

08

ABRIDGED SUSTAINABILITY REPORT



FIRSTRAND

For detailed Sustainability Reports of our major operating divisions and subsidiaries First National Bank, Rand Merchant Bank, WesBank, Momentum, OUTsurance, FNB Botswana, FNB Lesotho, FNB Namibia and FNB Swaziland, please access www.firstRANDSustain.co.za

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FROM OUR CEO TO OUR STAKEHOLDERS

Dear Stakeholder

It is now ten years since FirstRand was formed through the merging of the financial services interests of RMB Holdings and Anglo American Corporation of South Africa in May 1998.

In early 2001 Remgro acquired the major portion of Anglo American's investment.

This ten year period has seen FirstRand grow its earnings attributable to shareholders at an average annual compound growth rate of 17% by never diverting from its goal of seeking to satisfy the needs of all its other stakeholders (customers, employees, suppliers, Government, regulators, the communities in which it operates and the natural environment which is becoming increasingly threatened by the industrial world).

Today FirstRand continues to operate as an integrated financial services group. Its major brands are First National Bank (retail and commercial banking), Rand Merchant Bank (investment and corporate banking), WesBank (moveable asset finance), Momentum (life and health insurance and asset management) and OUTsurance (short-term insurance). Discovery, which also focuses on health and more recently life insurance, was unbundled from the Group in November 2007.

Each of the brands referred to above has the closest and most direct relationship with FirstRand's various stakeholders and is, in terms of FirstRand's business model, empowered to interpret its sustainability philosophy according to its own particular operating context. For this reason each of the brands reports independently to its stakeholders and their progress in this regard is reflected on the website www.firststrandsustain.co.za.

Also included on this website are certain extracts from FirstRand's 2008 annual report to shareholders (www.firststrand.co.za) and which forms part of the consolidated Sustainability Report of the FirstRand Group. These are:

- FirstRand Governance Statement
- FirstRand Group Risk Report
- Abridged Sustainability Report, including a report on the FirstRand Foundation (www.firststrandfoundation.org.za), employee volunteerism, the workforce profile, transformation, our contribution to society and reporting standard protocols.

The 2008 financial year has been the most difficult in our ten year history. These are good times to test the robustness of our business models and the systems and processes which are in place to ensure sustainable growth. While this is an ongoing process, it is pleasing to be able to report that our processes have not been found wanting. We remain ever vigilant and constantly seek to improve these processes where we can.

I am acutely aware that many of our stakeholders are feeling the impact of the current economic downturn. We are all impacted by higher food and fuel prices, inflation and interest rates and the challenges of electricity shortages, increased property taxes and the ongoing scourge of crime.



At times such as these, having a sustainability mindset and a long term view are critical. The need for open and honest communication, value-for-money products and services, transparent pricing, and solutions to assist our customers in these tough economic times is now even more important than ever before. While economic and social development requirements are possibly more prominent in our macro landscape at this current time, it is important to be mindful of the potential impact of climate change on our world.

The reports from our major brands (including our African subsidiaries) will show you what we have done in this regard. These actions include building our relationship with the Regulators, limiting pricing increases to below inflation, providing alternative pricing packages to the consumer, engaging in conversations with our indebted customers to help them manage their obligations, and investing substantial amounts in ongoing training and transformation.

The FirstRand Foundation and our Volunteers continue to impact on the lives of millions of South Africans. Senior executives interface with Government and industry bodies to the benefit of society.

We continue to work actively at reducing the environmental impact of our operations. We measured our carbon footprint, continued reducing our consumption of resources and worked towards attaining ISO 14001:2004 certification for a number of our large buildings. As a large financial services provider, we continue to maintain environmental and social risk vigilance in our financing and lending activities, while working towards helping the market implement solutions to climate change by developing suitable financial products.

As is the case for all responsible corporates, engaging in sustainable business practices remains an ongoing journey for us. It is in the spirit of open and honest communication that I invite you to comment on these reports and our efforts by writing to us at firststrand.sustainability@fnb.co.za.

It remains for me to thank all our stakeholders for their support and ongoing commitment. Our continued success is entirely dependent on our ability to meet your needs.

Yours sincerely

Paul K Harris, Chief Executive, FirstRand

INTRODUCTION

The FirstRand Group continues to strive for the **highest possible standards in good corporate citizenship** and reporting in respect of sustainable business practices. It recognises that it has a duty not only to its shareholders, but to its many other stakeholders. These include the environment and the communities in which we operate, our customers, employees, suppliers, government and our regulators.

Our progress towards building mutually rewarding long term relationships with all our stakeholders in the interests of ensuring sustainable profit growth is summarised in this abridged report. A comprehensive Group report backed by reports from each of FirstRand's major divisions can be found on the web at www.firstRANDSustain.co.za.

Included in this annual report to shareholders is a comprehensive report on our governance structures (see page 79) and reports on how we manage risk across the Group (see page 96). These two reports form part of the Sustainability report to stakeholders.

Some of the most exciting work we have done in our journey to constantly improve our status as a responsible corporate citizen occurred during the 2008 financial year. These include:

- Ensuring that we exceed many of the Financial Sector Charter transformation targets
- Investing extensively in employee talent and leadership
- Measuring our carbon footprint and ensuring ongoing reductions in our environmental impact
- Impressive growth in the number of innovations identified and implemented by staff, thereby helping to assist our customers, especially in these difficult times
- Ensuring that all our business decisions remain informed by sustainability imperatives and risk identification
- Strengthening our compliance structures and our relationships with the regulatory authorities
- Positioning our international structures to ensure best corporate governance and sustainable business practices

We remain a listed entity on the JSE's Social Responsibility Index and are also a proud supporter of the UN Global Compact and the Carbon Disclosure Project. For FirstRand, sustainable business practices are common sense: we take account of both the material risks posed to our business and the opportunities available in enhancing our position as a responsible corporate citizen. Through this approach, we believe that we can create value for all our stakeholders.

