Information on **buildings** relates to large real estate sites, owned or leased by Postbank (more than 10,000 m²), excluding branches leased by Postbank Filialvertrieb AG. Areas inside the above named sites that have been leased to third parties (and related energy consumption) have been subtracted in order to point out the energy consumption of Postbank. These buildings account for approximately 49% of the net square meters and about 51% of employees (part-time employees converted into full-time employees).

- Electricity/heating/air conditioning: Data refers to Postbank's head office and 20 large Postbank properties in Germany. Quantities are taken from delivery notes/ invoices. CO₂ emissions are projected on the basis of kilowatt hours (kWh) and calculation factors (g/kWh CO₂). The calculation factors used for the calculations are the VfU indicators.
- Waste: Data refers to Postbank's head office and 10 large Postbank properties in Germany. Quantities are determined by weight, with original values (e.g. units or m³) being converted into tons uniformly throughout the Group.
- Water: Data refers to Postbank's head office and 19 large Postbank properties in Germany. Quantities are recorded in cubic meters (m³) on invoices.
- Paper: Quantities purchased by the Postbank Group (excluding branches), including brochures and advertising materials, are recorded in tons.

Consumption of natural resources at Postbank

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VfU indicators

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For **business travel**, Postbank reports the CO₂ emissions generated by the use of company cars. The CO₂ emissions are calculated based on the fuel consumption of the vehicles of Postbank's car fleet and is based on fuel card invoices. CO₂ emissions generated by business travel involving travel by air, rail or private car are not included due to technical limitations.

With regard to the calculations of **CO₂ emissions**, Postbank uses the Greenhouse Gas Protokoll (GHG):

- direct CO₂ emissions generated by fossil fuels (stemming from company cars and fossil fuels in buildings) as Scope 1,
- indirect CO₂ emissions generated by the consumption of electricity in buildings as Scope 2,
- other indirect greenhouse gas emissions generated by fossil fuels (emanating from company cars and fossil fuels in buildings) as Scope 1.

Greenhouse Gas Protocol

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For Postbank sports sponsorship is not seen as an area of "corporate sustainability" and therefore is not included in this report.

UN Global Compact – Communication on Progress

In the following Postbank gives a summary of the measures which were taken to implement the 10 principles of the UN Global Compact.

In January 2009 Postbank became a member of the UN Global Compact. The initiative, which was launched by the former UN Secretary-General Kofi Annan in year 2000, aims to place a greater focus on corporate sustainability as part of entrepreneurial activity than it has previously been the case.

By joining the UN Global Compact, Postbank has made a commitment to adhere to ten principles in the areas of human rights, labor standards, environmental protection and anti-corruption. These serve as the basis of our social commitment. The content of the Corporate Values and Code of Conduct of Deutsche Post DHL, as well as the Environmental Policy and the Environmental Program of Postbank serve to put the ten principles into practice.

In this first Communication on Progress, we have drawn up a list of the measures which have introduced and implemented since January 2009:







Principles	Examples (covered within the Corporate Sustainability Report 2009)
Human Rights 1: Businesses should support and respect the protection of internationally proclaimed human rights 2: Businesses should make sure that they are not complicit in human rights abuses	Sphere of Influence, Guidelines Sphere of Influence, Guidelines
Labor 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining 4: Businesses should uphold the elimination of all forms of forced and compulsory labour 5: Businesses should uphold the effective abolition of child labour 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	Human Resources Management Guidelines Guidelines Guidelines, Human Resources Management
Environment 7: Businesses are asked to support a precautionary approach to environmental challenges 8: Businesses are asked to undertake initiatives to promote greater environmental responsibility 9: Businesses are asked to encourage the development and diffusion of environmentally friendly technologies	Sphere of Influence, Guidelines, Ecological/Ethical Bank Products, Ecological/Ethical Services, Environmental and Climate Protection, Initiatives & Memberships Sphere of Influence, Guidelines, Ecological/Ethical Bank Products, Ecological/Ethical Services, Employee Commitment, Environmental and Climate Protection, Initiatives & Memberships Sphere of Influence, Guidelines, Ecological/Ethical Bank Products, Ecological/Ethical Services, Environmental and Climate Protection, Initiatives & Memberships
Anti-Corruption 10: Businesses should work against corruption in all its forms, including extortion and bribery	Corporate Governance, Guidelines, Compliance & Protection against Money Laundering

Indices and Ratings

In recent years Postbank has been included into international sustainability indices and has performed well in sustainability ratings.

