

FIRST CITIZENS BANCSHARES INC /DE/
Form DEF 14A
March 19, 2012

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the
Securities Exchange Act of 1934

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

Preliminary Proxy Statement

Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material Pursuant to §240.14a-12

First Citizens BancShares, Inc.

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

No fee required.

Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

- (1) Title of each class of securities to which transaction applies:
- (2) Aggregate number of securities to which transaction applies:
- (3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):
- (4) Proposed maximum aggregate value of transaction:
- (5) Total fee paid:

.. Fee paid previously with preliminary materials.

.. Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

- (1) Amount Previously Paid:
- (2) Form, Schedule or Registration Statement No.:
- (3) Filing Party:
- (4) Date Filed:

Post Office Box 27131

Raleigh, North Carolina 27611-7131

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

The Annual Meeting of shareholders of First Citizens BancShares, Inc. will be held at the First Citizens Center located at 4300 Six Forks Road, Raleigh, North Carolina, at 1:00 p.m. EDT on Monday, April 23, 2012.

The purposes of the meeting are:

1. **Election of Directors:** To elect 14 directors for one-year terms;
2. **Advisory Vote on Executive Compensation:** To vote on a non-binding, advisory resolution to approve compensation paid or provided to our executive officers as disclosed in our proxy statement for the Annual Meeting (a say-on-pay resolution);
3. **Ratification of Appointment of Independent Accountants:** To vote on a proposal to ratify the appointment of Dixon Hughes Goodman LLP as our independent accountants for 2012;
4. **Shareholder Proposal:** To vote on a shareholder proposal regarding cumulative voting in the election of directors; and
5. **Other Business:** To transact any other business properly presented for action at the Annual Meeting.

Our Board of Directors recommends that you vote For each of the nominees named in the enclosed proxy statement for election as directors, For the advisory resolution regarding executive compensation and ratification of the appointment of our independent accountants, and Against the shareholder proposal regarding cumulative voting.

At the Annual Meeting, you may cast one vote for each share of our Class A Common Stock, and 16 votes for each share of our Class B Common Stock, you held of record on February 29, 2012, which is the record date for the meeting.

You are invited to attend the Annual Meeting in person. However, if you are the record holder of your shares of our common stock, we ask that you appoint the Proxies named in the enclosed proxy statement to vote your shares for you by signing and returning the enclosed proxy card, or following the instructions in the proxy statement to appoint the Proxies by Internet, even if you plan to attend the Annual Meeting. If your shares are held in street name by a broker or other nominee, only the record holder of your shares may vote them for you, so you should follow your broker's or nominee's directions and give it instructions as to how it should vote your shares. Doing that will help us

ensure that your shares are represented and that a quorum is present at the Annual Meeting. Even if you sign a proxy card or appoint the Proxies by Internet, you may still revoke your appointment later or attend the Annual Meeting and vote in person.

This notice and the enclosed proxy statement and proxy card are being mailed to our shareholders on or about March 19, 2012.

By Order of the Board of Directors

James E. Creekman

Secretary

YOUR VOTE IS IMPORTANT.

WHETHER YOU OWN ONE SHARE OR MANY, YOUR PROMPT COOPERATION

IN VOTING YOUR PROXY CARD IS APPRECIATED.

TABLE OF CONTENTS

	PAGE
<u>ANNUAL MEETING OF SHAREHOLDERS</u>	1
<u>General</u>	1
<u>Proposals to be Voted on at the Annual Meeting</u>	1
<u>How You Can Vote at the Annual Meeting</u>	2
<u>Solicitation and Voting of Proxy Cards</u>	2
<u>Revocation of Proxy Cards; How You Can Change Your Voting Instructions</u>	3
<u>Expenses and Method of Solicitation</u>	3
<u>Record Date and Voting Securities</u>	3
<u>Quorum and Voting Procedures</u>	4
<u>Vote Required for Approval</u>	4
<u>PROPOSAL 1: ELECTION OF DIRECTORS</u>	4
<u>General</u>	4
<u>Nominees</u>	4
<u>Factors Bearing on Selection of Nominees</u>	6
<u>CORPORATE GOVERNANCE</u>	9
<u>Director Independence</u>	9
<u>Board Leadership Structure</u>	10
<u>Board's Role in Risk Management</u>	11
<u>Attendance by Directors at Meetings</u>	11
<u>Communications with Our Board</u>	12
<u>Code of Ethics</u>	12
<u>COMMITTEES OF OUR BOARD</u>	13
<u>General</u>	13
<u>Audit and Compliance Committee</u>	13
<u>Audit and Compliance Committee Report</u>	14
<u>Nominations Committee</u>	14
<u>Compensation Committee</u>	16
<u>Compensation Committee Report</u>	17
<u>COMPENSATION DISCUSSION AND ANALYSIS</u>	17
<u>EXECUTIVE OFFICERS</u>	26
<u>EXECUTIVE COMPENSATION</u>	27
<u>Summary</u>	27
<u>Pension Benefits and Separation from Service Payments</u>	29
<u>Potential Payments upon Termination</u>	30
<u>DIRECTOR COMPENSATION</u>	31
<u>TRANSACTIONS WITH RELATED PERSONS</u>	32
<u>Our Policy</u>	32
<u>Related Person Transactions During 2011</u>	33
<u>BENEFICIAL OWNERSHIP OF OUR COMMON STOCK</u>	35
<u>Principal Shareholders</u>	35
<u>Directors and Executive Officers</u>	37
<u>Section 16(a) Beneficial Ownership Reporting Compliance</u>	38
<u>PROPOSAL 2: ADVISORY VOTE ON EXECUTIVE COMPENSATION</u>	38
<u>PROPOSAL 3: RATIFICATION OF APPOINTMENT OF INDEPENDENT ACCOUNTANTS</u>	39
<u>Appointment of Independent Accountants</u>	39
<u>Services and Fees During 2011 and 2010</u>	39
<u>PROPOSAL 4: SHAREHOLDER PROPOSAL REGARDING CUMULATIVE VOTING</u>	40
<u>PROPOSALS FOR 2013 ANNUAL MEETING</u>	42

Post Office Box 27131

Raleigh, North Carolina 27611-7131

PROXY STATEMENT

ANNUAL MEETING OF SHAREHOLDERS

General

This proxy statement is dated March 14, 2012, and is being furnished to our shareholders by our Board of Directors in connection with our solicitation of appointments of proxies in the form of the enclosed proxy card for use at the 2012 Annual Meeting of our shareholders and at any adjournments of the meeting. The Annual Meeting will be held at the First Citizens Center located at 4300 Six Forks Road, Raleigh, North Carolina, at 1:00 p.m. EDT on Monday, April 23, 2012.

In this proxy statement, the terms *you*, *your* and similar terms refer to the shareholder receiving it. The terms *we*, *us*, *our* and similar terms refer to First Citizens BancShares, Inc. *FCB* refers to First-Citizens Bank & Trust Company, our bank subsidiary. *IronStone* refers to IronStone Bank, our former subsidiary which was merged into FCB during January 2011.

**IMPORTANT NOTICE REGARDING THE AVAILABILITY OF PROXY MATERIALS FOR
THE SHAREHOLDER MEETING TO BE HELD ON APRIL 23, 2012.**

The proxy statement and annual report to security holders are available at:

www.firstcitizens.com/proxy

Proposals to be Voted on at the Annual Meeting

At the Annual Meeting, record holders of our common stock will:

- elect 14 directors for one-year terms (see Proposal 1: Election of Directors on page 4);
- vote on a proposal to approve a non-binding, advisory resolution (a *say-on-pay* resolution) to approve compensation paid or provided to our executive officers as disclosed in this proxy statement (see Proposal 2: Advisory Vote on Executive Compensation on page 38);
- vote on a proposal to ratify the appointment of Dixon Hughes Goodman LLP as our independent accountants for 2012 (see Proposal 3: Ratification of Appointment of Independent Accountants on page 39);

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

- vote on proposal submitted by a shareholder regarding cumulative voting in the election of directors (see Proposal 4: Shareholder Proposal Regarding Cumulative Voting on page 40); and

- transact any other business properly presented for action at the Annual Meeting.

Our Board of Directors recommends that you vote FOR the election of each of the 14 nominees for director named in this proxy statement, FOR Proposals 2 and 3, and AGAINST Proposal 4.

How You Can Vote at the Annual Meeting

Record Holders. If your shares of our common stock are held of record in your name, you can vote at the Annual Meeting in any of the following ways.

- You can attend the Annual Meeting and vote in person.
- You can sign and return the proxy card enclosed with this proxy statement to appoint the Proxies named below to vote your shares for you at the meeting, or you can validly appoint another person to vote your shares for you.
- You can appoint the Proxies to vote your shares for you by going to our Internet voting website, www.firstcitizens.com/vote. When you are prompted for your control number, enter the number printed just above your name on the enclosed proxy card, and then follow the instructions provided. You may appoint the Proxies by Internet only until 5:00 p.m. EDT on April 22, 2012, which is the day before the Annual Meeting date. If you appoint the Proxies by Internet, you need not sign and return a proxy card. You will be appointing the Proxies to vote your shares on the same terms and with the same authority as if you marked, signed and returned a proxy card. The authority you will be giving the Proxies is described below and in the proxy card enclosed with this proxy statement.

Shares Held in Street Name. Only the record holders of shares of our common stock or their appointed proxies may vote those shares. As a result, if your shares of our common stock are held for you in street name by a broker or other nominee (such as a bank or custodian), then only your broker or nominee (*i.e.*, the record holder) may vote them for you, or appoint the Proxies to vote them for you, unless you make arrangements for your broker or nominee to assign its voting rights to you or for you to be recognized as the person entitled to vote your shares. You will need to follow the directions your broker or nominee provides you and give it instructions as to how it should vote your shares by completing and returning to it the voting instruction sheet you received with your copy of our proxy statement (or by following any directions you received from your broker or nominee for giving voting instructions electronically). Brokers and other nominees who hold shares in street name for their clients typically have the discretionary authority to vote those shares on routine matters when they have not received instructions from beneficial owners of the shares. However, they may not vote those shares on non-routine matters (including the election of directors, say-on-pay proposals, certain proposals pertaining to corporate governance matters, and proposals submitted by shareholders which are opposed by management) unless their clients give them voting instructions. To ensure that shares you hold in street name are represented at the Annual Meeting and voted in the manner you desire, ***it is important that you instruct your broker or nominee as to how it should vote your shares.***

Solicitation and Voting of Proxy Cards

If you are the record holder of your shares of our common stock, a proxy card is included with this proxy statement that provides for you to name five individuals (Hope Holding Connell, H. Lee Durham, Jr., Frank B. Holding, Frank B. Holding, Jr. and Lucius S. Jones), or any substitutes appointed by them, individually and as a group, to act as your Proxies and vote your shares at the Annual Meeting. We ask that you sign and date your proxy card and return it in the enclosed envelope, or follow the instructions above for appointing the Proxies by Internet, so that your shares will be represented at the meeting.