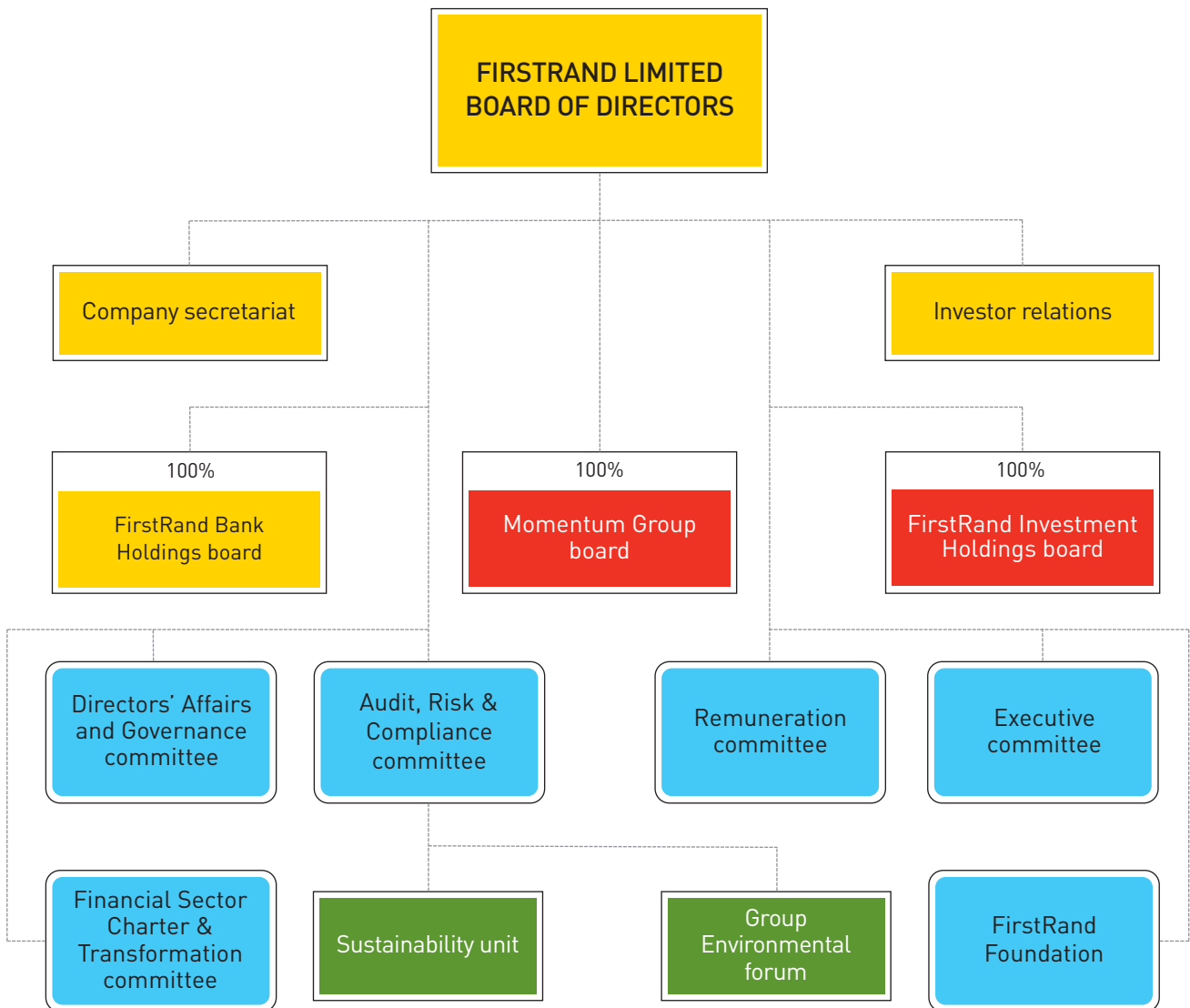
FIRSTRAND’S BUSINESS PHILOSOPHY, ETHOS AND MODUS OPERANDI STATES THAT **“ALL BUSINESS UNITS ARE EXPECTED TO CLEARLY UNDERSTAND AND MONITOR THE COST AND REVENUE AND SOCIAL AND ENVIRONMENTAL IMPLICATIONS OF ALL ACTIONS. THE EXTENT TO WHICH SUCH ACTIONS DO OR DO NOT ADD VALUE MUST BE UNDERSTOOD”**

(The complete statement is available at www.firstrandsustain.co.za)

IMPLEMENTATION OF FIRSTRAND’S BUSINESS SUSTAINABILITY PRACTICES

The FirstRand federated business model enables each of its operating divisions to develop their own strategies. This is based on the belief that each division is informed by common values and beliefs which are articulated in the FirstRand business philosophy. This philosophy remains the compass for expected practices across the Group. The governance structure is shown below.

GROUP GOVERNANCE OF SUSTAINABILITY



The boards of subsidiary companies are subject to the same corporate governance criteria as the holding company. FirstRand board committees include representatives from the subsidiary board committees and where appropriate divisional executive management.

As the divisions and their related business units form the closest and most direct relationships with the majority of FirstRand’s stakeholders and face unique operational challenges from each other and from the Group, the divisions are empowered to interpret the Group’s sustainability philosophy according to their particular operating context (ranging from retail and corporate and merchant banking through to asset management, short term and life insurance) and to design and implement solutions accordingly.

THE NON NEGOTIABLES OF THE GROUP’S SUSTAINABLE BUSINESS PRACTICES INCLUDE THE FOLLOWING:

- The primary objective of the FirstRand Group is the generation of sustainable profits
- FirstRand is obsessive regarding real governance
- We obey both the letter and the spirit of the law
- We strive for the highest ethical standards, and apply integrity in all we do
- FirstRand is and will remain an equal opportunity employer
- Our employees have complete freedom of association
- We value open and honest communication
- We respect the value of the natural environment
- We are transparent in our pricing

Driven/Reported at FirstRand Group level	Driven/Reported at major operating division and subsidiary level
Sustainability philosophy, approach and broad direction setting	→ Business strategy integrating sustainability imperatives
Governance	→ Objectives, deliverables, activities, targets and results
Adoption of global and local sustainability standards and protocols	→ Implementation of Group sustainability standards and protocols adopted as applicable to operations
Group Risk incorporates divisional sustainability risks identified and tracked	→ Group and business specific sustainability risks to be identified and addressed → Business specific commercial and operational opportunities relating to social, environmental or ethical solutions to be identified, developed along business case driven lines, and implemented
Corporate social investment programme (Foundation and employee volunteerism)	→ Corporate social investment programme implementation (funds and volunteer projects)
Overseeing of consolidated Group measurement, reporting and performance management	→ Detailed divisional measurement, reporting and performance management
Consolidated Group BEE transformation performance monitoring and reporting, and advice and encouragement to executive management on how best to achieve transformation goals	→ BEE transformation strategy implementation to achieve Group objectives: plans, actions and performance monitoring

As the business and activities of our operating divisions and subsidiaries are so diverse, we believe that we best serve sustainability reporting principles and demonstrate how we have added value and managed sustainability risk by presenting the objectives set by FNB, Momentum, RMB, OUTsurance and WesBank in independent reports. Consolidated FirstRand information, such as our transformation efforts, employment equity and workforce profile, and our relationship with regulators and shareholders is presented as such.

SUSTAINABILITY REPORTING PRINCIPLES INCLUDE MATERIALITY, TRANSPARENCY, COMPLETENESS, ACCURACY, AND COMPARABILITY.

ABRIDGED SUSTAINABILITY REPORTS

We have set out below abridged sustainability reports for FNB, RMB, WesBank, Momentum and OUTsurance. For detailed reports, including this FirstRand Abridged Sustainability report, and FNB Africa reports, please go to www.firstrandsustain.co.za.

FNB

IN THE YEAR UNDER REVIEW, FNB SET OUT TO ADDRESS THE IMPACT OF WORSENING ECONOMIC CONDITIONS ON ITS CUSTOMERS, DEVELOP STAFF THROUGH STRATEGIC HR INITIATIVES AND ONGOING SKILLS INVESTMENT, CONTINUE UPLIFTING COMMUNITIES IN NEED AND REDUCE ITS ENVIRONMENTAL IMPACT.

MATERIAL SUSTAINABILITY ISSUES

Below are the risks and opportunities that could have a material impact on our operations, and the actions we are taking to manage these.

