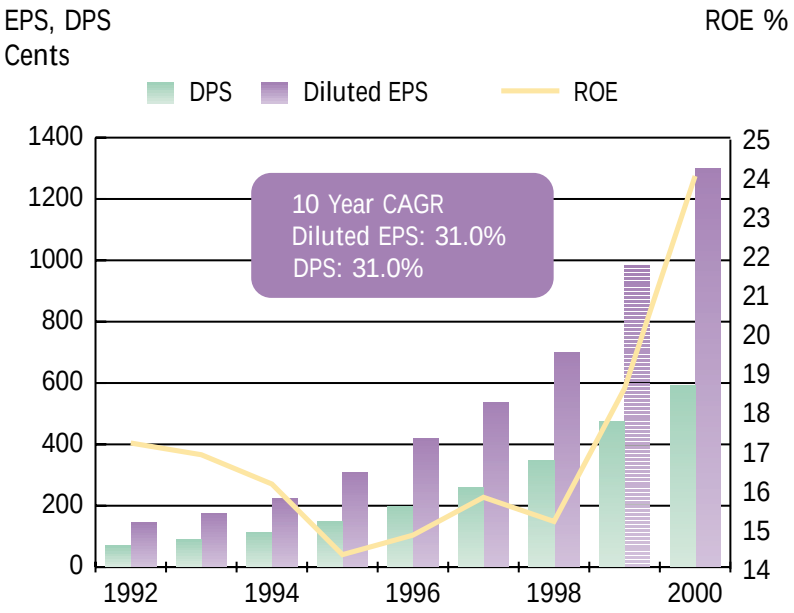
Snapshot of Results

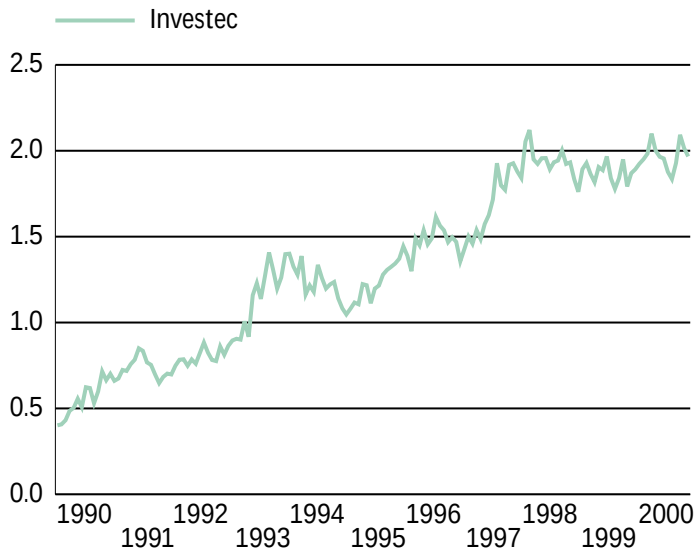
Investec Group – 2000 Results in a Snapshot

	31 March 2000	31 March 1999	% Change
Headline Attributable Earnings (R'm)	1 047	787	33.0
Diluted Headline EPS (cents)	1 300.6	989.1	31.5
DPS (cents)	620	475	30.5
Return on Equity (%)	24.2	18.7	
Cost to Income Ratio (%)	59.9	60.6	
Assets Under Administration (R'm)	476 284	344 678	38.2