Over the past three years Postbank has been able to prove that it satisfies strict criteria with respect to corporate governance, environmental protection, employee development and social commitment:

Indices		Listed since	
FTSE4good indices Europe & Global	 FTSE4Good	March 2005	>>>
Ethical Index €uro		January 2007	>>>
ASPI Eurozone (Advanced Sustainable Performance Index)		December 2007	>>>
ESI Pioneer Global (Ethibel Sustainability Indexes)		April 2008	>>>
Bank Sarasin's (Switzerland) Sustainable Investment Universe		October 2008	>>>

Year		Ratings	Result	Comparison with Sector
2009		Corporate Responsibility Rating	C+ (scale: A+ to D-)	Ranked 12 th out of 79 in the commercial banking sector >>>
2008		Sustainable Investment Universe	Company rating: 4 out of 5 Sector rating: 3 out of 5	No sector average is published externally >>>
2008		Corporate Sustainability Rating	74 out of 100	Above sector average (57)
2008		SAM Sustainability Yearbook	67 out of 100	Above sector average (52) >>>
2007		DAX 30 Rating	63.5 out of 100	Above sector average (62) >>>
2007		Vigeo	59 out of 100	No sector average is published externally >>>

Initiatives and Memberships

In order to meet its social responsibility and conduct a dialog in the areas of “social responsibility” and “environmental and climate protection”, Postbank is also active in initiatives and organizations.

UN Global Compact

At the World Economic Forum in Davos in 1999, former UN Secretary General Kofi Annan announced the “UN Global Compact,” a worldwide alliance between the United Nations and the private sector. The UN Global Compact is built around 10 principles derived from the Universal Declaration of Human Rights, the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work, the Rio Declaration and the UN Convention Against Corruption. Postbank had been bound to the UN Global Compact since mid-2006 via its former majority shareholder Deutsche Post DHL. In January 2009, Postbank independently signed the UN Global Compact and reports within this Sustainability Report first time on progress of the implementation of the 10 principles.



Postbank’s UN Global Compact Communication on Progress
UN Global Compact

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Verein für Umweltmanagement in Banken und Versicherungen

Since September 2005, Postbank has been a member of the “Verein für Umweltmanagement in Banken, Sparkassen und Versicherungen e.V.” (VfU), a German association for environmental management of banks, savings banks, and insurance companies. VfU is the only European association involved in the area of environmental management among financial service providers. The objective of the association is to promote environmental protection and environmental management among banks and insurance companies. For this, the association develops strategies, tools, and shares best-practice solutions, advances internal exchanges of information among the member institutions and supplies information to the public. Our involvement in the VfU includes the participation in working groups and roundtable discussions on varying sustainability topics.



FinanzForum: Klimawandel

“FinanzForum: Klimawandel”, a German association of banks for the implementation of the climate policy of the German Federal Government, constitutes the advisory board of “CFI - Climate Change,



Financial Markets and Innovation” of the German Federal Ministry of Education and Research. The aim of the advisory board is to develop and coordinate the dialog on research with financial service providers in relation to financing offers, shaping public opinion on climate change and exploring the needs and prospects of practical research. This dialog is a main contribution to the German Federal Government’s “High-tech Strategy on Climate Protection”. CFI was launched by Federal Minister Dr. Annette Schavan in 2007. Postbank has been involved in “FinanzForum: Klimawandel” since November 2009.

Carbon Disclosure Project

Carbon Disclosure Project (CDP) was launched in London in year 2000; it is the largest joint project of institutional investors that deals with the

CARBON DISCLOSURE PROJECT

economic impact of climate change. The initiative involves 475 investors, including Postbank, with assets under management of more than US\$ 55 trillion, who are demanding comprehensive disclosure of greenhouse gas emissions. More than 1,300 of the world’s largest corporations already report their emissions on the CDP website. Since Postbank signed the Carbon Disclosure Project in 2006 for the first time, we have committed ourselves to the notion that financial institutions should put greater emphasis on climate protection in investment decisions.