Opportunity/Issue	Action
Impact of rising inflation, interest rates, food and fuel prices on consumer debt affordability levels and ability to save	<ul style="list-style-type: none"> → Launched a consumer advice campaign offering practical advice on saving, and provided debt rehabilitation and counselling services → Held discussions with customers to seek alternative to home repossessions and encouraged customers to negotiate flexible payment terms for home loan obligations
Continuing to invest in value-add for customers while maintaining affordable banking levels	<ul style="list-style-type: none"> → For most accounts, maintained overall banking fees below inflation → Launched Unlimited Option, reducing banking fees to R66 a month for personal cheque accounts → Competition Commission findings impact analysis will be conducted to determine implementation requirements. Some recommendations will also require legislative changes and industry agreements
Ongoing skills shortages and the war for talent	<ul style="list-style-type: none"> → Developed a human capital strategy focused on effectively growing and developing our talent aligned to business needs, and ensure staff retention → Implemented training interventions: recruitment, selection and retention strategies to meet FSC transformation targets and work towards dti targets
Meeting customer demand for accessible and convenient banking service	<ul style="list-style-type: none"> → Continued repositioning and upgrading of branch network to align service demand and supply, and ensure reduced access costs for customers → Rolled out new branch operating model to improve client experience at branches → Promoted alternative and more convenient delivery channels such as online banking, ATMs and call centres to improve service and reduce customer waiting period
Partnerships to alleviate market shortages of housing stock for the affordable housing market	<ul style="list-style-type: none"> → Collaborated with developers to get stock to fund as part of our Bulk Housing Finance programme, which also seeks to create mixed-use developments to promote the development of sustainable communities

2008: COMMITMENTS AND PROGRESS

Providing value to our customers

- Commitments:
 - Entrench personal client relationships, improve service delivery and consistency, and enhance customer satisfaction
 - Refine offerings
 - Improve banking access through infrastructure roll out
 - Take advantage of opportunities presented by our 2010 FIFA World Cup sponsorship, in key sectors such as tourism and construction
- Progress:
 - Promoted financial inclusion through basic banking access for previously unbanked people; affordable home loan finance; small and medium enterprise (“SME”), black economic empowerment (“BEE”) and agriculture finance; and free financial literacy education
 - Extended physical banking infrastructure and enhanced internet banking for partially sighted and learning impaired customers
 - Actively targeted finance for start ups, SMEs and new ventures
 - Encouraged saving and continued to remain a responsible lender
 - Kept fee increases below inflation
 - Improved customer experiences
 - Addressed staff and customer safety
 - Maintained innovative spirit

Being a responsible employer

- Commitments:
 - Increase transformation pace and address BEE skills retention
 - Improve performance management
 - Focus on leadership development, remuneration, mentoring, training and cultural sensitivity
 - Introduce company wide talent management and promotion process, and promote visibility of opportunities across the Group
 - Increase disabled staff representation
 - Open BankCity crèche to assist working parents
- Progress:
 - Met and, in some areas, exceeded transformation targets
 - Worked on sustaining this performance through African, Coloured and Indian (“ACI”) attrition management
 - Focused on talent retention and attraction, skills investment, performance and talent management
 - Enhanced wellness programme
 - Opened crèche

Working with our suppliers

- Commitments:
 - Implement integrated procurement system underpinned by improved standards and policies

- Continue supplier base transformation
- Establish a centre led service level management department
- Increase focus on enterprise development
- Develop an approach to work with suppliers on social and environmental issues
- Assess supplier satisfaction
- Progress:
 - Exceeded transformation targets
 - Saved R92.6 million as a result of procurement and process efficiencies
 - Established governance framework
 - Determined supplier satisfaction
 - The procurement system is being developed

Reducing our environmental impact

- Commitments:
 - Undertake ISO 14001 audit of BankCity
 - Review environmental risk policy
 - Research/implement further environment-saving projects
 - Implement total waste management solution at head office
 - Encourage energy-saving ideas from staff
- Progress:
 - Determined carbon footprint (Baseline 1A)
 - Implemented an Environmental Management System
 - Updated environmental and social risks as applicable
 - Undertook United Nations Environmental Programme Finance Initiative Environmental and Social Risk Analysis training
 - Addressed electricity and water use, and waste output
 - Conducted staff awareness

Investing in our community

- Commitments:
 - Increase long term engagement through multi year grants by FNB Fund
 - Align Corporate Social Investment (“CSI”) to renewed focus areas
 - Undertake second measurement and impact assessment of funding
 - Increase internal awareness of staff volunteering
- Progress:
 - Implemented sustainable programmatic approach to funding, focusing on longer term community partnerships and flagship projects with established Non-Profit Organisations (“NPOs”)
 - Focused on support for hospice and community care and provided bursaries
 - Measured our CSI impact
 - Enhanced Volunteers Programme governance and communication
 - Encouraged sustainable volunteer initiatives by staff

IN 2009 WE WILL

- Our customers:
 - Meet demand for accessible, convenient banking
 - Reinforce service in branches
 - Continue stakeholder collaboration to address critical housing stock shortages
 - Continue efforts to provide safe, secure banking
- Our people:
 - Drive transformation
 - Provide a compelling employee value proposition
 - Focus on skills development, and performance and talent management
 - Ensure an integrated HR approach
 - Extend our outcomes based remuneration strategy
- Our suppliers:
 - Drive transformation
 - Support supplier development
 - Ensure efficiency in systems and processes
- The environment:
 - Commence Baseline 1B carbon footprint extended assessment
 - Manage our environmental footprint
 - Maintain focus on reducing energy consumption
 - Manage significant environmental risks
 - Report back on our engagement with the Clinton Climate Initiative Building Retrofit Programme
 - Determine implementation issues for FNB following FirstRand's draft Climate Change Strategy development
 - Continue staff education on environmental awareness
- Our community:
 - Facilitate best practice sharing between hospices
 - Enable bursary service providers engagement
 - Conduct the second monitoring and evaluation of funding
 - Determine volunteer community impact
 - Refine our CSI focus areas
 - Encourage payroll giving among staff and encourage more staff to volunteer

RMB

NOTWITHSTANDING THE LOCAL AND GLOBAL ECONOMIC SLOWDOWN AND DIFFICULT OPERATING CONDITIONS, RMB CONTINUED TO DELIVER VALUE TO STAKEHOLDERS. OUR SUCCESS IS PARTLY ATTRIBUTABLE TO OUR RECOGNITION THAT SUSTAINABLE BUSINESS PRACTICES REMAIN MORE IMPORTANT THAN EVER IN TIMES OF UNCERTAINTY.

MATERIAL SUSTAINABILITY ISSUES

Below are the risks and opportunities that could have a material impact on our operations, and the actions we are taking to manage these.