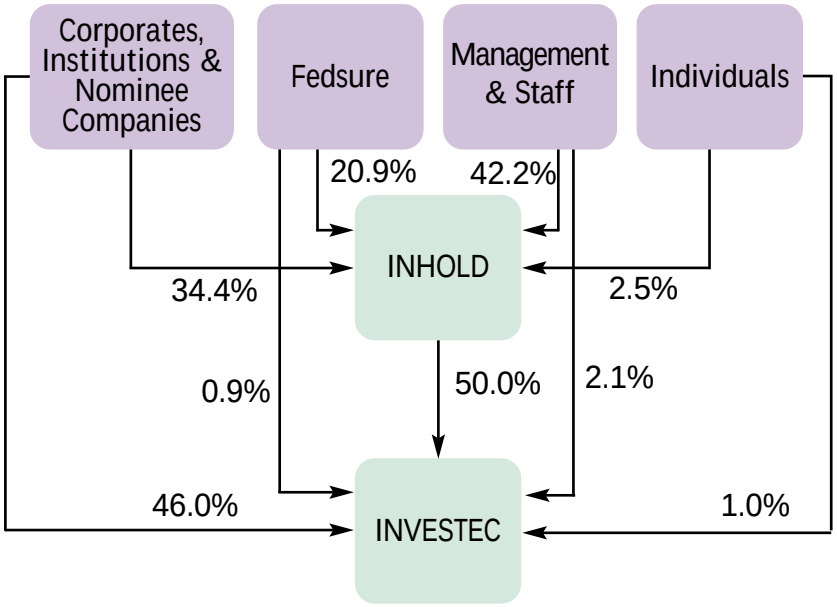
Headline Earnings, Dividends, ROE



Relative Share Price of Investec vs Banks Index



Share Ownership



A meaningful analysis of these results requires an understanding of recent changes in accounting policies...

Changes in Accounting Policy

Interest Rate Differential

- In terms of AC 112, effective years commencing on or after 1 January 1999, a foreign subsidiary is considered to be a "foreign entity" and as such all exchange differences should be classified as equity until the disposal of the net investment
- We will adopt this approach in future

Changes in Accounting Policy

Diluted Headline EPS

- In terms of AC 104, effective from years commencing on or after 1 January 1999, headline earnings must be adjusted for the effects of all potentially dilutive instruments
- Only those financial instruments which are actually dilutive should be taken into account in determining diluted EPS
- Potentially dilutive instruments which do not actually dilute earnings per share (i.e. they serve to increase EPS) should be excluded from diluted EPS

Changes in Accounting Policy

Interest Rate Differential

	31 March 2000	31 March 1999	% Change
Diluted EPS			
As Previously Reported	1 435.2	1 089.9	31.7
Incorporating the Impact of AC 104	1 422.4	1077.3	32.0
Incorporating the Impact of IRD (AC 112)	1 300.6	989.1	31.5
Cost to Income Ratio			
Including IRD	58.7	59.3	
As Reported	59.9	60.6	

Changes in Accounting Policy

Associate Accounting

- Previously, we used to equity account and "mark-to-market" our investment in associates
- The difference between cost plus equity accounted earnings and market value was credited to revaluation reserves
- In terms of AC 110, effective periods commencing on or after 1 July 1998, an investment in an associate should either be carried at cost or at cost plus equity accounted earnings
- In future we will only equity account the investment
- Included in our reserves for 1999 was a revaluation reserve for the investment in associates of R743mn which will now be reversed

Impact of Changes in South African Tax Legislation

- Negligible impact envisaged
  - Major offshore jurisdictions in which the Group operates impose tax rates in excess of 27%
  - To the extent that dividends are derived from low tax jurisdictions, they will be taxable, but amounts should not be material

Global Positioning and Review

”In today’s markets, you don’t have to go abroad to experience international competition. Sooner or later the world comes to you”

– Harvard Business Review, March - April 2000

Globalisation

As far back as the early 1990s Investec recognised this pending threat and defied the norm by embarking on an international expansion programme

The Norm

"Contrary to popular wisdom, companies from the fringes of the world economy can compete against established global giants from Europe, Japan and the United States. What they need is organisational confidence, a clear strategy, a passion for learning, and the leadership to bring these factors together..."

-Harvard Business Review, March - April 2000

Globalisation

Over the past eight years Investec has established a presence in 11 non-South African jurisdictions employing over 2 200 people in these areas...