[Carbon Disclosure Project](#)

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Initiative Finanzstandort Deutschland

“Initiative Finanzstandort Deutschland” (IFD), an action group for the German financial sector is an organization which is made up of different financial service providers, associations, the Deutsche Bundesbank (German Central Bank) and the Federal Ministry of Finance; it represents all sections of the German financial services sector. It was established in May 2003 by the German banking and insurance industry, Deutsche Börse (German Stock Exchange), Deutsche Bundesbank, the Federal Ministry of Finance and the top level associations of the German financial sector.



Its members, including Postbank since the end of 2005, have set themselves the goal of developing different products and policies which generate shared benefits for private customers and companies. The key objectives are to strengthen growth, help to form the integration of European financial markets and to support innovation.

[“Initiative Finanzstandort Deutschland”](#)

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Awards

Postbank successfully meets market requirements for innovative and sustainable products and services as well as efficient processes. This is shown by the following awards of the years 2008 and 2009.

2009

CHIP magazine – Postbank overall winner of comparative test on online banking

The German computer magazine CHIP published a comparative test on the subject of online banking in its September 2009 edition in which Postbank took the top rank, as in 2008. 18 online banking services were tested, with the range of services on offer and banking security being evaluated equally. The comprehensive range of functions offered by Postbank was especially praised, particularly the website that has been optimized specifically for the iPhone. At the same time, Postbank's services scored points in the security test and ranked second in the number of branches available.

Deutsches Institut für Betriebswirtschaft – Postbank Idea Management ranks second in the banking sector

Deutsches Institut für Betriebswirtschaft (dib) is a leading German organization for training and advanced training on business management issues; it publishes a ranking on idea management in the banking sector once a year. Postbank achieved second rank in 2008. Since we introduced our Idea Management, Postbank every year was awarded with top placings in dib's ranking.

Potentialpark – Postbank career page among the top 30 in Germany

The international market research company Potentialpark conducted a study on career websites from the perspective of job seekers. Key elements of the assessment were: How do job seekers use the website? Why do they use it? And which companies meet job seekers' needs with their website? The companies that have made it into the Top 30 ranking list for Germany are those that are strengthening their employer brand and are actively building relationships with their talent pool, for instance by using innovative online marketing and innovative communication tools. Postbank's career page achieved an twelfth place in the Top 30 ranking.

Corporate Research Foundation – Postbank is one of "Germany's top employers"

Corporate Research Foundation, an independent company that initiates and coordinates international research projects for the business community and publishes them in exclusive publications, has, for the past few years, been presenting awards recognizing "Germany's top employers" together with Junge Karriere (Young Careers), a magazine for young people starting off their careers that is published by the Handelsblatt publishing group. For the study, companies had to answer 101 questions which were used to analyze six key areas: development opportunities, salary, work-life balance, job security, market leadership and corporate culture. For the second time since 2008, Postbank received an award as one of "Germany's top employers" in 2009.

geldinstitute magazine – Postbank’s “Filiale im Wandel” (Changing Branches) project offers the best level of service at its branches

Every two years, the German magazine geldinstitute (financial institutes), a trade journal for the eBanking, IT solutions and banking technology sectors, launches the competition “Geschäftsstelle des Jahres” (Branch of the Year) in cooperation with the Fraunhofer Institut für Arbeitswirtschaft und Organisation (Fraunhofer Institute for Industrial Engineering) and IBM. Any company that has implemented exemplary business concepts in the past two years was able to take part in the competition. Out of a group of 20, Postbank managed to win with its “Changing Branches” project, which aims to place a greater focus on customers’ requirements. The project, which the competition jury rated as “an innovative, customer-oriented concept of branches with the potential to be duplicated”, won the award for the best service level offered at its branches.

Investis IQ Corporate Website Ranking – second place for sustainability page www.postbank.com/sustainability

Investis, a market-leading specialist in the provision of services for online corporate communications of listed companies in Europe, published its first website ranking for the 30 companies listed on the DAX and the 50 companies listed on the MDAX. The IQ Corporate Website Ranking is the most comprehensive benchmarking of corporate groups in the market and the only one that covers the full spectrum of interest groups’ requirements. Accordingly, the benchmark criterion for sustainability websites was: How do companies address the concerns of stakeholders on their websites? Postbank ranked second among a total of 80 companies listed on the DAX and the MDAX with its website www.postbank.com/sustainability.