Opportunity/Issue	Action
Maintaining and improving our skilled staff retention and attraction value proposition	→ Focus on sustainable development and diversity as a base for ensuring that our people provide clients with innovative solutions and ideas
Maintaining client relationships	→ Establish and maintain strong, long term relationships with clients and offer innovative and relevant financial solutions
Lowering our carbon footprint	→ In striving to be a good corporate citizen, will make every effort to reduce our carbon footprint

2008: COMMITMENTS AND PROGRESS

Providing value to our customers

- Commitments:
 - Ongoing FSC transformation
 - Maintain culture of innovation
- Progress:
 - Conducted 60% of all BEE transactions in South Africa
 - Infrastructure finance included road, rail and port transport, and water, electricity, housing and healthcare services
 - Helped clients deal with volatile market conditions by providing interest hedging instruments, corporate advice and structured solutions

Being a responsible employer

- Commitments:
 - Attract and retain talent
 - Increase diversity among staff
 - Undertake industry building initiatives
- Progress:
 - Improved performance management
 - Focused on leadership development through various programmes
 - Recruited ACI candidates into specialist and management roles
 - Enhanced graduate programme, marketing and processes
 - Introduced a “stay” interview (asking staff questions similar to those in an exit interview)

Working with our suppliers

- Commitments:
 - Promote transformation among suppliers
 - Formalise procurement policy and strategy
 - Appoint procurement officer
 - Implement supplier list
- Progress:
 - Advised suppliers about transformation imperative and BEE rating process
 - Developed procurement policy and strategy
 - Appointed procurement officer to combine procurement efforts across the business and standardise spending patterns

Reducing our environmental impact

- Commitments:
 - Measure effectiveness of lighting replacement programme
- Progress:
 - Undertook first carbon footprint assessment (Baseline 1A)
 - Targeted Clean Development Mechanism projects to

- generate emission reduction credits
- Maintained environmental risk policy aligned to requirements of Equator Principles
- Updated environmental and social risks as applicable
- Improved lighting use and efficiency

Investing in our community

- Commitments:
 - Implement programmatic approach to CSI funding
 - Design Monitoring, Evaluation and Reporting (“MER”) system to determine CSI funding impact
- Progress:
 - Implemented programmatic approach of longer term community partnerships, with increased focus on flagship projects with established NPOs
 - Enhanced employee Volunteers Programme through training for programme coordinators
 - Granted staff time off during working hours to enable staff volunteering

IN 2009 WE WILL

- Our customers:
 - Continue to focus on strengths in areas of targeted investments, infrastructure and BEE finance
- Our people:
 - Market RMB at universities
 - Work with top tier recruitment agents
 - Ensure that compensation strategies are market-related
 - Focus on diversity recruitment
 - Roll out Live Life Well programme among staff
- Our suppliers:
 - Encourage divisions to use BEE suppliers
 - Ensure sourcing accords with procurement strategy
- The environment:
 - Commence Baseline 1B carbon footprint assessment
 - Reduce energy consumption
 - Provide input into draft Group Climate Change Strategy, determining implementation requirements for RMB
 - Ensure requirement for clients to complete Environmental Impact Assessments prior to obtaining finance
- Our community:
 - Implement MER system
 - Host workshops with NPOs to get feedback on employee Volunteers programme
 - Encourage more staff to volunteer by activating matching financial grants for volunteer initiatives

WESBANK

WESBANK IS COMMITTED TO RETAINING ITS LEADERSHIP POSITION IN INSTALMENT FINANCE IN SOUTH AFRICA. THIS COMMITMENT NECESSITATES SUSTAINABLE PROFITABLE GROWTH, ONGOING EVOLUTION AS AN EMPLOYER OF CHOICE AND RESPONSIBLE INVOLVEMENT IN INITIATIVES THAT HAVE AN IMPACT ON THE ENVIRONMENT.

MATERIAL SUSTAINABILITY ISSUES

Below are the risks and opportunities that could have a material impact on our operations, and the actions we are taking to manage these.

Opportunity/Issue	Action
Management of regulatory issues	→ As a major focus area, set targets and measurements against those contained in the legislation and FSC
FSC target achievement, specifically for employment equity	→ Identified senior management positions for equity candidates and developed programmes to recruit suitable candidates
HIV/AIDS in the workplace	→ Staff wellness programme in place. Comprehensive awareness communication to all staff and interventions from management
Environmental impact of vehicle emissions	→ Introduced "Trees" project to educate consumers on the harmful effects of carbon emissions. Moved to low emission company
Customer service and satisfaction standards	→ CSI in place at customer and dealer level. Complaints dealt with at CEO and senior management level
Key person dependencies, in IT and other specialist areas, and staff retention in general	→ Ongoing improvement of employee value proposition. Academy training in place
Industry positioning	→ Introduce Dealer Confidence Indicator. Ran countrywide dealer roadshow
Environmental Management	→ Kaizen philosophy inculcated, reduction in business travel, new Fairland building
Economic pressure impact on customer ability to service debt	→ Consumer education, new product offerings and dedicated call centre

2008: COMMITMENTS AND PROGRESS

Providing value to our customers

- Commitments:
 - Identify ACI customers
 - Offer customers more product choice
 - Migrate accounts into an integrated platform to improve telephonic service
- Progress:
 - Undertook new joint ventures in support of our partnership strategy
 - Addressed financing terms to avoid vehicle repossessions where possible
 - Provided R194 million in BEE entrepreneur financing
 - Migrated accounts onto one platform to improve telephonic service

Being a responsible employer

- Commitments:
 - Design compelling Enhanced Employer Value Proposition ("EEVP")
 - Integrate HIV/AIDS policy into staff well being programme
 - Enhance staff well being programme to ensure greater personalisation
 - Achieve Employment Equity ("EE") targets
- Progress:
 - Exceeded EE targets, although we remain stretched for EE representation at senior and middle management levels
 - Invested just over R35 million in skills development and leadership

- Focused on talent acquisition, retention and performance management
- Improved HR practices by grouping jobs by responsibility
- Wellness formed an important part of the EEVP

Working with our suppliers

- Commitments:
 - Automate manual commodity ordering systems and procurement process Management Information System ("MIS")
 - Implement new procurement system
 - Have preferred supplier lists
 - Launch procurement section on website
 - Establish good supplier relationships
- Progress:
 - Focused on BEE transformation and small business support
 - Developing a solution to manual ordering and management reports
 - Worked towards building supplier relationships through improved communication

Reducing our environmental impact

- Commitments:
 - Increase scope of ISO 14001:2004 certified buildings from which we operate and ensure certification for our Fairland office
 - Increase employee awareness of environmental challenges through communication
 - Raise awareness importance of trees and environmental issues at motor sport events
 - Determine the impact of offsetting CO₂ emissions generated by motor sport events
- Progress:
 - Determined carbon footprint (Baseline 1A)
 - Worked on obtaining ISO 14001:2004 for Fairland building, and ensured this was the most environmentally friendly office premises in South Africa
 - Implemented Environmental Management System audited by PriceWaterhouseCoopers Inc.
 - Extended Kaizen philosophy to identify waste and inefficiency
 - Focused on reducing electricity, water and paper consumption, and waste output
 - Launched "Trees" campaign to encourage motorists to offset travel emissions
 - Educated communities about importance of trees

Investing in our community

- Commitments:
 - Implement programmatic approach to community investment, to optimise funding effectiveness
 - Increase internal awareness of the WesBank employee Volunteers programme
- Progress:
 - Programmatic approach to CSI was implemented, enabling us to focus on agricultural livelihoods, substance abuse, emergency relief, and community care and education
 - Enhanced Volunteers Programme governance and communication
 - Encouraged sustainable volunteer initiatives by staff