If you sign a proxy card and return it so that we receive it before the Annual Meeting, or you appoint the Proxies by Internet, you will be appointing the Proxies to vote your shares for you, and they will vote, or abstain from voting, according to the instructions you give them in your proxy card or by Internet. If you sign and return a proxy card, or appoint the Proxies by Internet, but you do not give any voting instructions, then the Proxies will vote your shares **FOR** the election of each of the 14 nominees for director named in Proposal 1 below, **FOR** Proposals 2 and 3, and **AGAINST** Proposal 4. If, before the Annual Meeting, any nominee named in Proposal 1 becomes unable or unwilling to serve as a director for any reason, your proxy card will give the Proxies discretion to vote your shares for a substitute nominee named by our Board of Directors. If no substitute nominee is named by our Board of Directors, then the number of directors to be elected at the Annual Meeting will be reduced accordingly. We are not aware of any other business that will be brought before the Annual Meeting other than the election of directors and the proposals described in this proxy statement, but, if any other matter is properly presented for action by our shareholders, your proxy card or Internet appointment will authorize the Proxies to vote your shares according to their best judgment. The Proxies also will be authorized to vote your

shares according to their best judgment on matters incident to the conduct of the meeting, including motions to adjourn the meeting.

If you are the record holder of your shares and you do not return a proxy card or appoint the Proxies by Internet, the Proxies will not have authority to vote for you and your shares will not be represented or voted at the Annual Meeting unless you attend the meeting in person or validly appoint another person to vote your shares for you.

Revocation of Proxy Cards; How You Can Change Your Voting Instructions

Record Holders. If you are the record holder of your shares and you sign and return a proxy card or appoint the Proxies by Internet, and you later wish to change the voting instructions or revoke the authority you gave the Proxies, you can do so before the Annual Meeting by taking the appropriate action described below.

To change the voting instructions you gave the Proxies, whether by returning a proxy card or appointing the Proxies by Internet, you can:

- sign a proxy card, dated after the date of your original proxy card or after you appointed the Proxies by Internet, which contains your new voting instructions, and submit it to our proxy tabulator, First Shareholder Services, in care of First Citizens Bank, P. O. Box 29522 (Mail Code FCC-61), Raleigh, North Carolina 27626-0522, or deliver it to our Corporate Secretary at the Annual Meeting, so that your new proxy card is received before the voting takes place at the Annual Meeting; or
- go to our Internet voting website (www.firstcitizens.com/vote) before 5:00 p.m. EDT on April 22, 2012 (the day before the Annual Meeting), enter your control number (printed just above your name on the enclosed proxy card), and then enter your new voting instructions.

You may obtain another proxy card by mailing a written request to First Shareholder Services at its address listed above, or by calling them at (866) 215-2480. Whether you return a proxy card or vote by Internet, the Proxies will follow the last voting instructions received from you before the voting takes place at the Annual Meeting.

To revoke your proxy card or your appointment of the Proxies by Internet, you can:

- give First Shareholder Services a written notice, at the address listed above, that you want to revoke your proxy card or Internet appointment; or
- attend the Annual Meeting and either vote your shares in person or notify our Corporate Secretary at the meeting that you want to revoke your proxy card or Internet appointment. Simply attending the Annual Meeting alone, without voting in person or notifying our Corporate Secretary, will not revoke your proxy card or Internet appointment.

Shares Held in Street Name. If your shares are held in street name and you want to change voting instructions you have given to your broker or other nominee, you must follow your broker's or nominee's directions.

Expenses and Method of Solicitation

We will pay all costs of our solicitation of proxy cards for the Annual Meeting, including costs of preparing and mailing this proxy statement. We are requesting that banks, brokers, custodians and other nominees and fiduciaries forward copies of our proxy solicitation materials to their principals and request their voting instructions, and we will reimburse those persons for their expenses in doing so. In addition to solicitation by mail, our and FCB's directors, officers and employees may solicit proxy cards, personally or by telephone, electronic mail or other methods of communication, but they will not receive any additional compensation from us for doing so.

In connection with the solicitation of proxy cards for the Annual Meeting, we have not authorized anyone to give you any information, or make any representation, that is not contained in this proxy statement. If anyone gives you any other information or makes any other representation, you should not rely on it as having been authorized by us.

Record Date and Voting Securities

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

The close of business on February 29, 2012, is the Record Date we are using to determine which shareholders are entitled to receive notice of and to vote at the Annual Meeting and how many shares they are entitled to vote. Our voting securities are the 8,644,307 shares of Class A Common Stock (Class A Common) and 1,639,812 shares of Class B

Common Stock (Class B Common) that were outstanding on the Record Date. You must have been a record holder of our stock on that date in order to vote at the meeting.

Quorum and Voting Procedures

A quorum must be present for business to be conducted at the Annual Meeting. For all matters to be voted on at the meeting, a quorum will consist of shares representing a majority of the aggregate votes entitled to be cast by holders of outstanding shares of Class A Common and Class B Common that may be voted at the meeting. Shares represented in person or by proxy at the meeting will be counted for the purpose of determining whether a quorum exists. Once a share is represented for any purpose at the meeting, it will be treated as present for quorum purposes for the remainder of the meeting and for any adjournments. If you return a valid proxy card, appoint the Proxies by Internet or attend the meeting in person, your shares will be counted for purposes of determining whether there is a quorum, even if you abstain or instruct the Proxies to abstain from voting on one or more matters voted on. Broker non-votes also will be counted in determining whether there is a quorum. Broker non-votes will occur if your shares are held by a broker and are voted on one or more matters at the meeting but are not voted by the broker on a non-routine matter because you have not given the broker voting instructions on that matter. If your shares are represented at the meeting with respect to any matter voted on, they will be treated as present with respect to all matters voted on, even if they are not voted on all matters.

You may cast one vote for each share of Class A Common, and 16 votes for each share of Class B Common, that you held of record on the Record Date on each director to be elected and on each other matter voted on by shareholders at the Annual Meeting. Votes may not be cumulated in the election of directors.

Vote Required for Approval

Our directors are elected by a plurality of the votes cast in elections. In the election of directors at the Annual Meeting, the 14 nominees receiving the highest numbers of votes will be elected. For Proposals 2, 3 and 4 to be approved, a majority of the votes entitled to be cast with respect to shares present or represented at the Annual Meeting must be cast in favor of each proposal. Abstentions and broker non-votes will have no effect in the voting for directors, but they will have the same effect as votes against Proposals 2, 3 and 4 and any other matter voted on by our shareholders at the Annual Meeting.

PROPOSAL 1: ELECTION OF DIRECTORS

General

Our Bylaws provide that:

- our Board of Directors will consist of not less than five nor more than 30 members, and our Board is authorized to set and change the actual number of our directors from time to time within those limits; and
- our directors are elected each year at the Annual Meeting for terms of one year or until their successors have been duly elected and qualified.

Nominees

The Board has set the number of our directors at 14 for the year following the Annual Meeting, and, based on the recommendation of our Nominations Committee, it has nominated our 14 current directors for re-election as directors at the meeting. If, before the Annual Meeting, any nominee becomes unable or unwilling to serve as a director for any reason, the Board of Directors may name a substitute nominee or, if the Board elects not to name a substitute nominee, the number of our directors will be reduced accordingly.

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

The following table lists information about each nominee, including a description of his or her principal occupation and business experience. ***Our Board of Directors recommends that you vote FOR each of the 14 nominees named below.***

Name and Age	Current Positions With Us and FCB (1)	Year First Elected (2)	Principal Occupation and Business Experience
John M. Alexander, Jr. 62	Director	1990	President and Chief Operating Officer, Cardinal International Trucks, Inc. (truck dealer)
Carmen Holding Ames (3)(4)	Director	1996	Private investor
Victor E. Bell III 43	Director	2002	Chairman and President, Marjan, Ltd. (real estate and other investments)
Hope Holding Connell (3)(4) 55	Director;	2006	Our and FCB s executive officer
Hubert M. Craig III 49	Vice Chairman Director	1998	Vice President and director, Gaston County Dyeing Machine Company (textile machinery manufacturer)
H. Lee Durham, Jr. (4) 55	Director	2003	Retired; previously, partner, PricewaterhouseCoopers LLP (public accounting firm)
Daniel L. Heavner 63	Director	2007	Managing partner; Heavner Furniture Market (retail furniture sales)
Frank B. Holding (3)(4) 64	Director;	1962	Our and FCB s executive officer
Frank B. Holding, Jr. (3)(4) 83	Executive Vice Chairman Director;	1993	Our and FCB s executive officer
Lucius S. Jones 69	Chief Executive Officer Director	1994	President, Chief Executive Officer and owner, United Realty & Construction Company, Inc. (real estate development and construction)
Robert E. Mason IV 53	Director	2007	President and Chief Executive Officer, R. E. Mason Company of the Carolinas (industrial automation and engineering services)
Robert T. Newcomb 51	Director	2002	Chairman, President and Owner, Newcomb Affiliates, Inc. and its subsidiary, Newcomb & Company (mechanical contractors)
James M. Parker 51	Director	2007	Retired; previously, our and FCB s Vice Chairman and IronStone s President - Western Division and Chief Operating Officer
Ralph K. Shelton 69	Director	2003	

- (1) Each of our directors also serves as a director of FCB. Listings of the members of certain committees of our Board are contained below under the heading Committees of Our Board.
- (2) Year First Elected refers to the year in which each individual first became our director or, if before 1982, a director of FCB.

- (3) Mr. F. Holding, Jr. is the son of Mr. F. Holding and the brother of Ms. Connell. Ms. Connell is the daughter of Mr. F. Holding and the sister of Mr. F. Holding, Jr. Ms. Ames is the niece of Mr. F. Holding and cousin of Mr. F. Holding, Jr. and Ms. Connell.
- (4) Certain of our directors and nominees for director serve as directors of other publicly-held companies. Mr. F. Holding, Jr. serves as a director of Piedmont Natural Gas Company, Inc., Charlotte, NC, and Mr. Durham serves as a director of Triad Guaranty, Inc., Winston-Salem, NC. Certain of our directors also serve as directors of other companies that within the past five years were, but currently are not, publicly held: Ms. Ames and Mr. F. Holding serve as directors of First Citizens Bancorporation, Inc.; Ms. Connell and Mr. F. Holding serve as directors of Southern BancShares (N.C.), Inc.; and Ms. Connell serves as a director of Yadkin Valley Company. Additionally, Mr. F. Holding, Jr. serves as a member of the Board of Trustees of Blue Cross and Blue Shield of North Carolina, which is a not-for-profit health insurer, and Ms. Ames serves as a director of Fidelity BancShares (N.C.), Inc.