...This has resulted in currently over 67% of the Group's operational capital and 75% of its assets residing offshore, generating in excess of 60% of the Group's operational earnings before tax

United States

New York
Pasadena

Investec Ernst & Company
Investec Guinness Flight (US)
Global Asset Management

British Virgin Islands

Tortola

Investec Guinness Flight
(International) Ltd
Investec Overseas Finance
(BVI) Ltd

Ireland

Dublin

Investec Guinness Flight
(Ireland) Ltd
Investec Private Equity Management
(Ireland) Ltd
Gandon Capital Markets Ltd

United Kingdom

London

Investec Bank (UK) Ltd
Carr Sheppards Crosthwaite Ltd
Investec Insurance (UK) Ltd
Guinness Mahon & Company Ltd
Investec Guinness Flight Ltd

Namibia

Windhoek

Investec Guinness Flight (Namibia) (Pty) Ltd
Investec Guinness Flight Management Company
(Namibia) Ltd

South Africa

Johannesburg
Cape Town
Durban
East London
Port Elizabeth
Pretoria
Pietermaritzburg

Investec Bank Ltd
Investec Guinness Flight (Pty) Ltd
Investec Securities Ltd
Reichmans Ltd

Botswana

Gaborone

Investec Guinness Flight
(Botswana) (Pty) Ltd
Investec Securities (Botswana) Ltd

Channel Islands

Jersey
Guernsey

Investec Bank (Jersey) Ltd
Investec Bank (Channel Islands)Ltd
Guinness Flight Trustees
Investec Guinness Flight Fund
Managers (Guernsey) Ltd