IN 2009 WE WILL

- Our customers:
 - Add self-help functionality to our internet site, allowing customers to manage their own accounts
 - Develop a Guest Experience Matrix to determine how to service customers as guests
- Our people:
 - Refine performance contracts
 - Provide performance MIS
 - Enhance leadership development programmes
 - Drive an integrated wellness approach
 - Continue to meet changing learning and development business needs
- Our suppliers:
 - Evaluate all Service Level Agreements ("SLAs") and put SLAs in place where necessary
 - Enhance procurement governance processes
- The environment:
 - Commence Baseline 1B carbon footprint extended assessment
 - Determine Climate Change Strategy implementation requirements after Group develops draft strategy
 - Reduce emissions from business flights and company cars
 - Reduce paper consumption
 - Enhance staff environmental awareness
- Our community:
 - Conduct research to inform further financial commitment to "sustainable thinking"
 - Explore how volunteers can engage with WesBank Fund beneficiaries
 - Get NPO feedback on Volunteers programme
 - Encourage more staff members to volunteer and encourage payroll giving among staff

MOMENTUM

IN CURRENT DIFFICULT ECONOMIC CONDITIONS, OUR RESOLUTION TO BUILD SUSTAINABLE AND MUTUALLY BENEFICIAL RELATIONSHIPS WITH OUR STAKEHOLDERS HAS BECOME EVEN STRONGER. WE EMBRACE THE CHALLENGES OF OUR INDUSTRY, AND THE OPPORTUNITIES THEY CREATE, AS A MEANS TO ENSURE THAT WE MEET THE NEEDS OF OUR CLIENTS, THE BROADER MARKET AND ALL OUR OTHER STAKEHOLDERS.

MATERIAL SUSTAINABILITY ISSUES

Below are the risks and opportunities that could have a material impact on our operations, and the actions we are taking to manage these.

Opportunity/Issue	Action
Consumer spending is under pressure as a result of high inflation and interest rates. Investment markets are volatile	→ Flexibility is core to our product design and in order to mitigate the negative impact of volatile investment markets, we allow access to a variety of asset classes. We make it possible to reduce premium payments if there is such a need, and (within the constraints of our regulatory framework) also permit customers access to their funds
Earnings under pressure as a result of negative and volatile investment markets	→ Our capital is invested in such a way to immunise us against poor investment performance. We closely match assets and liabilities and outsource the management of our assets to specialist investment managers who optimise investment opportunities in the cycle
Slow growth in the mature life insurance market and a slowdown in South Africa's economic growth	→ We continue to diversify into new products, markets and segments, and also use alternative distribution channels to sustain growth
Constantly changing regulatory environment	→ We engage with government and industry associations to assist policymakers to balance the interests of all stakeholders. Examples in this regard include the new commission regulations and the proposed National Social Security and Retirement Reform
Meeting the needs of emerging market segments	→ We differentiate our product offering and distribution channels to best meet the savings and protection needs of new and emerging market segments

2008: COMMITMENTS AND PROGRESS

Providing value to our customers

- Commitments:
 - Obtain 80% client satisfaction
 - Analyse impact of retirement reforms on institutional clients
 - Consider alternative distribution channels to accelerate Zimele compliant product sales to LSM 1-5 market
- Progress:
 - Launched a Fair Practices committee
 - Focused on product line integration and cross-selling
 - Assisted clients in prevailing economic conditions through investment portfolio switching, flexible premium payments, and policy loans and partial withdrawals
 - Ensured increased client savings
 - Provided access to insurance and consumer financial literacy
 - Exceeded client satisfaction targets

Being a responsible employer

- Commitments:
 - Address leadership development and performance management
 - Increase ACI skills spending
 - Transform remuneration system to ensure equitable pay for job profiles
 - Place wellness at centre of HR strategy
 - Implement integrated HR MIS
 - Continue BEE transformation progress, particularly at senior management level
- Progress:
 - Exceeded EE targets
 - Further developed integrated HR management and payroll system to improve data quality
 - Invested 1.22% of payroll in skills development
 - Finalised leadership development framework

- Developing database of potential leaders
- Implemented remuneration benchmarking system and adopted performance based remuneration philosophy
- Appointed a wellness manager

Working with our suppliers

- Commitments:
 - Increase BEE expenditure to more than 42%
 - Continue extracting cost savings in controllable spend
 - Ensure all major suppliers have written contracts
 - Promote use of small enterprises without compromising price and quality
 - Identify ways to leverage off FirstRand to enhance procurement efforts
- Progress:
 - Making steady progress towards obtaining BEE accreditation of suppliers
 - Started formalising relationships through documented contracts and SLA terms
 - Started benchmarking cost of services
 - Obtained monthly electronic file containing supplier information from FirstRand
 - Started work with other divisions in FirstRand to eliminate manual management of key information on supplier contracts

Reducing our environmental impact

- Commitments:
 - Minimise negative impact of Gautrain development near head office on our staff and environment
 - Raise staff awareness of key environmental impacts
 - Identify opportunities to reduce our direct environmental impact
 - Formalise processes and procedures around environmental issues
- Progress:
 - Determined carbon footprint (Baseline 1A)
 - Asset management operations (Advantage Asset Management), a UN Principles for Responsible Investment signatory, will be launching a socially responsible investment solution
 - Conducted environmental, social and governance research on top 40 JSE listed companies, to be extended to research all JSE listed companies
 - Reduced electricity use, and took steps to promote responsible water use
 - Implemented initiatives to reduce waste
 - Established Momentum Gautrain committee to ensure a safe environment for staff during construction

Investing in our community

- Commitments:
 - Continue support for people with disabilities and develop community HIV/AIDS programme

- Implement programmatic approach to optimise funding effectiveness, sensitively exiting grant provision to organisations no longer aligned to funding strategy
- Encourage employee volunteering
- Provide training to employee Volunteers programme coordinators
- Support community partner events and campaigns: have 25 000 active clients supporting community partners
- Allow online client donations
- Enable clients to attend community partner functions
- Progress:
 - Implemented programmatic approach, enabling focus on support for the disabled, HIV/AIDS and provision of bursaries
 - Developed MER system to measure CSI funding impact
 - Enhanced Volunteers programme governance and communication
 - Encouraged sustainable volunteer initiatives by staff
 - A number of save thru spend (product) clients contribute to community partner programmes

IN 2009 WE WILL

- Our customers:
 - Refocus customer satisfaction index given prevailing client needs
 - Measure customer satisfaction
 - Meet more insurance needs of middle market segment
- Our people:
 - Develop leadership
 - Improve staff wellness
 - Maintain diversity
 - Manage talent via retention and management pipeline development approaches
 - Improve HR MIS
- Our suppliers:
 - Undertake supplier satisfaction assessment to determine implementation changes required
 - Meet transformation targets
 - Ensure top 50 major agreements are at least BEE level 4 contributors
- The environment:
 - Extend Baseline of carbon footprint assessment
 - Determine targets to reduce carbon footprint
 - Reduce electricity use
 - Raise environmental awareness among staff
- Our community:
 - Determine CSI funding and staff volunteering impact on community
 - Encourage more volunteerism and payroll giving among staff

OUTSURANCE

THE LAST YEAR HAS BEEN CHARACTERISED BY SOCIAL AND ECONOMIC TURBULENCE WORLDWIDE. WE BELIEVE, HOWEVER, THAT THE GREATER THE DEGREE OF UNCERTAINTY, THE SUM OF COMPLEXITY AND STABILITY, THE GREATER THE STRATEGIC CHALLENGE. AT OUTSURANCE, WE ADDRESS OUR CHALLENGES BY CONTINUOUSLY SEEKING NEW SOLUTIONS, OFFERINGS AND PRODUCTS IN LINE WITH OUR STAKEHOLDERS' NEEDS.