Our Board of Directors recommends that you vote FOR each of the 14 nominees named above.

The 14 nominees receiving the highest numbers of votes will be elected.

Factors Bearing on Selection of Nominees

The experience, qualifications, attributes, skills and other factors that led our Board to conclude that each nominee listed in the table above should serve or continue to serve as a director are described below.

John M. Alexander, Jr.

- Thorough understanding of our business and financial operations derived from service as a director since 1990 and as a member of our Audit and Compliance Committee.
- Extensive community leadership experience. Visible and active as a community leader.
- Management and financial experience derived from more than 43 years in managing, operating, and growing a successful truck dealership.
- Attuned to the financial needs of family-owned small and mid-size businesses, FCB's largest business segment.

Carmen Holding Ames

- Thorough understanding of our culture, values, and goals derived from service as a director since 1996. As the daughter of our former Chairman and Chief Executive Officer and a former employee of FCB, has been imbued over a lifetime with our culture, values, and goals.
- Substantial personal financial interest in long term growth, stability, and success of our company and FCB because of her significant personal and/or beneficial ownership of shares of our company.
- As a female, sensitive to the needs of female customers and female business owners.

Victor E. Bell III

- Thorough understanding of our business and operations derived from service as a director since 2002 and as a member of our Audit and Compliance Committee and Executive Committee.

- Familiarity with real estate, real estate-related investments, and business in North Carolina's Triangle market.
- Familiarity with the medical community and universities and other educational institutions in North Carolina derived from service on the Board of Visitors of the University of North Carolina at Chapel Hill and the Board of Visitors of the UNC Lineberger Comprehensive Cancer Center, and as chairman and president of Ravenscroft School.
- Management and financial experience derived from more than 32 years in managing, operating, and growing a successful family-owned real estate and investment business.
- Understands the financial needs and challenges of family-owned small and mid-size businesses, FCB's largest business segment.

Hope Holding Connell

- Intimate knowledge of our culture, values, goals, strategies, and operations derived from more than 26 years of management experience with us and our bank subsidiaries, service as a director since 2006, member of our Executive Committee, and Vice Chairman of the Board.
- Experienced in managing our expansion into new markets as the former President of IronStone Bank.
- Visible and active as a community leader.
- Substantial personal financial interest in the long term growth, stability, and success of our company and FCB because of her significant ownership of shares of our company.

Hubert M. Craig III

- Thorough understanding of our business and its culture, values, goals and financial operations derived from service as a director since 1998 and as a member of our Audit and Compliance Committee.
- Extensive community leadership experience, and a visible and active as a community leader.
- Management experience derived from more than 25 years of direct involvement in the management of a privately-owned manufacturing facility engaged in worldwide sales of textile dyeing equipment and custom stainless steel fabrication.
- Personal knowledge of North Carolina's Charlotte-Gastonia market.
- Understands the financial needs of family-owned small and mid-size businesses, FCB's largest business segment.

H. Lee Durham, Jr.

- Thorough understanding of our business and its culture, values, and goals derived from service as a director since 2003 and as a member of our Executive Committee and Chairman of our Audit and Compliance Committee.
- Financial and accounting experience derived from 32 years in public accounting, a significant portion of which was dedicated to bank clients, including service as auditor and consultant, which qualifies him to continue serving as Chairman of, and financial expert for, the Audit and Compliance Committee.
- Experience derived from service as a director, chairman of the audit committee, chairman of the nominations and corporate governance committee, member of the compensation committee, and lead independent director of another public financial services company.
- Visible and active as a member of the North Carolina Innovation Council.

Daniel L. Heavner

- Thorough understanding of our business and its culture, values, and goals derived from service as a director since 2007 and as a member of our Nominations and Compensation Committees and FCB's CRA Committee.
- Management and finance experience derived from more than 41 years in managing, operating, and growing various successful small business ventures, including retail furniture, owning and managing apartments, real estate development and construction, farming operations, government service contracts, and real estate investments.
- Intimate knowledge of retail business operations.
- Personal knowledge of North Carolina's Triangle market.
- Experience in dealing with public agencies for the development of public and low-cost housing.
- Understands the business operations and financial needs of family-owned small and mid-size businesses, FCB's largest business segment.

Frank B. Holding

- Intimate knowledge of our business and its culture, values, goals, strategies, and operations derived from more than 50 years of management experience with us and FCB and service as a director since 1962. Currently serves as our Executive Vice Chairman.

- Political and public leadership experience derived from service as a county commissioner.
- Substantial personal financial interest in the long term growth, stability, and success of our company and FCB because of his significant personal ownership of shares of our company.

Frank B. Holding, Jr.

- Intimate knowledge of our business and its culture, values, goals, strategies, and operations derived from more than 22 years of management experience with us and FCB and service as a director since 1993. Currently serves as our Chairman and Chief Executive Officer and Chairman of our and the Bank's Executive Committee.
- Substantial personal financial interest in the long term growth, stability, and success of our company and FCB because of his significant personal ownership of shares of our company.
- Visible and active as a community leader, including current service as chairman of the statewide North Carolina Chamber of Commerce.
- Experience derived from service as a director of other public companies.

Lucius S. Jones

- Thorough understanding of our business and its culture, values, and goals derived from service as a director since 1994, and his current service as Lead Independent Director, Chairman of our Compensation Committee and member of our Executive Committee.
- Financial institution management experience derived from service as former president and chief executive officer of a federal savings and loan association.
- Political and public leadership experience derived from service as mayor of Wendell, North Carolina, chairman of the North Carolina Housing Finance Board, president of the North Carolina League of Municipalities, and service on various state and local boards, commissions, and agencies.
- Management experience derived from more than 27 years in managing, operating, and growing a successful real estate development and construction business.
- Experienced community leader.
- Experience in dealing with public agencies regarding land use and the development of public and low-cost housing.
- Familiar with residential real estate development and home building in North Carolina.

Robert E. Mason IV

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

- Thorough understanding of our business and its culture, values, and goals derived from service as a director since 2007 and a member of our Nominations and Compensation Committees.
- Active as a community leader.
- Management experience derived from more than 16 years in managing, operating, and growing a successful small business.
- Provides national and international business perspective derived from business experience.
- Understands the financial needs and operations of small and mid-size businesses, FCB's largest business segment.

Robert T. Newcomb

- Thorough understanding of our business and its culture, values, and goals derived from service as a director since 2002 and as a member of our Nominations Committee and FCB's Investment Committee.
- Active as a community leader.
- Management experience derived from more than 30 years in managing, operating, and growing a successful mechanical contracting company.

- Knowledge of the construction and development industry, market conditions, and business opportunities in North Carolina's Triangle market.

- Understands the needs of family-owned small and mid-size businesses, FCB's largest business segment.

James M. Parker

- Intimate knowledge of our business and its culture, values, goals, strategies, and operations derived from more than 45 years of management experience with us, FCB and IronStone Bank in a variety of markets and in differing economic climates, and service as a director since 2007.

- Experienced in managing our expansion into new markets.

- Intimate knowledge of our markets in the nation's western states.

Ralph K. Shelton

- Thorough understanding of our business and its culture, values, and goals derived from service as a director since 2003, Chairman of FCB's CRA Committee, and member of FCB's Investment Committee.

- Visible and active as a community leader.

- Management experience derived from more than 27 years in managing, operating, and growing a successful business marketing coal and oil to major accounts in the southeastern United States.

- Intimate knowledge of North Carolina's Triad market, as well as market and economic conditions in the southeastern United States.

- Familiarity with the medical community and universities and other educational institutions in North Carolina derived from service as chairman of Moses Cone-Wesley Long Community Foundation, trustee and chairman of NC A&T State University, vice chairman of the Gateway University Research Park, and member of the Guilford Technical Community College Foundation Board.

- Able to identify with the financial needs of family-owned small and mid-size businesses, FCB's largest business segment.

- As an African-American and as an organizer of the Greensboro Venture Capital Fund (a fund created to assist women and minority-owned start-up businesses), understands the financial needs and concerns of minority customers and, more specifically, minority business owners.

CORPORATE GOVERNANCE

Our Board of Directors has adopted Corporate Governance Guidelines that describe principles and practices that our Board will follow in carrying out its responsibilities. Together with our Bylaws, the Guidelines establish various processes related to the structure and leadership of our Board and the governance of our organization, including certain of the matters described below.

Director Independence

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

Determination of Independent Directors. Each year our Board of Directors reviews transactions, relationships and other arrangements involving our directors and determines which of the directors the Board considers to be independent. In making those determinations, the Board applies the independence criteria contained in the listing requirements of The Nasdaq Stock Market. The Board has directed our Audit and Compliance Committee to assess each outside director's independence and report its findings to the Board in connection with the Board's annual determination, and, between those annual determinations, to monitor the status of each director on an ongoing basis and inform the Board of changes in factors or circumstances that may affect a director's ability to exercise independent judgment. The following table lists our current directors, persons who served as directors during 2011, and nominees for election as directors at the Annual Meeting, who our Board believes were during their terms of office, and will be if elected, independent directors under Nasdaq's criteria.

John M. Alexander, Jr.
Victor E. Bell III
Hubert M. Craig III

H. Lee Durham, Jr.
Daniel L. Heavner
Lucius S. Jones

Robert E. Mason IV
Robert T. Newcomb
Ralph K. Shelton

In addition to the specific Nasdaq criteria, in assessing each director's or nominee's independence, the Audit and Compliance Committee and the Board consider whether they believe transactions that are disclosable in our proxy statements as related person transactions, as well as any other transactions, relationships, arrangements or other factors, could impair his or her ability to exercise independent judgment. In its determination that the directors named above are or were independent, those other factors considered by the Committee and the Board included: (1) FCB's lending relationships with directors who are loan customers and whose loans are subject to laws and regulations pertaining to loans to directors (including the requirement that those loans be approved by a majority of the full Board); (2) Mr. Bell's interest in an entity that is co-owner of investment real property in which our former Chairman, Lewis R. Holding, owned an interest prior to his death; (3) Mr. Heavner's and his family's interest, and his position as a general partner, in a real estate partnership in which a company owned by our Executive Vice Chairman, Frank B. Holding, and his family members also is a partner and holds an interest; (4) services provided from time to time by Mr. Newcomb's mechanical contracting firm, directly and on a competitive bid basis as a contractor or subcontractor, in connection with the construction or renovation of FCB's facilities; and (5) Messrs. Bell's and Newcomb's service as directors and/or officers of non-profit organizations to which FCB has a lending relationship and/or from time-to-time has made contributions.