€uro business magazine – Postbank is “Best Branch Bank of 2009”

The Hamburg analysis company SWI Finance was commissioned by the business magazine €uro to conduct a test on products and advisory services at 48 banks. As part of this test, the offerings of branch banks, direct banks, online banks, and automotive finance companies, covering all product areas as well as customer service (telephone, e-mail), quality of response to complaints, website, online security and quality of personal advisory talks, were analyzed and rated. Postbank scored well, particularly in the areas of fixed-term deposits and securities trading, where it offers very good terms and conditions. This was one of the main reasons why Postbank managed to retain its first-place ranking from the previous year, receiving the award as “Best Branch Bank” again in 2009.

ibi Website Rating – “Best Finance website in the German-speaking region”

Since 1998, experts at ibi research gmbH based at the University of Regensburg have been rating the websites of more than 150 banks in Germany, Austria and Switzerland. The assessment catalog encompasses more than 230 detailed criteria which can be assigned to the two main categories of quality of advice and usability. Postbank is very strong in both areas and managed to meet 77 percent of the requirements. That is why Postbank took the top rank among the 150 banks rated, as in the previous year.

YouGov BrandIndex – Postbank gets a positive rating from the general public

YouGovPsychonomics AG, a market research and consultancy agency which has its head office in Cologne, is one of the top ten market research institutes in Germany in terms of revenue generated, tracks the public perception of 500 brands in 20 different sectors on a daily basis by interviewing 1,000 people. The brands are measured on a 7-point profile: brand awareness, general impression, quality, cost-performance ratio, customer satisfaction, employer image, and whether respondents would recommend the brand to a friend. Summed up in the BrandIndex, the companies' image values are revealed. Postbank is currently showing stable image values, and has been rated positively by the general public since December, which is a rare experience for banks in the present climate.

"Euro Fund Awards" organized by Axel Springer Financial Media GmbH – Postbank funds achieve excellent placings

Axel Springer Financial Media GmbH presents its Euro Fund Awards to the year's best funds. It presents an award to the three funds showing the best performance over one year, three years and five years, respectively, in 59 different fund categories. The basis for this rating is the fund universe of the business magazines *€uro*, *€uro am Sonntag* and *€uro fondsxpess*. The umbrella fund Postbank Vermögensmanagement Plus Chance came first, the pension fund Postbank Europafonds Renten came second and the stock fund Postbank Global E-Conomy came third in their respective categories.

2008

PASS Consulting Group – overall winner of the "Pass Online-Banking Award"

Since 2001, German PASS Consulting Group from Aschaffenburg, an consulting and software company, has been scrutinizing the quality of the websites of banks and savings banks in German-speaking countries. An independent team conducted the test by surveying 22,000 customers and analyzing 42 bank portals from Germany, Austria and Switzerland according to 293 individual criteria. Combined into ten categories, Postbank managed to achieve first, second and third places in six of the categories, including best account management. This enabled Postbank not only to win the "Best Branch Bank award" but also to emerge as the overall winner of the survey.

Deutscher Servicetag & Deutsches Institut für Service-Qualität initiative – "Service Innovation Award" for "Kunden Beirat 60plus" (Customer Board 60plus)

The Service Innovations Award rewards the services provided by companies that have demonstrably improved the level of customer satisfaction. Deutsches Institut für Service-Qualität, a German media service provider, examined projects submitted by 50 companies and institutions and selected nine of them to be assessed by an independent jury. The jury finally nominated four companies for an award, including Postbank, which was presented with the award in the "interactive customer relationship" category for introducing its "Kundenbeirat 60plus" (Customer Board 60plus). This Board is made up of 2,500 senior citizens aged between 60 and 75 and provides ideas and suggestions on how to improve products, services and customer care from the point of view of older customers.

Stiftung Warentest – Postbank's Förderrente I receives seal of approval

The magazine Finanztest, which is published by German Stiftung Warentest, put 29 offers for pension insurance products (so-called "Riester insurance") under the microscope, based on the following criteria: pension commitment and costs, return on investment and transparency. The PB Förderrente I offered by PBV Lebensversicherung AG achieved fifth place and received the Finanztest magazine's seal of approval, scoring a grade of "good" (2.0).