MATERIAL SUSTAINABILITY ISSUES

Below are the risks and opportunities that could have a material impact on our operations, and the actions we are taking to manage these.

Opportunity/Issue	Action
Economic challenges such as possible further increases in interest rates and the increase in inflation could have an impact on new business and retention	→ Monitor trends and determine their impact on our business. Develop products and identify solutions to ensure continued affordability of premiums for clients, while sustaining our policy business performance. For instance, our Essential products is a more affordable insurance solution
Prioritising leadership development to improve our ability to address challenges and opportunities	→ Introduced Leadership Development programme to identify aspiring leaders. Provide training, support and mentoring to ensure staff understand their leadership role and are equipped to deal with challenges and opportunities
Impact of an increase in competitors and product offerings	→ Will expand product range, enabling cross-selling of other products and cementing of client relationships
International expansion for business growth	→ Have established international operations in Namibia and Australia, managed by senior management teams and supported by well trained staff and robust systems, to extend offering to new markets

2008: COMMITMENTS AND PROGRESS

Providing value to our customers

- Commitments:
 - Enhance customer feedback model
 - Enable business processes through technology
 - Launch and measure uptake of more affordable insurance offering called Essential
- Progress:
 - Customer Satisfaction Index remained at 86%
 - Used electronic logging solutions, tracking and reviews of Ombudsman complaints to monitor satisfaction
 - Limited premium increases to 8.9%
 - Launched Essential OUTsurance
 - Launched Buddy@OUT, to provide safe transport

Being a responsible employer

- Commitments:
 - Finalise FAIS accreditation of staff and embark on second round for 2009 compliance
 - Take in more learners
 - Continue focusing on leadership development and create learning paths for all employees
- Progress:
 - Introduced OUTsurance Leadership Development Programme and learning programme called “Pump My Skillz”
 - Took on 15 additional learners
 - Enhanced corporate values
 - Made significant progress in staff diversity representation
 - Completed FAIS accreditation

Working with our suppliers

- Commitments:
 - Improve procurement transformation
 - Provide BEE educational drives
 - Facilitate establishment of BEE small, medium and micro enterprises (“SMMEs”)
 - Develop web interface to allocate and monitor tasks, and pay for work completed
- Progress:
 - Actively monitored BEE performance and discussed BEE with existing suppliers
 - Assured suppliers of our loyalty during their transition to BEE certification status
 - Appointed dedicated resource to assist service providers with process of BEE certification
 - Hosted our first service provider roadshow

Reducing our environmental impact

- Commitments:
 - Manage waste more effectively
 - Ensure 30% of paper used is recycled
 - Implement disaster recovery programme
- Progress:
 - Colour-coded bins used for waste separation
 - Contracted licensed waste disposal company to dispose of normal refuse waste, and contracted Mondi Recycling to recycle all paper and cardboard boxes
 - Recycle at least 30% of all paper
 - Implemented reliable disaster recovery facilities

Investing in our community

- Commitments:
 - Expand traffic assistance solution (Pointsmen initiative)
- Progress:
 - Increased Pointsmen representation by 40%
 - Ran 24 community projects, investing 1 140 hours in community service

IN 2009 WE WILL

- Our customers:
 - Use technology to optimise claims system
 - Improve staff training and complaints resolution
 - Offer comprehensive credit life product
- Our people:
 - Investigate extending holiday time crèche to full time crèche for working parents
 - Continue Management Induction programme and Foundational Management programme for team leaders
 - Focus on recruitment and development to meet transformation targets
- Our suppliers:
 - Increase supplier footprint nationally
 - Review service level agreements and prescribed rates
- The environment:
 - Determine carbon footprint
 - Replace incandescent bulbs with energy saving bulbs
- Our community:
 - Introduce trip planning for Johannesburg motorists via online facility
 - Encourage staff payroll giving

CONSOLIDATED GROUP REPORTS

CORPORATE SOCIAL INVESTMENT

The FirstRand Foundation and the FirstRand Educational Trust have, since their formation in 1998, made grants totalling R550 million.

Governance

The Foundation is professionally managed by Tshikululu Social Investments, a non profit corporate social investment consultancy. The trustees comprise seven executives from within the Group and three independent trustees with expert knowledge in areas of need which we seek to support. Sizwe Nxasana, CEO of FirstRand Bank, is the chairman of the board of trustees, which meets at least four times a year. Grant making is done in the name of the various brands. Sub committees of the board, representing the brands, provide

value-added input to the process and ensure alignment of grants with the brand strategy, while also factoring a sense of pride amongst employees of the work of the Foundation.

Identified areas of need

During the 2007 financial year, the trustees further reduced the number of grants made. The strategy is to develop long term working relationships with sustainable projects that are proven to be leaders in their particular field. In the process, the size of the grants has increased compared with prior years. The strategy also involves in-depth research into real community needs, ongoing discussions with beneficiaries, and joint conferences to share ideas and discuss best practice. All projects are subject to measurement and evaluation reports on an annual basis.

Areas of focus are as follows:

R'000	2008 R'000	2007 R'000	2006 R'000
Business Trust/Skills Development	6 236	7 477	9 025
Heartlines/Values	7 500	-	7 500
Employee Volunteers	3 000	2 500	2 000
HIV/AIDS and Vulnerable Children	10 421	7 602	3 303
Community Core	12 563	13 313	12 406
Education – Maths, Outreach Programmes and Early Childhood Development	18 503	32 226	21 454
Bursaries	6 665	1 000	500
Arts, Culture and Heritage	8 270	3 177	3 136
Environment	5 624	2 864	1 816
Agricultural Livelihoods	3 610	3 265	-
Substance Abuse	2 300	-	-
People with disabilities	10 862	10 952	3 890
Safe Communities/Business Against Crime	650	1 114	1 757
Policy Formulation	610	661	940
Total	96 814	86 151	67 727

Other significant developments include:

- The first recipients of the FirstRand/Laurie Dippenaar Scholarship for overseas postgraduate study started at Cambridge and University of London School of Oriental and African Studies in September 2007.
- Momentum will, in the 2009 academic year, grant bursaries up to a total value of R1 million per year. These bursaries will also be for postgraduate study with an emphasis on social work. Of the total grants, 25% will be available for people with disabilities, to study in any discipline of their choice.
- As part of its ten year celebration, the Foundation partnered with the National Research Foundation to establish chairs in Maths Education at a maximum of five South African universities. The academic staff involved in the project will seek to implement strategies to enhance the teaching of

mathematics at South African schools. An initial amount of R20 million has been set aside to fund these chairs over a five year period.