Executive Sessions of Independent Directors. Our independent directors meet separately, without management or non-independent directors being present, in conjunction with each regular meeting of our Board, and, at their discretion, they may hold separate meetings other than in conjunction with Board meetings. During 2011, the independent directors met in executive session following each of our Board's quarterly meetings.

Lead Independent Director. Under our Corporate Governance Guidelines, if the Chairman elected by our Board is not an independent director, then each year our independent directors will designate a separate Lead Independent Director. Even if the Chairman is an independent director, our independent directors still may, at their option, designate a Lead Independent Director. Lucius S. Jones has been designated and currently serves as our Lead Independent Director.

Under the Guidelines, the duties of our Lead Independent Director include:

- convening and presiding at executive sessions and separate meetings of our independent directors, and serving as the liaison between the independent directors and our Chairman and management;
- consulting with the Chairman regarding concerns of our independent directors and matters discussed, decisions reached, or suggestions made, at executive sessions and separate meetings of independent directors;
- consulting with the Chairman regarding the schedule, agenda, and information for Board meetings;
- consulting with the Chairman with respect to consultants who may report directly to the Board;
- consulting with the Chairman and management as to the quality, quantity, and timeliness of information provided to the Board by management;
- being available, as appropriate, for communications with our shareholders; and
- such other duties and authority as is described elsewhere in the Guidelines and as the Board may from time to time determine.

A special meeting of the Board will be called at the Lead Independent Director's request. Also, while our Chairman sets the agenda for each Board meeting, a matter will be placed on the agenda for any regular or special Board meeting at the Lead Independent Director's request.

Board Leadership Structure

Our Board annually elects a Chairman whose duties are described in our Bylaws, and it performs its oversight role through various committees which are appointed by the Board after consideration of the recommendations made by our independent Nominations Committee and which may

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

be established as separate committees of our Board or as joint committees of our and FCB's Boards. Currently, our Chief Executive Officer also serves as Chairman of our and FCB's Boards. However, although our Bylaws contemplate that our Chairman will be considered an officer, the Board may select any of its members as its Chairman, and it has no formal policy as to whether our Chief Executive Officer will serve as Chairman or whether any other director, including an independent director, may be elected to serve as Chairman.

Because our Chief Executive Officer currently serves as Chairman and members of our management beneficially own large percentages of our voting stock, our management's influence over the Boards and their processes could diminish the effectiveness of our independent directors and their ability to influence our policies and the Boards' decisions. As a result, and as required by our Corporate Governance Guidelines, our independent directors have designated a separate Lead Independent Director who has the duties and authority described above under the caption Lead Independent Director, including the calling of meetings of the Board and placement of matters on the agenda for Board meetings.

Additionally, as described below under the heading *COMMITTEES OF OUR BOARD*, all matters pertaining to executive compensation, the selection of nominees for election as directors, and approval of transactions with related persons, are subject to the review and recommendation of Board committees made up of independent directors, and our Corporate Governance Guidelines provide that:

- all outside directors have full access to any member of management and to our and FCB's independent auditors and internal auditors for the purpose of understanding issues relating to our business;
- our management will arrange for our outside advisors to be made available for discussions with the Board, a Board committee, our independent directors as a group, or individual directors; and
- the Board, each Board committee, and our independent directors as a group, in each case by a majority vote, have the authority to retain independent advisors from time to time, at our expense, and separate and apart from our regular advisors.

Our Board believes that the provisions described above enhance the effectiveness of our independent directors and provide for a leadership structure that is appropriate for our company, without regard to whether our Chairman is an independent director.

Board's Role in Risk Management

Risk is inherent in any business and, as is the case with other management functions, our senior management has primary responsibility for day-to-day management of the risks we face. However, as a financial institution, our business involves financial risks that do not exist, or that are more extensive than the risks that exist, in some other types of businesses. We are subject to extensive regulation that requires us to assess and manage those risks, and during their periodic examinations our regulators assess our performance in that regard. As a result, our Board is actively involved in overseeing our risk management programs.

Our Board administers its oversight function primarily through committees which may be established as separate or joint committees of our and/or FCB's Boards and the members of which are appointed by the Board after its consideration of recommendations made by our independent Nominations Committee. Among others, those Board committees include our Audit and Compliance Committee, Compensation Committee, Investment Committee and Executive Committee. Our Chief Executive Officer, Chief Financial Officer and other officers who oversee departments or functions within our and the Bank's operations make reports directly to one or more of those committees. In particular, reports are made directly to our Audit and Compliance Committee by our General Auditor regarding our internal audit function, and by our Chief Governance Officer regarding the Corporate Governance Department and the other departments he oversees (including Corporate Security and Loss Mitigation, Credit Risk Review, and Compliance).

We believe our regulatory environment and our committee structure result in our Board being more actively involved in risk management than the boards of corporations that are not financial institutions or that are not regulated as extensively as financial institutions. The involvement of our committees in the Board's oversight function enhances our Board's effectiveness and leadership structure by providing opportunities for non-employee directors to become more familiar with the Bank's critical operations and more actively involved in the Board's oversight role, particularly with respect to risk management.

Attendance by Directors at Meetings

Board of Directors Meetings. Our Board of Directors met five times during 2011. Each of our current directors attended at least 75% of the aggregate number of those meetings and meetings of any committees on which he or she served.

Annual Meetings. Attendance by our directors at Annual Meetings of our shareholders gives directors an opportunity to meet, talk with and hear the concerns of shareholders who attend those meetings, and it gives those shareholders access to our directors that they may not have at any other time during the year. Our Board of Directors recognizes that our outside directors have their own business interests and are not our employees, and that it is not always possible for them to attend Annual Meetings. However, our Board's policy recognizes that attendance by directors at our Annual Meetings is beneficial to us and to our shareholders. As a result, our directors are strongly encouraged to attend each Annual Meeting whenever possible. Each of our 14 directors then in office attended our last Annual Meeting which was held during April 2011.

Communications with Our Board

Our Board of Directors encourages our shareholders to communicate with it regarding their concerns and other matters related to our business, and the Board has established a process by which you may send written communications to the Board or to one or more individual directors. You may address and mail your communication to:

Board of Directors

First Citizens BancShares, Inc.

Attention: Corporate Secretary

Post Office Box 27131 (Mail Code FCC22)

Raleigh, North Carolina 27611-7131

You also may send communications by email to fcbdirectors@firstcitizens.com. You should indicate whether your communication is directed to the entire Board of Directors, to a particular committee of the Board or its Chairman, or to one or more individual directors. All communications will be reviewed by our Corporate Secretary and, with the exception of communications our Corporate Secretary considers to be unrelated to our or FCB's business, forwarded to the intended recipients. Copies of communications from a customer of FCB or one of its subsidiaries relating to a deposit, loan or other financial relationship or transaction will be forwarded to the department or division most closely associated with the subject of the communication, with a copy to the Chairman of the Audit and Compliance Committee, and, if indicated, to a particular director.

Code of Ethics

Our Board of Directors has adopted three codes of ethics that apply separately to our and FCB's financial officers, directors, and all employees, respectively. The code that applies to our financial officers is posted on FCB's Internet website at www.firstcitizens.com/meet-first-citizens/corporate-information/governance/code-of-ethics. It covers our Chief Executive Officer, Chief Financial Officer, and other senior financial officers who have primary responsibility for our financial reporting and accounting functions. Among other things, all three codes are intended to promote:

- honest and ethical conduct;
- the ethical handling of actual or apparent conflicts of interest between personal and professional relationships;
- full, fair, accurate, timely and understandable disclosure in reports and documents that we file with the Securities and Exchange Commission and in other public communications we make;
- compliance with applicable governmental laws, rules and regulations;
- prompt internal reporting of violations of the codes to the Board's Audit and Compliance Committee; and

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

- accountability for adherence to the codes.

We have established a means by which officers, employees, customers, suppliers, shareholders or others may submit confidential and anonymous reports regarding ethical or other concerns about our company, FCB, or any of our respective employees. Anyone wishing to submit a report may call (800) UREPORT (800-873-7678). Reports also may be submitted online through FCB's Internet website at www.firstcitizens.com/meet-first-citizens/report-ethical-concerns.

*COMMITTEES OF OUR BOARD***General**

Among other committees, our Board of Directors has three independent, standing committees that assist the Board in oversight and governance matters. They are the Audit and Compliance Committee, the Nominations Committee, and the Compensation Committee. Each of those committees operates under a written charter approved by our Board that sets out the committee's composition, authority, duties and responsibilities. We believe that each member of those committees is an independent director as that term is defined by Nasdaq's listing standards. Current copies of the charters of those committees are posted on FCB's Internet website at www.firstcitizens.com/meet-first-citizens/corporate-information/governance.

The Board also has an Executive Committee, of which a majority of the members are independent directors. Under North Carolina banking law, FCB's Board of Directors is required to have an executive committee which meets as often as required by the Board, but at least once during each month in which the full Board does not meet. Our Executive Committee is a joint committee of our and FCB's Boards of Directors. Under our and FCB's Bylaws, the Committee is authorized to exercise all the powers of the Boards in the management of our affairs when the Boards are not in session, subject to certain statutory limitations and the ability of the full Boards to limit the Committee's authority. The Committee met eight times during 2011.

The current members of each of the above committees are listed in the following table, and the function of and other information about the Audit and Compliance, Nominations, and Compensation Committees is described in the paragraphs below.

Audit and Compliance	Nominations	Compensation	Executive
H. Lee Durham, Jr. - Chairman	Robert T. Newcomb - Chairman	Lucius S. Jones - Chairman	Frank B. Holding, Jr. - Chairman
John M. Alexander, Jr.	Daniel L. Heavner	Daniel L. Heavner	Victor E. Bell III
Victor E. Bell III	Robert E. Mason IV	Robert E. Mason IV	Hope Holding Connell
Hubert M. Craig III			H. Lee Durham, Jr.
			Lucius S. Jones

Audit and Compliance Committee

Function. Our Audit and Compliance Committee is a joint committee of our and FCB's Boards of Directors. Under its charter, and among its other duties and responsibilities, the Committee is responsible for:

- appointing our independent accountants and approving their fees and the terms of their engagement;
- approving services proposed to be provided by the independent accountants; and
- monitoring and overseeing the quality and integrity of our accounting and financial reporting process and systems of internal controls.