Luxembourg

Investec SA
Investec Finance SA

Switzerland

Geneva
Zurich

Reichmans SA
Bank Guinness Mahon
Investec Bank (Switzerland) AG

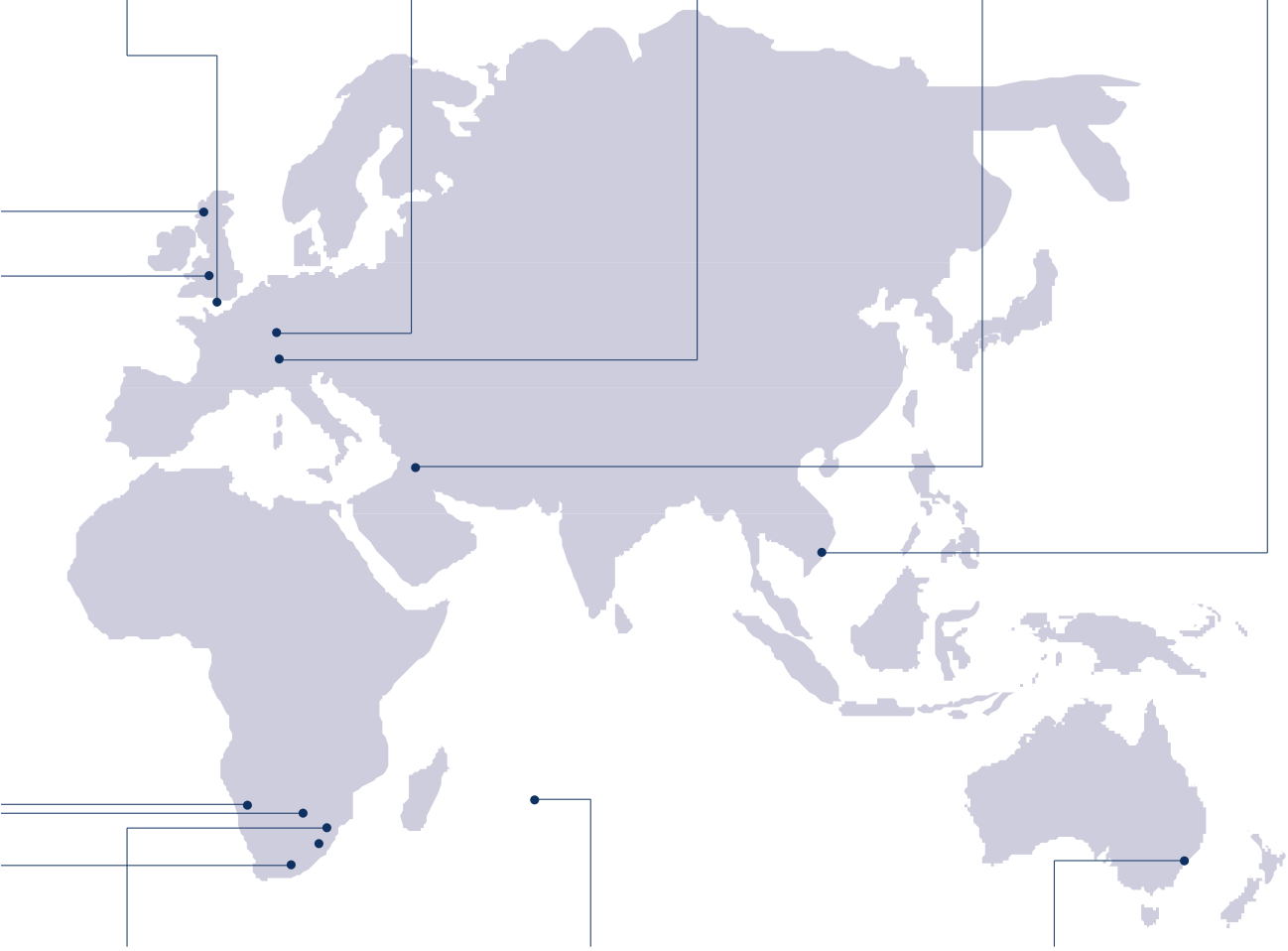
Isreal

Tel Aviv
Jerusalem
Haifa

Investec Clali Bank Ltd

Hong Kong

Investec Hong Kong (Pty) Ltd
Investec Guinness Flight Asia Ltd



Swaziland

Mbabane

Swaziland Portfolio Managers (Pty) Ltd

Mauritius

Port Louis

Investec Bank (Mauritius) Ltd

Australia

Sydney

Investec Australia Ltd

The Result...

In light of these developments Investec was recently ranked as the 4th most global bank by *'The Banker' (February 2000)*

United Kingdom

- First full year of integrated UK Group both physically and managerially
- Strengthened management
- Visibility and profile significantly enhanced
- Acquired part of the banking business of Kleinwort Benson Private Bank
  - Critical mass enhancing acquisition
  - Successfully novated 10 000 clients - over 90% of the client base
  - Received HICA deposits of £254mn
  - Loan portfolio of £133mn

Ireland

- Acquired 100% of the equity of Gandon Capital Group
  - A platform acquisition providing a foothold into Ireland
  - 62 employees
  - Operating as a branch of the UK Group
  - Intention is to build a full service operation in all core areas of activity, closely aligned with the UK operations

Europe... Future Strategy

- The UK remains integral to the broader Group's internationalisation strategy
- Continue to streamline certain businesses and redeploy funds realised for the purposes of reinvestment in core activities
- Selective acquisitions to enhance critical mass in domestic businesses as well as offshore jurisdictions
- Focus on cross-selling and developing cross-border linkages
- Maintain a balanced portfolio of revenue streams

UK and Europe

Salient Financial Features

	31 March 2000	% of Total
Assets (R'bn)	100.6	60.8
Funds Under Management (R'bn)	303	63.6
Operational Income Before Tax (R'mn)	740.0	41.9
Operational Income After Tax (R'mn)	587.1	44.9
Staff	1 319	30.0
Operational Capital		50.4
ROE	14.7%	

USA

- Very strong performance driven off equity market buoyancy
- Acquisition of the retail broking division of the Royce Investment Group
  - Bringing the total number of private clients to 25 000 and registered brokers to 270
- Looking to bolster US activities through selective acquisitions and recruitment in Investment Banking and Private Banking activities

USA

Salient Financial Features

	31 March 2000	% of Total
Assets (R'bn)	12.1	7.3
Funds Under Management (R'bn)	26.6	5.6
Operational Income Before Tax (R'mn)	245.5	13.9
Operational Income After Tax (R'mn)	128.7	9.8
Staff	661	15.0
Operational Capital		9.2
ROE	23.3%	

Israel

- Repositioned the Bank - renamed Investec Clali
- Significantly improved performance
- Strong e-commerce initiatives
- Will focus on building an Investment Banking capability with strong links between London and New York

Israel

Salient Financial Features

	31 March 2000	% of Total
Assets (R'bn)	9.5	5.8
Funds Under Management (R'bn)	12.2	2.6
Operational Income Before Tax (R'mn)	88.3	5.0
Operational Income After Tax (R'mn)	57.2	4.4
Staff	221	5.0
Operational Capital		7.6
ROE	11.3%	

South Africa

- Retain current focus while continuing to build our positioning in the market place
  - Build organically in a focused basis
  - Dominate wherever possible by rising up the league tables across the spectrum of businesses
- Remain opportunistic taking advantage of a changing environment