Ongoing commitment

The Foundation is funded from 1% of the after tax profits of the Group. The funding of postgraduate bursaries, referred to above, is via endowments held by the Foundation and managed by RMB Asset Management.

Employee volunteerism

We estimate that 25% of our approximately 40 000 staff actively participate in the FirstRand Volunteers programme. In terms of this project, staff are encouraged to give of their time, skills and money to assist community upliftment projects. These

projects include providing food, blankets and clothing to the destitute, painting schools, building homes for poor communities, visiting the sick, elderly and disabled; and working with abandoned animals. In addition they provided bread ovens and assisted with setting up of veggie tunnels. In the year under review, the value of the contributions from staff, including funding matched by the Volunteers Programme, totalled R2.8 million.

WORKFORCE PROFILE

The Group employs approximately 40 000 people across the globe as follows:

	2008		2007	
	Number	%	Number	%
South Africa	38 863	91.7	39 726	92.7
Rest of Africa	2 992	7.1	2 626	6.1
Other countries	515	1.2	530	1.2
Total workforce	42 370	100.0	42 882	100.0

	AIC		White		Total		Grand total
	Male	Female	Male	Female	Male	Female	
South African workforce							
Top management	26	17	129	48	155	65	220
Senior management	242	150	589	269	831	419	1 250
Professionally qualified and experienced specialists and mid management	1 374	1 577	2 278	1 868	3 652	3 445	7 097
Skilled technical and academically qualified workers, junior management, supervisors	2 985	5 666	1 532	3 534	4 517	9 200	13 717
Semi-skilled and discretionary decision making	4 239	8 043	888	2 602	5 127	10 645	15 772
Unskilled	460	278	4	–	464	278	742
Total	9 326	15 731	5 420	8 321	14 746	24 052	38 798
Foreign nationals					47	18	65
Grand total	9 326	15 731	5 420	8 321	14 793	24 070	38 863

As a member of Business Leadership South Africa, FirstRand is committed to ongoing skills development in South Africa. During the year under review, FirstRand spent just under R209 million on skills development.

TRANSFORMATION

Transformation within the Group is overseen by the Financial Sector Charter and Transformation Monitoring committee which reports directly to the FirstRand board. The role of the

In respect of the South African workforce, the change was as follows:

	2008	2007
Staff complement at 1 July	39 726	39 738
New appointments	7 890	6 179
Resignations	(5 431)	(3 491)
Retrenchments	(295)	(279)
Dismissals	(345)	(365)
Deaths or disability	(244)	(148)
Other*	(2 438)	(1 908)
Staff complement at 30 June	38 863	39 726

* Contract workers

committee and its composition is dealt with in the Governance section of this report and can be found on page 84. While the FSC has yet to be gazetted, there is ongoing debate within the industry as to whether it should comply with the Department of Trade and Industry's Codes of Good Practice or the requirements of the FSC. At FirstRand we are implementing processes to be able to report on both.

At 31 December 2007 FirstRand's audited (by SizweNtsaluba VSP) scorecard was as follows:

Charter component	Maximum points 2008	Actual points 2007	Actual points 2006
HR development	20	17.83	15.85
• Employment equity	15	13.25	11.93
• Skills development	3	3.00	3.00
• Learnerships	2	1.58	0.92
Procurement and enterprise development	15	14.97	13.05
Access to financial services	18	14.43	12.91
• Transactions and origination	16	12.43	12.91
• Consumer education	2	2.00	0.00
Empowerment financing	22	22.00	11.41
• BEE transactions	5	5.00	2.14
• Targeted investments	17	17.00	9.27
Ownership and control	22	21.00	20.00
• Ownership	14	13.00	12.00
• Control: Board	3	3.00	3.00
• Control: Management	5	5.00	5.00
Corporate social investment	3	3.00	3.00
Total	100	93.23	76.22

RELATIONSHIP WITH GOVERNMENT AND REGULATORY AUTHORITIES

Certain companies within the Group are subject to the oversight of the Registrar of Banks or the Financial Services Board. Compliance with the relevant regulations affecting our industry is regarded as being of the utmost importance. In addition to seeking to comply with both the spirit and the letter of the law, FirstRand executives interact with these bodies and their peers

in various industry forums. The objective is to contribute to ensuring that regulations affecting our industry are of world class standard.

At a political level, FirstRand Group executives, Laurie Dippenaar and Sizwe Nxasana, are members of the Big Business Working Group. This group meets quarterly with the President, certain cabinet ministers and senior business leaders. In this way, the Group is able to contribute to intellectual debate on important issues such as crime.

ENVIRONMENTAL GOVERNANCE

The Group Environmental Forum was mandated by the board in early 2007 to set strategic objectives for and direction on environmental issues. The Forum, attended by representatives from the major operating divisions across the Group, addresses issues of relevance to FirstRand as a financial services group. The Forum reports to the board through the Audit, Risk and Compliance committee. The Forum is chaired by the Group Environmental Health and Safety manager and is accountable for delivering on planned targets and objectives that have been identified from business expectation, market demands and the Group's overall commitment to the planet.

Sizwe Nxasana, in his capacity as CEO of FirstRand Bank and a member of the FirstRand board, is responsible for environmental issues, the approval of international and national submissions, and FirstRand's Climate Change Strategy (currently being drafted).

CONTRIBUTION TO SOCIETY

The products and services within the Group straddle the complete range of financial services available in South Africa. These products and services enhance the lives of the millions of FirstRand customers, both individual and corporate. It is difficult to measure this impact and until a better format can be developed, we deem it appropriate to reflect our contribution by way of the traditional value added statement. This can be found on page 88. A summary is set out below.

Value added distribution

Value added distribution over five years	2008	2007	2006	2005	2004
To employees	12 594	11 917	10 230	7 882	7 058
To providers of capital	4 932	4 143	4 998	2 885	1 956
To government	3 862	5 085	4 306	2 387	2 664
To policyholders	42 255	64 276	57 348	34 362	19 577
To expansion and growth	7 539	9 365	6 027	7 539	4 745
Total value added	71 182	94 786	82 909	55 055	36 000

REPORTING STANDARDS

FirstRand's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards and have been audited by PriceWaterhouseCoopers Inc. Information supplied for the Sustainability report has been audited by the FirstRand Group Internal Audit division with the exception of the information supplied regarding the Financial Sector Charter scorecard, which was independently audited by SizweNtsaluba VSP.

The schedule below shows the key indicators that were used for reporting, their source and where to find the relevant data.