The Committee reviews various reports from our independent accountants (including its annual report on our audited consolidated financial statements), as well as financial reports we file under the Securities Exchange Act of 1934 and reports of examinations by our regulatory agencies, and it oversees our and FCB's internal audit program. At least quarterly, the Committee reviews reports on the work performed by FCB's Audit and Corporate Finance Departments, and it receives reports from our Corporate Governance Officer regarding the Corporate Governance Department and the other departments he oversees (including Corporate Security and Loss Mitigation, Credit Risk Review, and Compliance). Also, as described above under the caption *Director Independence*, our Board has directed the Committee to monitor and make annual reports regarding the independence of our directors and, as described below under the heading *TRANSACTION WITH RELATED PERSONS*, the Board has directed the Committee to review and approve certain transactions, arrangements or relationships with us or FCB in which one of our related persons has a material interest. The Committee met 16 times during 2011.

Audit Committee Financial Expert. H. Lee Durham, Jr., the Committee Chairman, is a retired partner in the accounting firm of PricewaterhouseCoopers LLP. He has 32 years of public accounting experience, much of which involved financial institutions and other public companies. Our Board of Directors believes that Mr. Durham is an audit committee financial expert as that term is defined by the rules of the Securities and Exchange Commission.

Audit and Compliance Committee Report

This report is submitted by the Audit and Compliance Committee, the members of which are named below.

Our management is responsible for our financial reporting process, including our system of internal controls and disclosure controls and procedures, and for the preparation of our consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. Our independent accountants are responsible for auditing those financial statements. The Audit and Compliance Committee oversees and reviews those processes. In connection with the preparation and audit of our consolidated financial statements for 2011, the Committee has:

- reviewed our audited consolidated financial statements for 2011 and discussed them with management;
- discussed with our independent accountants the matters required to be discussed by Statement on Auditing Standards No. 61, as amended, as adopted by the Public Company Accounting Oversight Board in Rule 3200T;
- received written disclosures and a letter from our independent accountants required by independence standards of the Public Company Accounting Oversight Board (PCAOB Rule 3526); and
- discussed the independence of our independent accountants with the accountants.

Based on the above reviews and discussions, the Committee recommended to our Board of Directors that the audited consolidated financial statements be included in our 2011 Annual Report on Form 10-K as filed with the Securities and Exchange Commission.

The Audit and Compliance Committee:

H. Lee Durham, Jr.

John M. Alexander, Jr.

Victor E. Bell III

Hubert M. Craig III

Nominations Committee

Function. Our Nominations Committee is a committee of our Board of Directors. Under its charter, and among other duties and responsibilities assigned from time to time by the Board, the Committee makes recommendations to the Board regarding the size and composition of our and FCB's Boards and Board committees, candidates for selection as nominees for election as directors at our Annual Meetings and for appointments to fill vacancies on the Board, appointments to the various committees of the Boards, and elections of our Chairman, Vice Chairmen, President and Chief Executive Officer. The Committee met five times during 2011.

The Committee's charter and our Corporate Governance Guidelines provide for the Committee annually to recommend Board candidates who have personal and professional integrity, sound judgment, business acumen, and the time, ability and commitment to make a constructive and meaningful contribution to the Board, and who, with other members of the Board, will be effective in collectively serving the long-term interests of our shareholders. Candidates also must satisfy applicable requirements of state and federal banking regulators, and the Committee may develop other criteria or minimum qualifications for use in identifying and evaluating candidates. The Board makes all final decisions regarding nominations. In identifying candidates to be recommended from time to time, the Committee considers incumbent directors and will consider candidates suggested by our management, other directors or shareholders. The Committee has not used the services of a third-party search firm. Shareholders who wish to recommend candidates to the Committee should send their recommendations in writing to:

Nominations Committee

First Citizens BancShares, Inc.

Attention: Corporate Secretary

Post Office Box 27131 (Mail Code FCC22)

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

Raleigh, North Carolina 27611-7131

Each recommendation should be accompanied by:

- the full name, address and telephone number of the person making the recommendation, a statement that the person making the recommendation is a shareholder of record (or, if the person is a beneficial owner of our shares but not a record holder, a statement from the record holder of the shares verifying the number of shares beneficially owned), and a statement as to whether the person making the recommendation has a good faith intention to continue to hold those shares through the date of our next Annual Meeting;

- the full name, address and telephone number of the candidate being recommended, information regarding the candidate's beneficial ownership of our stock and any business or personal relationship between the candidate and the person making the recommendation;
- a statement signed by the candidate that he or she is aware of and consents to being recommended to the Committee and will provide information that the Committee may request in connection with its evaluation of candidates;
- a description of the candidate's current principal occupation, business or professional experience, previous employment history, educational background, and any particular skills, experience or areas of expertise;
- a description of any potential contributions to the Board that the candidate might make that are unusual or unique, and an explanation of the value or benefit that the person making the recommendation believes the candidate would provide us as a director;
- a description of the candidate's current positions and experience as a community leader;
- a description of the candidate's current positions and experience over the previous ten years as a director of a public company;
- information regarding any business or personal relationships between the candidate and any of our or FCB's customers, suppliers, vendors, competitors, directors or officers, affiliated companies, or other persons with any special interest regarding our company or our affiliated companies, and any transactions between the candidate and our company or any of our affiliated companies; and
- any information in addition to the above regarding the candidate that would be required to be included in our proxy statement pursuant to the Securities and Exchange Commission's Regulation 14A (including without limitation information regarding legal proceedings in which the candidate has been involved within the past ten years).

In order to be considered by the Committee in connection with its recommendations of candidates for selection as nominees for election at an Annual Meeting, a shareholder's recommendation must be received by the Committee not later than the 120th day prior to the first anniversary of the date that our proxy statement was first mailed to our shareholders in conjunction with our preceding year's Annual Meeting.

Recommendations submitted by shareholders other than in accordance with these procedures will not be considered by the Committee.

The Committee will evaluate candidates recommended by shareholders in a manner similar to its evaluation of other candidates. The Committee considers the overall composition of the Board in light of our current and future needs and will select candidates to be recommended to the Board of Directors each year based on its assessment of, among other things: (1) business, professional, personal and educational background, skills, experience and expertise; (2) community leadership; (3) independence; (4) potential contributions to the Board that are unusual or unique; (5) knowledge of our organization and our and FCB's respective operations; (6) personal financial interest in our and FCB's long-term growth, stability, and success; (7) the performance and past and future contributions of our current directors, and the value of continuity and prior Board experience; (8) the existence of one or more vacancies on the Board; (9) the need for a director possessing particular attributes, skills, experience or expertise; (10) the role of directors in FCB's business development activities; (11) diversity; and (12) other factors that it considers relevant, including any specific qualifications the Committee adopts from time to time.

While the Committee and our Board recognize the benefits derived from a Board composed of individuals who bring different attributes, experiences, and perspectives to the Board's deliberations, they do not consider diversity for the sake of diversity to be a basis for the nomination, election or appointment of a director, and they have not adopted any written or mandatory diversity policy or criteria applicable to the director nominations process. Accordingly, in evaluating and selecting nominees, diversity is but one of the multiple factors considered by the Committee and the Board. For these purposes, they consider diversity to encompass a variety of characteristics of candidates, including, by way of example, academic background, business experience, geographic location within our banking markets, gender and race.

The Nominations Committee recommended to our Board of Directors that our current directors listed above under the caption "Nominees" be nominated for re-election for new terms of office.

Compensation Committee

Function. Our Compensation Committee is a joint committee of FCBs and our Boards of Directors. The Committee met six times during 2011.

Under its charter, and in addition to other duties that may be assigned to it from time to time by the Boards, the Committee reviews and provides overall guidance to the Boards regarding our executive compensation and benefit programs, and it assesses risks that may arise from our compensation plans, policies and practices that could have a material adverse effect on us or FCB. It makes recommendations to the Boards regarding:

- cash and other compensation paid or provided to our and FCBs Chief Executive Officer and other executive officers;
- the adoption of new compensation or benefit plans, or changes in existing plans, under which compensation or benefits are or will be paid or provided to those persons; and
- cash and other compensation paid or provided to other officers and employees, either individually or in the aggregate, as the Boards request.

The Committee also reviews and makes recommendations to the Boards regarding amounts of compensation paid to our directors.

In performing its duties, the Committee may, if it considers it appropriate, delegate any of its responsibilities to a subcommittee. However, any subcommittee must be composed entirely of independent directors. The Committee is authorized to conduct investigations, and to request and consider any information (from management or otherwise) that it believes is necessary, relevant or helpful in its deliberations and in making its recommendations. It may rely on information provided by management without further verification. However, under its charter, when the Committee takes an action, it should exercise independent judgment on an informed basis and in a manner it considers to be in the best interests of our shareholders. In its review and consideration of compensation matters, the Committee works closely with our Chief Human Resources Officer and her staff. In considering compensation to be paid to our directors and our executive officers named in the Summary Compensation Table below, the Committee considers information provided by our Chairman and Chief Executive Officer, including, in the case of officers other than himself, information about those officers' individual performance and his recommendations as to their compensation. After receiving the Committee's recommendations, the Boards make all final decisions regarding compensation matters.

The Committee may retain the services of outside counsel or consultants, at our or FCBs expense, and on terms (including fees) that it approves. Since 2005, the Committee has retained the services of Findley Davies, Inc., a Charlotte, North Carolina, compensation and benefits consulting firm. That relationship is reviewed each year, and the Committee may, if it chooses, request and consider proposals from other consulting firms. Under the terms of its engagement, Findley Davies meets early each year with the Committee Chairman and our Chief Human Resources Officer to discuss the Committee's functions, to develop a calendar of activities for that year, and to discuss our annual and strategic plans, external pressures we are experiencing, and other factors that affect our executive and director compensation programs. It then meets with the full Committee to review and discuss a number of matters, including:

- market trends in executive and director compensation, and surveys of executive salaries and total compensation (including short- and long-term incentives) and director compensation at similar companies;
- our current executive and director compensation structures and any recommended changes, and the relationship between compensation levels and corporate and individual performance;
- summaries of actual amounts and types of compensation and benefits, including perquisites, paid or provided to our individual executive officers; and

- issues raised under Section 162(m) of the Internal Revenue Code.

Other than in an advisory capacity as described above, Findley Davies has no role in the actual recommendations made by the Committee to the Boards, or in the Boards' approval of amounts of executive or director compensation. However, based on the reviews and discussions described above, Findley Davies does make recommendations to the Committee regarding appropriate levels and elements of compensation for our executive officers and directors. Findley

Davies also assists in the preparation and review of disclosures in our proxy statements regarding executive compensation matters, including the discussion of our executive compensation program included below under the heading *COMPENSATION DISCUSSION AND ANALYSIS*. Findley Davies is retained by the Committee as its independent consultant and, during 2011, it did not provide other services for us or FCB.