Other

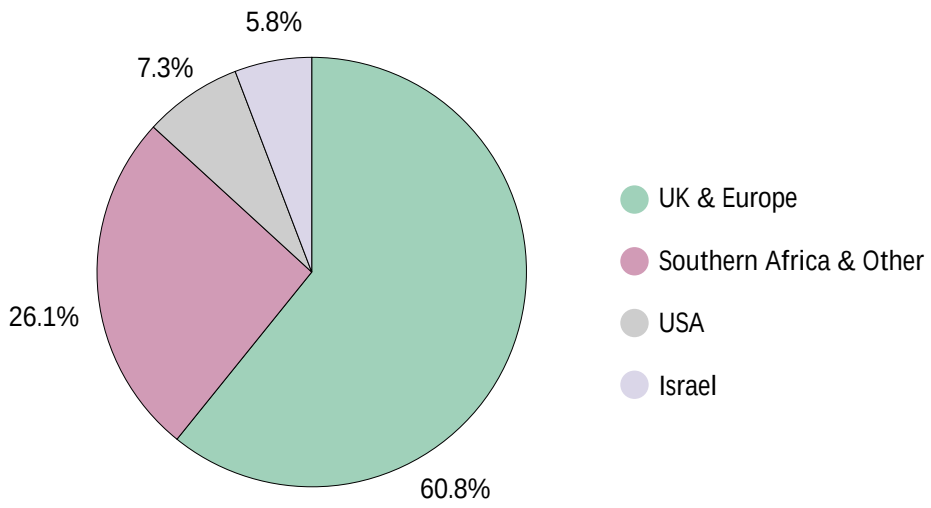
- Includes Australia, Hong Kong and other jurisdictions
  - In Australia the objective is to be a highly focused, strong and robust private client business, providing private banking and investment banking services to high net worth individuals
  - Hong Kong part of fund management group, but will look to expand range and services

Southern Africa and Other

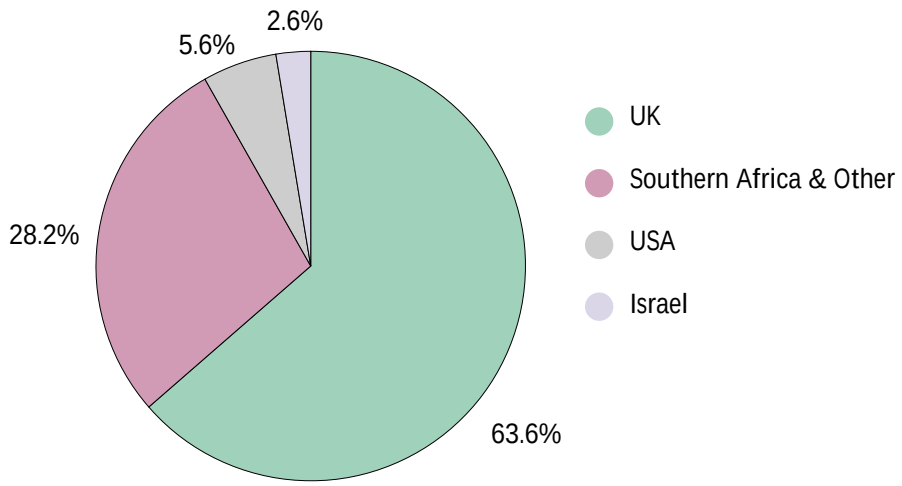
Salient Financial Features

	31 March 2000	% of Total
Assets (R'bn)	43.1	26.1
Funds Under Management (R'bn)	134.5	28.2
Operational Net Income Before Tax (R'mn)	691.3	39.2
Operational Net Income After Tax (R'mn)	534.7	40.9
Staff	2 136	48.0
Operational Capital		32.8
ROE	28.3%	