*(AR) = Annual Report; (SD) = www.firstrandsustain.co.za

Topics and indicators	JSE SRI criteria	King II	GRI G3 ¹	FSC	UN Global Compact	Where to find it	Page in annual financial report
Strategy							
Group strategy			1.1			(AR); (SD)	14
Structure including significant changes						(AR); (SD)	29
Sustainability approach							
Philosophy	Governance Survey; Environmental Survey; Social Survey; Climate Change Survey					(AR); (SD)	54
Implementation						(AR); (SD)	55
Scope/Boundary/Organisational structure			2.3; 3.6			(AR); (SD)	55
Executive statement			1.1		Statement of commitment	(SD)	
Reporting principles, guidelines, focus			3.5				
Contact			3.4			(AR); (SD)	55
Corporate Governance							
Overview		X	4.1			(AR)	79
Board composition	Governance Survey	X	4.1	Control		(AR)	74
Philosophy/Values	Governance Survey; Environmental Survey; Social Survey; Climate Change Survey		4.8		Principle 5; Principle 6	(AR); (SD)	79
Policies/Codes	Governance Survey; Environmental Survey; Social Survey; Climate Change Survey	X	4.8		Principle 10		
Regulatory environment	Governance Survey; Environmental Survey; Social Survey; Climate Change Survey	X			Principle 10	(AR); (SD)	96
Compliance	Governance Survey; Environmental Survey; Social Survey	X			Principle 10	(AR); (SD)	96

Topics and indicators	JSE SRI Criteria	King II	GRI G3 ¹	FSC	UN Global Compact	Where to find it	Page in annual financial report
Environment							
How strategy and sustainability are integrated						(SD)	
Policies	Environmental Survey; Climate Change Survey					(SD)	
Scope/Profile	Social Survey					(SD)	
2008 Objectives and progress						(SD)	
Carbon Footprint	Environmental Survey; Climate Change Survey		EN16		Principle 8	(SD)	
Energy Use	Environmental Survey; Climate Change Survey		EN3; EN5		Principle 8	(SD)	
Water Use	Environmental Survey; Climate Change Survey				Principle 8	(SD)	
Waste Management/ Reduce, Reuse, Recycle	Environmental Survey; Climate Change Survey				Principle 8	(SD)	
Indirect Impact/ New Solutions	Environmental Survey; Climate Change Survey		EC2; EN6; EN26		Principle 8; Principle 9	(SD)	
Staff/community education/research	Environmental Survey; Climate Change Survey				Principle 8	(SD)	
Risk Management/ Environmental Responsibility/ Social Responsibility	Environmental Survey; Climate Change Survey	X	4.11	AM3	Principle 1; Principle 2; Principle 7	(SD); Momentum	
Awards in reporting period			2.10			(SD)	
2009 Objectives							
Community							
How strategy and sustainability are integrated						(SD)	
Policies	Governance Survey; Social Survey					(SD)	
Scope/Profile	Governance Survey; Social Survey					(SD)	
2008 Objectives and progress						(SD)	
Sustainable CSI	Governance Survey; Social Survey					(SD)	
Total contribution			SOC1	Corporate Social Investment		(SD)	
Community satisfaction/impact measurement/ social responsibility	Governance Survey; Social Survey		S01		Principle 1	(SD)	
Volunteerism	Social Survey					(SD)	
Economic Impact							
Statement of economic value added			SOC2; EC1			(AR)	
Sustainability in numbers			3.10			(SD)	
<i>1 GRI G3 guidelines have been used in all cases, and include the Environmental and Social guidelines, indexed in terms of the definitions set by the Finance Sector Supplement.</i>							



GLOBAL COMPACT

FirstRand is a signatory to the UN Global Compact. The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.

www.firstrandsustain.co.za

FirstRand Limited

(Registration No 1966/010753/06)

Share Code: FSR

ISIN code ZAE 0000 66304

Registered office

4th Floor, 4 Merchant Place

Cnr Fredman Drive and Rivonia Road

Sandton 2196

Postal Address

PO Box 786273, Sandton 2146

Telephone

National (011) 282 1808

International +27 (11) 282 1808

Telefax

National (011) 282 8088

International + 27 (11) 282 8088

OUR DETAILS

COMPANY INFORMATION

Directors

GT Ferreira (Chairman), PK Harris (CEO), VW Bartlett, DJA Craig (British), LL Dippenaar, DM Falck, PM Goss, Dr NN Gwagwa, G Moloi, AP Nkuna, SE Nxasana, T Nzimande, KB Schoeman, KC Shubane, RK Store, BJ van der Ross, Dr F van Zyl Slabbert, RA Williams.

Secretary and registered office

A H Arnott, BCom, CA(SA)
4th Floor, 4 Merchant Place
1 Fredman Drive, Sandton, 2196

Postal Address

P O Box 786273, Sandton, 2146
Telephone: +27 11 282 1808
Telefax: +27 11 282 8088
Web address: www.firststrand.co.za

Sponsor

(In terms of JSE requirements)
Rand Merchant Bank (a division of FirstRand Bank)
Corporate Finance
1 Merchant Place
Cnr Fredman Drive and Rivonia Road
Sandton, 2196
Telephone: +27 11 282 1075
Telefax: +27 11 282 8215

Transfer secretaries – South Africa

Computershare Investor Services 2004 (Pty) Limited
70 Marshall Street, Johannesburg, 2001

Postal Address

PO Box 61051, Marshalltown, 2107
Telephone: +27 11 370 5000
Telefac: +27 11 688 5221

Transfer Secretaries – Namibia

Transfer Secretaries (Pty) Limited
Shop No 12, Kaiserkrone Centre
Post Street Mal, Windhoek

Postal Address

PO Box 2401, Windhoek, Namibia
Telephone: +264 61227647
Telefax: +264 612 48531

STOCK EXCHANGES

JSE Limited (“JSE”)

Ordinary shares	Share code	ISIN code
– FirstRand Limited	FSR	ZAE 000066304

Non cumulative non redeemable preference shares

– “B”	FSRP	ZAE 000060141
– “B1”	FSPP	ZAE 000070900

Namibian Securities Exchange (“NSE”)

Ordinary shares	Share code	ISIN code
FirstRand Limited	FSR	ZAE 000066304
FNB Namibia Holdings Limited	FNB	NA 0003475176

Botswana Securities Exchange of South Africa (“JSE”)

Ordinary shares	Share code	ISIN code
FNB Botswana Holdings Limited	FNBB	BW 000000066

Bond Exchange of South Africa (“BESA”)

Subordinated debt

Issuer	Code	ISIN Code
FirstRand Bank Limited	FRB01	ZAG 000021585
FirstRand Bank Limited	FRB02	ZAG 000021593
FirstRand Bank Limited	FRB03	ZAG 000026774
FirstRand Bank Limited	FRB05	ZAG 000031337
FirstRand Bank Limited	FRB06	ZAG 000045758
FirstRand Bank Limited	FRB07	ZAG 000047598
FirstRand Bank Limited	FRB08	ZAG 000047796
FirstRand Bank Limited	FRB08	ZAG 000047804
Momentum Group Limited	MGL01	ZAG 000029935

Upper Tier 2

FirstRand Bank Limited	FRBC21	ZAG 000052283
FirstRand Bank Limited	FRBC22	ZAG 000052390

FOR QUERIES OR COMMENTS REGARDING FIRSTRAND’S SUSTAINABILITY EFFORTS, PLEASE EMAIL FIRSTRAND.SUSTAIN@FNB.CO.ZA

FOR QUERIES OR COMMENTS REGARDING FIRSTRAND’S TRANSFORMATION EFFORTS, PLEASE EMAIL TRANSFORMATION@FIRSTRAND.CO.ZA