Effect of Risk Management on Compensation. The Compensation Committee regularly reviews our general compensation philosophy and practices to determine the overall risk profile of our compensation program. As a part of that risk oversight process, on a quarterly basis the Committee reviews all our and FCB's compensation plans, including all incentive and variable pay plans within specific divisions of FCB, to determine whether there are potential areas of risk that reasonably could be expected to have a material adverse effect on our business and financial results and to ensure continued oversight and mitigation of risk within our compensation practices.

None of our executive officers currently participate in any long- or short-term bonus or other cash or equity incentive plans. However, certain business units and divisions within FCB have incentive and variable pay plans that have unique structures, goals and reward levels. The Committee believes that none of those plans provide for award levels that are over-weighted to a specific unit or service and that a majority of those incentive plans have maximum payments or payout caps that the Committee believes protect our organization. Plans that do not have maximum payments or payout caps provide for award levels that the Committee believes are *de minimis* in relation to our organization. Based on its most recent review, the Committee believes that there are no material risk elements within the structure of our current plans that reasonably could be expected to have a material adverse effect on our business and financial results.

Compensation Committee Report

This report is submitted by the Compensation Committee, the members of which are named below. The Compensation Committee has:

- reviewed and discussed with management the Compensation Discussion and Analysis that is included in this proxy statement; and
- based on that review and discussion, recommended to the full Board of Directors that the Compensation Discussion and Analysis be included in our proxy statement and Annual Report on Form 10-K.

The Compensation Committee:

Lucius S. Jones

Daniel L. Heavner

Robert E. Mason IV

COMPENSATION DISCUSSION AND ANALYSIS

Our Executive Compensation Philosophy and Objectives

Our executive compensation program is administered by the Compensation Committee of our Board of Directors. The Committee attempts to both align our executive officers' compensation with our long-term business philosophy and achieve our objectives of:

- enabling FCB to attract and retain qualified executive officers;
- providing compensation to our executive officers that is competitive with comparable financial services companies;
- rewarding year-over-year performance and long-term loyalty; and
- balancing business risk with sound financial policy and shareholder safety.

A foundation within our business philosophy is to provide a consistent financial return to shareholders through sound business decisions. This manifests itself in strong attention to the quality of our assets and the preservation of our assets through the management of risk, including potential risks that can arise in connection with various components of compensation programs, such as certain types of incentive compensation. For that reason, we do not maintain a structured or formal annual or long-term performance-based cash incentive program for executive officers.

We also do not provide any equity-based compensation, or any arrangements under which compensation would be paid, or the vesting of any benefits would be accelerated, as a result of a change in control of our company. We attempt to provide reasonable annual cash compensation, and to reward long-term loyalty, while minimizing the risks that potentially exist with some of the other forms of compensation that can adversely influence business decisions by corporate executives.

The current components for our executive compensation program, which are listed in the following table, are consistent with our compensation philosophy. Potential risks to FCB associated with our program are monitored annually by the Committee. In reviewing the compensation program, the Committee believes there currently are no risks posed by our compensation plans, policies and practices that are likely to have a material adverse impact on us or FCB. The components of our 2011 executive compensation program are discussed in more detail in the narrative following the table.

Compensation		Component	Component Risk Profile
Component	Purpose	Elements	
Base Salary	To provide fixed annual compensation that helps attract and retain associates	· Cash	Low
Retirement Benefits	To provide competitive level of retirement income for all employees	· Defined benefit pension plan · Matching contributions to Section 401(k) defined contribution plans	Low
Non-qualified Separation from Service Agreements	To retain and reward the long-term loyalty of key decision makers, and to assure continued loyalty following a separation from service	· Cash · Death Benefit	Low
Perquisites	To provide personal benefits to certain executive officers	· Installation and monitoring of home security systems · Staff services for personal business	Low

The specific amounts or values of each of those forms of compensation that we paid or provided to our current Chairman and Chief Executive Officer, Frank B. Holding, Jr., and certain of our other executive officers for 2011 are listed in this proxy statement in the Summary Compensation Table that follows this discussion.

The Process of Evaluating Executive Officer Compensation

Each year in January, our Compensation Committee reviews total compensation paid or provided to our executive officers, considers changes in the executive officers' base salaries, and makes recommendations for salary increases to our and FCB's Boards of Directors. After receiving the Committee's recommendations, the Boards approve all executive officer salaries.

In reviewing executive officer base salaries, the Committee routinely considers:

- the scope of the officers' responsibilities,
- market analyses provided by the Committee's independent consultant that compare our executive officers' salaries to compensation paid to persons in each officer's position in similar financial services organizations,
- our overall financial and operating performance,
- general individual performance, and
- internal equity of our executive officers' current compensation.

The process of making base salary changes for executive officers is largely subjective. There are no specific measures or criteria by which the base salaries of our executive officers are directly tied to individual performance or our financial and operating performance. However, while there are no formal criteria for performance evaluation, base salary adjustments are reviewed with consideration given for overall business

performance and each individual executive officer's contributions to that success. Because base salary is the primary form of compensation paid to our executive officers during their employment, the Committee's decisions each year regarding base salaries have had little, if any, effect on decisions regarding other types of compensation, other than with respect to benefits under separation from service agreements which are based on percentages of, and are amended from time to time to reflect increases in, base salaries.

In performing its duties, the Compensation Committee retains the services of Findley Davies, Inc. as its independent executive compensation consultant. Findley Davies assists the Committee in analyzing our compensation elements, trends in executive compensation, market pay for similar positions in comparable organizations, and the alignment of our executive compensation to our business objectives and work culture. During 2011, Findley Davies provided services only to the Compensation Committee, and it did not provide additional services for us or any of our subsidiaries.

As part of its engagement by and discussions with our Compensation Committee, Findley Davies prepared market and peer group analyses during December 2010 and December 2011 for our Compensation Committee that compared our executives' base salary rates to the market and peer group median compensation paid by similar financial services organizations to their officers in similar positions. The analyses focused on:

- base salary,
- total cash compensation (which included base salary and annual cash incentive awards), and
- total direct compensation (which included total cash compensation and the annualized cash value of long-term incentives).

We do not provide annual or long-term incentives, regular cash bonuses, or equity-based compensation to our executive officers. However, in recruiting and attempting to retain executive officers, we compete with organizations that do provide those additional compensation opportunities. As a result, the Compensation Committee believes that comparing our base salaries against only the base salaries paid by other organizations does not provide an accurate market comparison. For that reason, the Committee compares our executive officers' base salary rates against market total cash compensation which takes into account cash compensation, in addition to base salaries, such as annual bonus payments and other such forms of cash compensation, that many other companies pay to their executive officers.

For purposes of the market analyses, Findley Davies used two nationally-recognized surveys of financial institution compensation specific to our executive officers' positions. Our executive positions were compared to similar positions in similarly sized organizations. Findley Davies also performed a statistical analysis to mitigate the effect of asset size on the results of the comparison, providing a more accurate view of the market data.

In order to further understand the compensation marketplace in which we compete, Findley Davies also prepared peer group analyses that compared compensation paid to our executive officers against compensation paid to the executive officers of 19 other publicly traded financial institutions that have assets between \$10 billion and \$60 billion and that primarily concentrate on retail and business banking operations headquartered in the United States.

The financial institutions included in the 2011 peer group analysis were as follows:

Huntington Bancshares, Inc.	City National Corporation	Webster Financial Corporation
Zions Bancorporation	Associated Banc-Corp	Fulton Financial Corporation
First Niagara Financial Group, Inc.	East West Bancorp, Inc.	Wintrust Financial Corporation
Synovus Financial Corp.	Commerce Bancshares, Inc.	FirstMerit Corporation
First Horizon National Corporation	Cullen/Frost Bankers, Inc.	Susquehanna Bancshares, Inc.
BOK Financial Corporation	Hancock Holding Company	Valley National Bancorp
	TCF Financial Corporation	

Using the selected peer group, compensation data was compiled utilizing research from a nationally recognized proxy data research reporting company. As in the market analysis, the review focused on base salary, total cash compensation and total direct compensation.

Findley Davies reviewed our executive officers' compensation as a percentage of the peer company median compensation for officers in the same positions with the peer companies.

The following table illustrates how the 2011 base salary rates of our executive officers named in the Summary Compensation Table on page 27 compared to the median 2010 compensation paid to the peer companies' officers as reported in proxy statements.

2011 Base Salary Rates of our Named Executive Officers as a Percentage of Peer Group:			
	2010 Peer Group Median Base Salary	2010 Peer Group Median Total Cash Compensation	2010 Peer Group Median Total Direct Compensation
Our Chairman and CEO	99.79%	51.64%	36.62%
Our Chief Financial Officer	116.77%	67.14%	57.37%
All Named Executive Officers			
(excluding our Chairman and CEO)	127.47%	82.27%	59.26%

The comparison shows that the 2011 base salary rates of our named executive officers, as a percentage of the peer company data as reported for 2010, are at or above the median base salaries paid to officers in similar positions within the peer group. However, when compared to total cash compensation, the 2011 base salaries of our named executive officers are well below the median total cash compensation within the peer group.

We also reviewed our compensation against the peer group as a percentile by asset size. Within the peer group, our ranking by asset size was at the 57th percentile based on 2010 proxy data. The Committee believes that an appropriate compensation percentile ranking for our named executive officers' base salaries, as compared to the peer organizations by asset size, is approximately the 50th percentile by asset size. The following table illustrates how the 2011 base salary rates of our named executive officers ranked as a percentile by asset size as compared against the other financial institutions included in the peer group analysis.

2011 Base Salary Rates of our Named Executive Officers as a Percentile Ranking by Asset Size of:			
	2010 Peer Group Median Base Salary	2010 Peer Group Median Total Cash Compensation	2010 Peer Group Median Total Direct Compensation
Our Chairman and CEO	49 th	16 th	1 st
Our Chief Financial Officer	59 th	20 th	4 th
All Named Executive Officers			
(excluding our Chairman and CEO)	77 th	27 th	10 th

The comparisons with the 2010 peer group median base salary and total cash compensation showed that our Chairman and Chief Executive Officer's 2011 base salary rate is below our percentile ranking by asset size. The average of our other named executive officers' 2011 base salary rates reflects base salary above our percentile ranking by asset size, but well below our percentile ranking by asset size when compared with the peer group total cash compensation.