Stiftung Warentest – award for the lowest-priced securities accounts offered by branches

German Stiftung Warentest tested bank charges in its Finanztest publication, focusing on Internet retailing and telephone trading transaction charges for 36 different securities accounts as well as commission charges for orders at the branches of 29 different banks. Postbank has the lowest-priced order charges among the German banks. Postbank customers even have the option of using their securities accounts online for a lower fee, which is why Postbank received an award for the lowest-priced securities accounts offered by its branches.

Overall winner of CHIP magazine's online banking test

The IT experts at the German computer magazine CHIP tested the online banking services provided by 19 national banks. The two main categories, each with a 50% weighting, were security and the online banking service offered, comprising elements such as "requesting a TAN" or "printable bank statement". Seven of the 19 banks reviewed failed the test, whereas Postbank emerged as the overall test winner.

Netaspect – top rank for online media pages

The German service and consulting company Netaspect, which, since its establishment in 1999, has specialized in optimization of interactive systems, analyzed different websites in the banking, software, electronics and entertainment sectors based on 14 key criteria relating to the usability, practical value and added value of German media departments. Postbank achieved impressive results in all fourteen of the areas that were scrutinized and took the top rank in the online media pages category.

Euroweek Covered Bond Awards 2008 – Jumbo Pfandbriefe receive award

Euroweek, a magazine covering the global capital market, held a ballot among investors, issuers, consortia, leads and market makers. Postbank's Liquidity Management & Credit Treasury team was chosen as the winner in the following categories: best debut issue for the outstanding debut of the Jumbo Pfandbriefe, and best debut issuer for the team's overall performance in the marketplace during the past twelve months.

TecChannel.de – number one in online security

The editorial staff at German TecChannel.de, specialized in IT, tested 20 banks for security in the area of online banking. As part of this test, banks were surveyed about the technology they use and the security measures they have in place and the online banking portals of 20 different major banks were compared. Postbank was awarded first place jointly with Netbank.

Study conducted by Reader's Digest – Postbank among the top trusted brands

The European Trusted Brands study which Reader's Digest magazine has been conducting since 2001 assesses criteria such as quality, image, cost-effectiveness and knowledge of customer requirements and consumers' trust in brands in 31 product categories in Germany. In the banking sector, Postbank occupies third rank, putting it among the top trusted brands.

Focus Money bank survey – Postbank achieves first to third places

The German financial magazine Focus Money commissioned the Deutsches Institut für Service-Qualität, a media service provider, to test 36 branch banks in ten cities. The criteria for the bank survey included the following questions: Who offers the best interest rates, who provides building finance tailored to meet customers' specific requirements, who offers personal advice? Postbank ranked highly in the survey, for instance coming in second place in category "best conditions" in Berlin and Frankfurt, taking top rank as the best regional bank in the category "customer care" category in Cologne. In the overall "best bank" category, Postbank takes second rank in Cologne and third rank in Düsseldorf.

Financial Times Deutschland – Postbank Research forecasts achieve third place

The Financial Times Deutschland (FTD) completed its sixth review of the economic forecasts issued by more than 50 German and international research institutes, organizations and banks. In its ranking, the FTD evaluates how well professional observers have assessed economic trends. The experts at PB Research achieved a very creditable third place in the review.

Deutsches Institut für Service-Qualität – Postbank has best installment loan

The Deutsches Institut für Service-Qualität, a German media service provider, conducts competitive comparisons, thereby providing consumers with important indicators for their purchasing decisions. Against this backdrop, the installment loans offered by 27 financial institutions were analyzed in terms of the effective interest rates charged and loan features. Under 60 percent of all installment loans is only just adequate or even poor in terms of features. This does not apply to Postbank's online product "Privatkredit direkt", which offers excellent loan terms and satisfactory effective interest rates, which is why it received an award as the best installment loan product based on customers' creditworthiness.

Forum Ethibel – inclusion in the "ESI Pioneer Global" sustainability index

Forum Ethibel is a leading European corporate social responsibility (CSR) and corporate sustainability rating agency. Only selected companies that meet the requirements for sustainable management are included in the Ethibel Sustainability Indexes (ESI). "ESI Pioneer Global" is made up of the world's 190 best enterprises in terms of sustainability achievements – including, since 2008, Postbank as the only German bank.

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