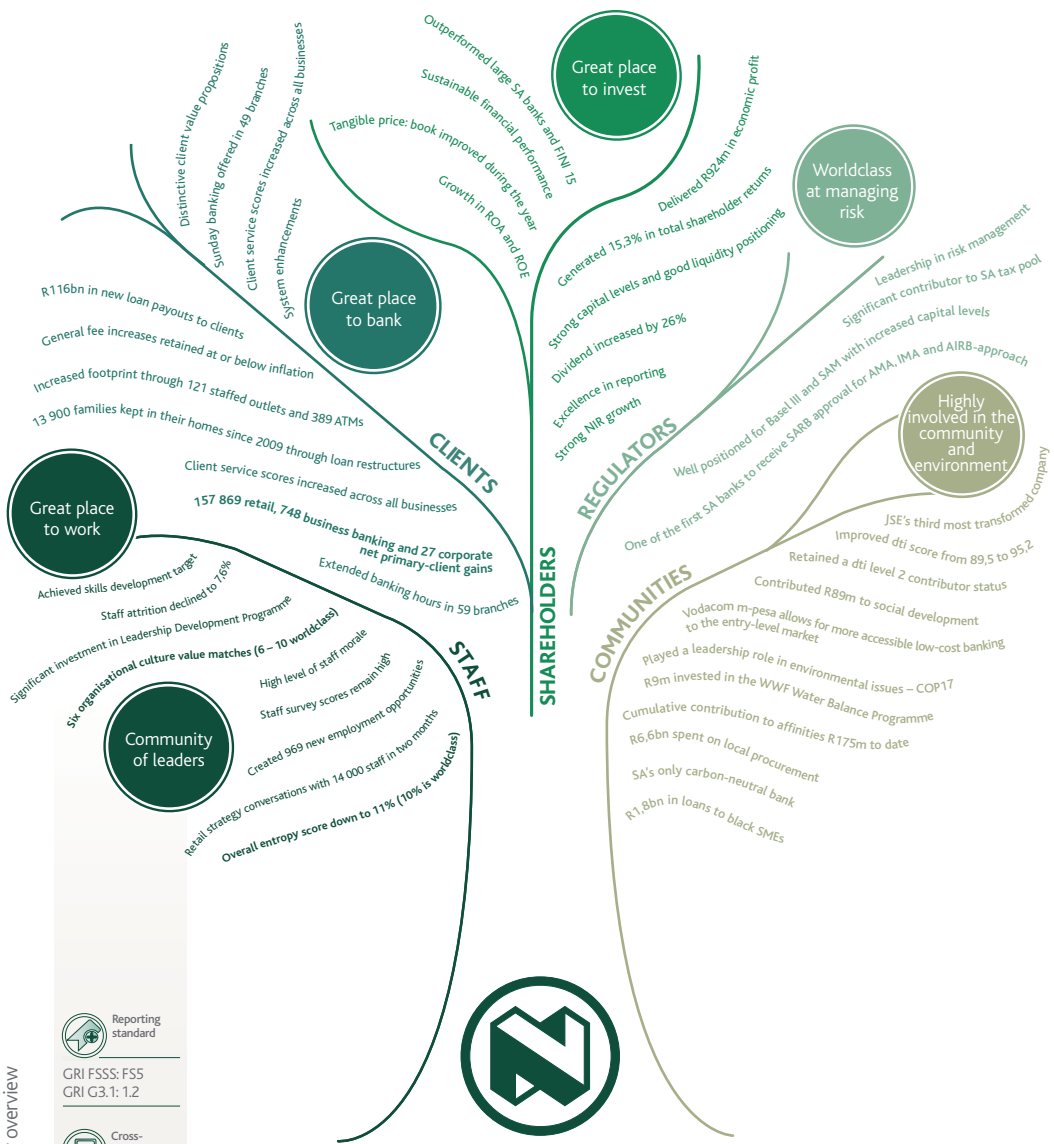


STAKEHOLDER OVERVIEW



Building Africa's most admired bank by our staff, clients, shareholders, regulators and communities.

Reporting standard
 GRI FSSS: F55
 GRI G3.1: 1.2

Cross-referencing
 Definitions and abbreviations
 Pages 449 – 455

STAKEHOLDER INTRODUCTION

STAFF

Reasons for engagement

- To ensure that Nedbank Group remains an employer of choice by providing a safe, positive and inspiring working environment.
- Fully to understand and respond to staff experiences, needs and concerns.
- To provide all staff with strategic direction and pertinent information regarding group activities.

Types of engagement

- A robust combination of face-to-face, written and broadcast communications. These included culture and engagement surveys, roadshows, emails, intranet communications, data casting, magazines and relevant training.
- Leading for Deep Green through a facilitated process, with natural working teams for personal mastery and team effectiveness.

CLIENTS

Reasons for engagement

- To understand the financial services needs of clients better.
- To provide appropriate advice and solutions to meet clients' identified financial needs.
- To ensure that the high service level expectancies of clients are met.
- To ensure accuracy of personal information.

Types of engagement

- Interactions through branch outlets, business relationship managers and call centres, complaint lines, client seminars, social media, surveys and marketing and advertising activities.
- Marketing that resonates communicating distinctive client insight-led offerings.

SHAREHOLDERS

Reasons for engagement

To provide relevant and timeous information to current and future shareholders.

Types of engagement

- Local and international roadshows.
 - Ad hoc communications and answering investor and analyst queries.
 - Annual general meeting and other meetings.
 - Conferences and presentations.
 - Securities Exchange News Service (SENS) announcements.
 - Mediar releases.
 - Investment analyst briefings.
 - Feedback via broker reports and the corporate website.
 - Detailed information on all published documents to ensure full disclosure of relevant information.
- In addition to the above, Nedbank Group regularly engages with its holding company, Old Mutual Group, to ensure alignment of policies and methodologies, the effective capturing of synergies and leveraging of opportunities.

REGULATORS

Reasons for engagement

To maintain good relationships with regulators and ensure compliance with their legal and regulatory requirements, thereby retaining Nedbank Group's various operating licences and minimising its operational risk.

Types of engagement

- Ongoing meetings and interaction with regulators, including prudential visits and statutory reporting.
- Detailed reviews with clusters and functional areas about the effective use of AIRB practices in the business.

COMMUNITIES

Reasons for engagement

- To create partnerships that will best facilitate Nedbank Group's integrated environmental and social activities.
- To obtain input from communities and representative non-government organisations (NGOs) regarding key focus areas.
- To obtain input from environmental experts to ensure that Nedbank Group's operations are taking place in the most environmentally responsible manner.
- To create awareness of Nedbank Group's integrated environmental and social initiatives.

Types of engagement

- Nedbank Foundation – ongoing support of projects and interaction with a wide variety of non-profit and government organisations.
- Environmental/Sustainability partnerships with WWF-SA, Cambridge Programme for Sustainable Leadership, UNISA Advisory Council on Business and Climate Change and the United Nations Environment Programme Finance Initiative (UNEP FI).



GRI G3.1: 4.14, 4.15, 4.16, 4.17



Cultural sustainability
Pages 136 – 151



Stakeholder engagement
Page 86



Risk and balance sheet management
Pages 372 – 423



Social sustainability
Pages 112 – 135



Environmental sustainability
Pages 96 – 111