The Committee also reviewed information prepared by Findley Davies regarding the relationship between compensation we pay our named executive officers and our company's financial performance, compared to compensation paid by and the performance of the organizations included in the peer group. This analysis incorporated the following performance metrics:

- *Growth*: one- and five-year growth in assets, deposits and loans, with the expectation that our performance will be equal to the average or median of the peer group;

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

- *Asset Quality*: net charge-offs and non-covered non-performing asset ratio, with the expectation that our performance will be well above the peer group; and

- *Profitability*: return on average assets and return on average equity, with the expectation that our performance will be below the peer group due primarily to our focus on balance sheet liquidity, asset quality and FCB's ongoing expansion strategy.

That information tended to reflect that we generally compared favorably to the companies in the group with regard to performance we achieved at the compensation levels paid to our executive officers.

The Executive Compensation Components

Base Salaries. As described above, base salaries represent the primary component of our executive compensation program, and we do not provide annual or long-term incentives, regular cash bonuses, or equity-based compensation. However, in recruiting and attempting to retain executive officers, we compete with organizations that do provide those additional compensation opportunities. For that reason, in considering adjustments in base salaries, the Committee compares our executive officers' base salary rates against market total cash compensation (which takes into account base salaries as well as annual bonus payments and other forms of cash compensation). The Committee does not rely solely on market analyses and peer comparisons in establishing appropriate base salary levels, but it believes those analyses are helpful in determining whether our executive officers' compensation is reasonable and competitive in relation to other similar organizations. The Committee believes that an appropriate competitive level for our executive officers' base salaries, as compared to other organizations, is between the 150th percentage of market median base salary and the 100th percentage of market median total cash compensation.

In making its recommendation regarding 2011 and 2012 base salaries for our executive officers named in the Summary Compensation Table on page 27, the Committee considered our 2010 and 2011 financial and operating performance. The Committee believed that, given our operating philosophy and resulting risk profile and balance sheet structure, and FCB's branch expansion, our 2010 and 2011 performance was generally comparable to that of peer organizations. Performance indicators considered by the Committee in its review included return on assets, return on equity, trends in non-interest income, loan growth, deposit growth and various asset quality measurements.

In considering the 2011 adjustment in base salary rate for our Chairman and Chief Executive Officer, the Committee took into account his 2010 total compensation, his scope of responsibility, our 2010 financial and operating performance, and the 2010 market analysis. Consideration for a 2012 adjustment in his base salary rate again took into account the same compensation and performance factors for fiscal year 2011.

In considering its recommendations for increases for 2011 in the base salaries of our other named executive officers, the Committee took into account their 2010 total compensation, the 2010 market analysis, general individual performance, and our Chairman's recommendations. The Committee considered the same compensation and performance factors for fiscal year 2011 when considering 2012 salary adjustments for those same executives.

The following table shows the base salary rates and percentages of salary increases for our Chairman and Chief Executive Officer and our other named executive officers for 2010, 2011 and 2012. Our executive officers' 2010 and 2011 base salary rates reflect their annual base salary rates approved by the Boards that became effective on April 1 of each year. Because the base salary rates did not become effective until April 1, the salary rates are higher than the dollar amounts of base salaries they actually received during 2010 and 2011 as listed in the Summary Compensation Table.

	2010 Base Salary Rate	Percentage Increase	2011 Base Salary Rate	Percentage Increase	2012 Base Salary Rate
Mr. F. Holding, Jr. Chairman and CEO	\$ 858,000	2.68%	\$ 881,500	3.2%	\$ 910,000
Mr. K. Black Chief Financial Officer	\$ 457,750	2.68%	\$ 470,000	2.34%	\$ 481,000
Mr. F. Holding Executive Vice Chairman	\$ 995,114	0%	\$ 995,114	0%	\$ 995,114
Mr. E. Willingham IV President	\$ 555,500	2.7%	\$ 570,500	3.42%	\$ 590,000
Ms. C. Yochem Executive Vice President	\$ 553,215	2.71%	\$ 568,206	2.25%	\$ 581,000

The following tables show the 2011 and 2012 base salary rates of our named executive officers approved by the Compensation Committee as percentages of the market median base salary, total cash compensation and total direct compensation reflected in the 2010 and 2011 market analyses provided by Findley Davies.

2011 Base Salary Rates of our Named Executive Officers, as a Percentage of:			
	2010 Market Median Base Salary	2010 Market Median Total Cash Compensation	2010 Market Median Total Direct Compensation
Mr. F. Holding, Jr. Chairman and CEO	106%	58%	19%
Mr. K. Black Chief Financial Officer	102%	57%	24%
Mr. F. Holding Executive Vice Chairman	120%	65%	21%
Mr. E. Willingham President	106%	52%	24%
Ms. C. Yochem Executive Vice President	160%	120%	60%

2012 Base Salary Rates of our Named Executive Officers, as a Percentage of:			
	2011 Market Median Base Salary	2011 Market Median Total Cash Compensation	2011 Market Median Total Direct Compensation
Mr. F. Holding, Jr. Chairman and CEO	104%	53%	24%
Mr. K. Black Chief Financial Officer	103%	65%	35%
Mr. F. Holding Executive Vice Chairman	114%	58%	26%
Mr. E. Willingham President	114%	68%	59%
Ms. C. Yochem Executive Vice President	169%	90%	68%

The comparisons with the 2010 and 2011 market data show that the 2011 and 2012 base salary rates of our named executive officers are competitive with the market median base salaries, but they generally are well below the market median total cash compensation.

Bonuses. We do not have an annual bonus program and we do not regularly pay bonuses to our executive officers. However, our Chairman and Chief Executive Officer occasionally recommends, and the Compensation Committee considers payment of, a discretionary bonus for one or

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

more individual executive officers based on particular performance achievements or other factors related to the retention of motivated and talented executive officers. The Committee takes into consideration the purpose and recommended amount for any discretionary bonus within the context of each executive officer's total cash compensation.

No discretionary bonuses were paid to any of our current named executive officers during 2011.

Retirement Plans. We provide retirement benefits to our officers and employees under three qualified plans which include:

- a defined benefit pension plan;

- a Section 401(k) defined contribution plan; and

- an enhanced Section 401(k) defined contribution plan.

During 2007, our Board approved changes to our retirement plan program with a fully effective date of January 1, 2008. These changes were recommended by a special committee of the Board and were designed to reduce the volatility of our pension plan while preserving the competitive retirement benefits we provide to our associates. The changes included the retention of our existing pension and 401(k) plans, now referred to as the legacy plans, and the addition of an enhanced 401(k) plan. Eligible associates hired on or before March 31, 2007, could make a one-time election during 2007 to:

- continue to participate in both legacy plans, or
 - participate in the enhanced 401(k) plan rather than the legacy 401(k) plan, in which case they would continue to be participants in the pension plan, but their pension plan benefits accrued through December 31, 2007 would be frozen and no further benefits would accrue.
- Our Executive Vice Chairman, Mr. F. Holding (who already had the maximum number of years of service that can be counted under the pension plan and, as indicated below, had begun receiving benefits under that plan) elected to participate in the enhanced 401(k) plan. All other current executive officers named in the Summary Compensation Table elected to remain in the legacy plans.

Our pension plan is a non-contributory final average pay pension plan. It has been available to all employees who had completed 1,000 hours of service within a calendar year and had reached age 21. A participant's benefits under the plan become vested when he or she completes five years of service or when becoming totally and permanently disabled. As a result of the changes described above, new associates hired after March 31, 2007 do not become participants in the pension plan.

Monthly benefits paid from the pension plan are computed as straight life annuities beginning at age 65 and are not subject to deductions for Social Security benefits or any other offset amounts. Normal retirement age under the plan is the later of age 65 or completion of five years of service. Early retirement is permitted for participants who have reached age 50 with at least 20 years of service, or age 55 with at least 15 years of service. Benefits are actuarially increased or reduced if the monthly benefit payments begin after or prior to age 65.

A participant's benefit is based on his or her:

- average monthly compensation, which is the participant's highest average monthly covered compensation for any five consecutive plan years of service within the last ten completed years of service prior to retirement;
- years of creditable service, which is the number of calendar years in which the participant completes 1,000 or more hours of service; and
- covered compensation, which is the average of the participant's Social Security taxable wage base for each year during the 35-year period ending with the year in which the employee attains Social Security retirement age.

We do not grant extra years of service to pension plan participants for purposes of calculating benefits.

A participant's annual compensation covered by the plan includes base salary, overtime, and regular bonuses. However, under the Internal Revenue Service's regulations, the maximum amount of covered compensation considered for 2011 in determining a participant's benefit was \$245,000.

The pension plan provides that a participant's actual monthly benefit amount following retirement is calculated as follows:

- 1.2% of average monthly compensation multiplied by total plan years of service, not to exceed 35 years if hired on or after January 1, 2005, or 40 years if hired before that date; plus

Edgar Filing: FIRST CITIZENS BANCSHARES INC /DE/ - Form DEF 14A

0.65% of average monthly compensation in excess of one-twelfth of covered compensation multiplied by total plan years of service, not to exceed 35 years; reduced by

· A service fraction that is the ratio of the number of months in a short plan year compared to the number of months in a full plan year. Under the IRS regulations, the maximum annual benefit that may be paid to a retiring participant is \$195,000. Participants may elect to receive retirement benefits in a joint and survivor annuity rather than a single life annuity. In

those cases, the amount of the annual retirement benefit will be actuarially reduced. In cases of early retirement, a participant's annual retirement benefits are actuarially reduced by 5.0% for each year of the first ten years by which the starting date of the early retirement benefit precedes the participant's normal retirement date, unless a participant elects to defer receipt of benefits until he or she reaches age 65. In the case of participants whose employment continues after age 65, the annual retirement benefits, as well as the maximum permitted benefit amount, are actuarially increased.

Our legacy and enhanced Section 401(k) plans both are voluntary savings plans that provide vehicles for employees to defer a pre-tax portion of their compensation for retirement and receive an employer matching contribution on a portion of the voluntary deferral. Associates who were employed by us on or before March 31, 2007, are participants in one of the two Section 401(k) plans, depending on their elections as described above. In the case of associates who elected to participate in the enhanced Section 401(k) plan, account balances under the legacy plan were transferred to the associates' accounts under the enhanced plan. Associates who were hired after March 31, 2007, may participate only in the enhanced plan. They become eligible to participate for purposes of their own voluntary contributions after one full month of employment, and they become eligible to receive the employer match following one full year of employment.

Under the IRS' regulations, the maximum 2011 voluntary deferral was \$16,500 for a participant under the age of 50, and \$22,000 for a participant age 50 or older. Under the legacy Section 401(k) plan, we make a matching contribution to each participant's account equal to 100% of the first 3%, and 50% of the next 3%, of the participant's compensation that he or she defers, up to and including a maximum matching contribution of 4.5% of the participant's eligible compensation, but not more than \$11,025. Under the enhanced plan, we make a matching contribution to each participant's account equal to 100% of up to 6% of the participant's compensation that he or she defers. In addition, following the close of each plan year, we make a profit-sharing contribution under the enhanced plan to each eligible participant's account equal to 3% of the participant's eligible compensation, without regard to the amount of the participant's voluntary deferrals. During 2011 the maximum matching contribution under the enhanced Section 401(k) plan was \$14,700, and the maximum profit-sharing contribution under the enhanced plan was \$7,350.

Eligibility requirements for participation and matching contributions, as well as investment opportunities, are the same in both the legacy and enhanced Section 401(k) plans.

Because Mr. F. Holding beneficially owns more than 5% of our voting stock, federal law required that he begin to receive distributions from the pension plan and Section 401(k) plan when he reached age 70 1/2.

Non-Qualified Separation from Service Agreements. FCB has agreements with certain of its executive officers that provide for payments to them for a period of ten years following a separation from service that occurs no earlier than an agreed-upon age. Benefit provisions vest on the agreed-upon age; however, no payments begin until a separation from service occurs. The agreements are intended to help us retain and reward the long-term loyalty of officers who are key decision makers within our organization, and to assure their continued loyalty following a separation from service. Because payments will be made to the officers only if they continue in FCB's employment until their agreements vest, the Committee believes the agreements help FCB retain its executive officers and are consistent with our objective of encouraging and rewarding long-term loyalty. The Committee also believes that the additional long-term benefit provided to our executive officers under the agreements helps to make our compensation program more competitive in light of the fact that we do not have any annual cash bonus, long-term incentive or equity-based compensation plans under which executive officers of other companies can build wealth.

Currently, each agreement vests at age 65 (or an earlier agreed-upon age), except the agreement with our Executive Vice Chairman, Mr. F. Holding. By approval of the Compensation Committee and our Board, Mr. F. Holding's agreement vested on January 1, 2011.

In return for FCB's payments, each officer has agreed to provide limited consultation services to, and not to compete against, FCB during the payment period. Payments begin six months and one week following separation from service. If an officer dies prior to separation from service, or during the payment period following separation from service, the payments under his or her agreement will be made to the officer's designated beneficiary or estate. There are no early vesting rights or change in control provisions under the agreements, and FCB may terminate an officer's agreement at any time prior to the vesting date. If an officer's agreement is terminated, or the officer's employment terminates before the age provided in his or her agreement, or another date agreed to by FCB, for any reason other than death, all rights under his or her agreement will be forfeited. The agreements do not provide for any non-cash benefits.

Our Chairman and Chief Executive Officer recommends officers to the Compensation Committee to be considered for an agreement, and he recommends the amount of monthly payments for each officer's agreement. The Committee considers the recommendation in the context of the officer's position and other compensation and, if it concurs, it recommends approval to the Boards of Directors. The amounts of payments provided for in the agreements generally are calculated as a percentage, ranging from 25% to 60%, of an officer's base salary at the time his or her agreement is approved. From time to time the agreements may be amended to change the amounts and/or percentages used in the calculation of payments in order to reflect increases in officers' base salaries. Those adjustments are recommended by the Chairman and Chief Executive Officer to the Committee for consideration and recommendation to the Boards of Directors.

In January 2011, existing agreements were amended for Mr. F. Holding, Jr. and certain other executive officers. These amended agreements were approved by the Committee and the Board of Directors. The amendments reflect the increase in the officers' base salaries approved by the Committee and the Board of Directors effective April 1, 2011.

Personal Benefits. We do not provide an extensive array of perquisites or personal benefits to our executive officers, other than benefits (including individual and family group insurance coverages) that are available generally to all our employees. However, from time to time certain of our executive officers do receive, or we may treat them as having received, other non-cash benefits that are not directly related to the performance of their duties as executive officers or that otherwise confer a benefit that has a personal aspect. Benefits of that type that our executive officers named in the Summary Compensation Table received, or that we treat them as having received, during 2011 included:

- services of staff personnel that we attribute to certain officers' personal business; and
- installation of a security system in the residence of our President, and monitoring and maintenance of security systems in the residences of our Chairman and Chief Executive Officer and our President, under our risk management program.

As part of its review of our executive officers' overall compensation each year, the Compensation Committee reviews personal benefits being provided, or proposed to be provided, to executive officers, and it recommends to the Boards of Directors whether those benefits should be approved or continued. During 2005, our Compensation Committee approved, and recommended to the Boards of Directors, a policy under which FCB will, as deemed advisable, install, maintain and monitor security systems in the homes of certain executive officers as part of our risk management program. Under the policy, each officer in whose home FCB installs a security system would purchase that equipment from FCB, at its depreciated book value, following retirement or other termination of employment. The Board concluded that the safety of our key executive officers is a business concern, and it approved the recommended policy. During 2011, FCB maintained and monitored a previously installed security system in the residence of our Chairman and Chief Executive Officer, Mr. F. Holding, Jr., and installed and monitored a new security system in the residence of our President, Mr. E. Willingham.

As described in the Summary Compensation Table, Mr. F. Holding, our Executive Vice Chairman, is the only executive officer who received personal benefits during 2011 for which our incremental costs exceeded an aggregate of \$10,000. Those benefits consisted solely of personal services provided by staff employees. The estimated amount of those benefits listed in the Summary Compensation Table is based on our estimates of staff time devoted to those services and FCB's compensation and benefits expense related to those employees.

Tax and Accounting Implications; Deductibility of Executive Compensation

Internal Revenue Service regulations disallow a tax deduction to public corporations for compensation, other than performance-based compensation, over \$1 million paid to their chief executive officers and four other most highly compensated named executive officers. The Compensation Committee considers the impact of those regulations in connection with its decisions regarding the compensation of our executive officers. The Committee has determined that our Executive Vice Chairman's 2011 compensation exceeds the deductibility limits of Section 162(m) and, to that extent, will have an effect on our income tax liability.

EXECUTIVE OFFICERS

We consider our and FCB's officers who are listed below to be our current executive officers. Each individual is subject to re-election as an officer each year.

Name and Age	Positions With Us and FCB
Frank B. Holding, Jr. 50	FCB's and our Chairman since February 2009; FCB's and our Chief Executive Officer since January 2008; IronStone Bank's Chief Executive Officer from February 2009 to January 2011; our and FCB's President from 1994 to February 2009. Employed by FCB since 1984.
Frank B. Holding 83	FCB's and our Executive Vice Chairman. Employed by FCB since 1957.
Edward L. Willingham IV 57	FCB's and our President since February 2009; Executive Vice President of FCB from 1992 to February 2009. Employed by FCB since 1987.
Kenneth A. Black (59) 59	Our Vice President, Treasurer and Chief Financial Officer; FCB's Executive Vice President, Treasurer and Chief Financial Officer; IronStone's Senior Vice President and Treasurer until January 2011. Employed by FCB since 1987.
Hope Holding Connell 49	FCB's and our Vice Chairman since January 2011; President of IronStone Bank from 2006 until January 2011; FCB's Executive Vice President from 2002 until January 2011. Employed by FCB since 1986.
James E. Creekman 64	Our Secretary; FCB's Secretary and Group Vice President - Legal Services; IronStone Bank's Secretary and Vice President until January 2011. Employed by FCB since 1991.
Lou Jones Davis 59	FCB's Executive Vice President and Chief Human Resources Officer. Employed by FCB since 1997.
Donald P. Geaslen 54	FCB's Chief Governance Officer since January 2010 and Executive Vice President since 2004; FCB's General Auditor from 2004 until December 2009; IronStone Bank's Senior Vice President from 2004 until January 2011. Employed by FCB since 2004. Previously served as Senior Vice President and Audit Director for Wachovia Bank, Charlotte, NC from 1999 to 2004.
Barry P. Harris IV 57	Our Vice President and Chief Legal Officer, and FCB's Executive Vice President and Chief Legal Officer, since January 2012. Previously, practicing attorney with Ward and Smith, P.A., Raleigh, NC from 2005 to January 2012; Chief Counsel, Banc of America Investment Services, Inc., Charlotte, NC (previously NationsSecurities, Inc.) from 1994 to 2004; and Associate General Counsel, NationsBank, Charlotte, NC from 1992 to 1994.
Ricky T. Holland 58	FCB's Executive Vice President and Chief Credit Officer since October 2007; IronStone Bank's Group Vice President from 2006 to 2011, Chief Credit Officer from 2007 to 2011, and Senior Vice President and Regional Business Executive from 2002 until 2006. Employed by Ironstone or FCB from 1993 to 2000 and from 2002 to the present. From 2000 until to 2002, Mr. Holland served first as Senior Vice President, and then President, of Q4i, Inc., a Dallas, TX, software company. After Mr. Holland left that company, an involuntary petition in bankruptcy was filed against it during 2003.
Donald E. Preskenis 45	FCB's Executive Vice President and General Auditor since March 2010; FCB's Senior Vice President and Senior Audit Manager from May 2005 to March 2010. Employed by FCB since 2005. Previously served as Internal Auditor for MassHousing Financing Agency, a state housing agency, from 2004 to 2005, and as Vice President and Regional Audit Manager of Sovereign Bank from 2000 to 2004.
Carol B. Yochem 52	FCB's Executive Vice President and Wealth Management Segment Manager since September 2005; IronStone's Senior Vice President until January 2011. Employed by FCB since 2005. Previously served as Executive Vice President for SunTrust Bank, Nashville, TN from 2001 to 2005.

*EXECUTIVE COMPENSATION***Summary**

The following table shows the cash and certain other compensation paid or provided to or deferred by the named executive officers for 2011, 2010 and 2009. Our executive officers are compensated by FCB for their services as officers, and they receive no separate salaries or other compensation from us for their services as our officers. Our executive officers are employed on an at will basis and are subject to re-election as officers each year. We do not have any incentive or other plans under which cash or equity grants or awards are made to executive officers. As a result, base salary is the largest component of each current executive officer's total compensation actually received by them each year.

SUMMARY COMPENSATION TABLE

Name and Principal Position During 2011 (1)	Year	Salary (3)	Bonus	Change in Pension Value (4)	All Other Compensation (5)	Total
Frank B. Holding, Jr. Chairman and Chief Executive Officer	2011	\$ 875,750	\$ -0-	\$ 960,332	\$ 11,025	\$ 1,847,107
	2010	856,375	-0-	193,256	11,025	1,060,656
Kenneth A. Black Executive Vice President and Chief Financial Officer	2009	749,009	-0-	75,451	11,025	835,485
	2011	466,951	-0-	436,493	11,025	914,469
	2010	435,601	-0-	195,064	11,025	641,690
	2009					