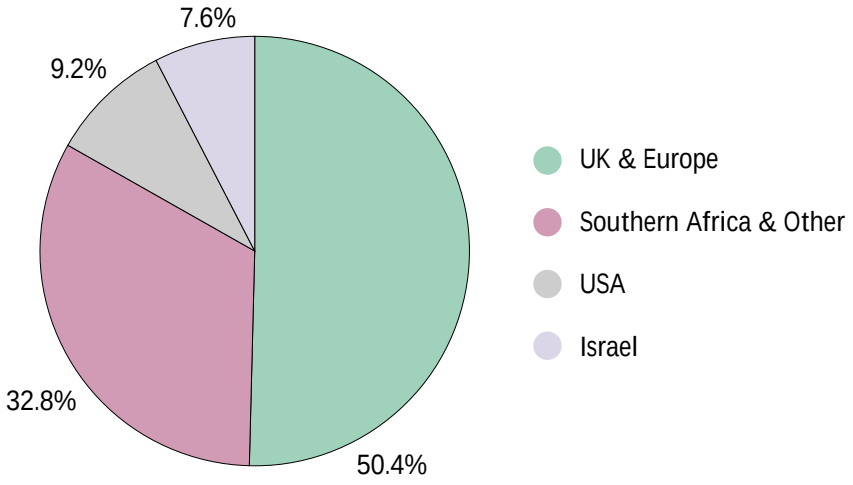
Assets by Geography



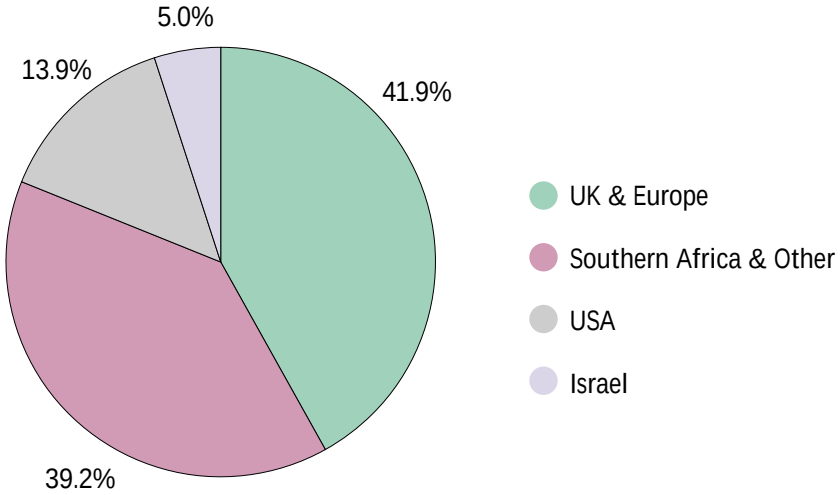
Funds Under Management by Geography



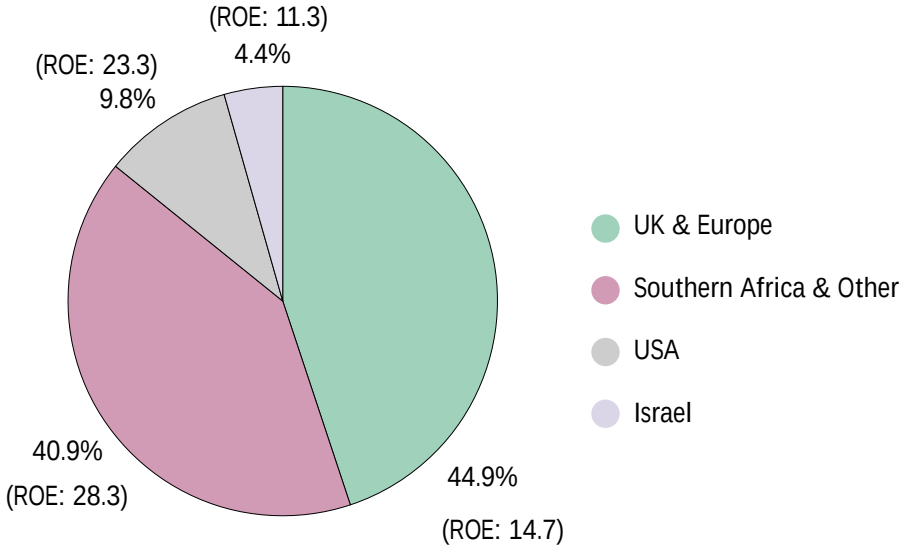
Operational Capital by Geography



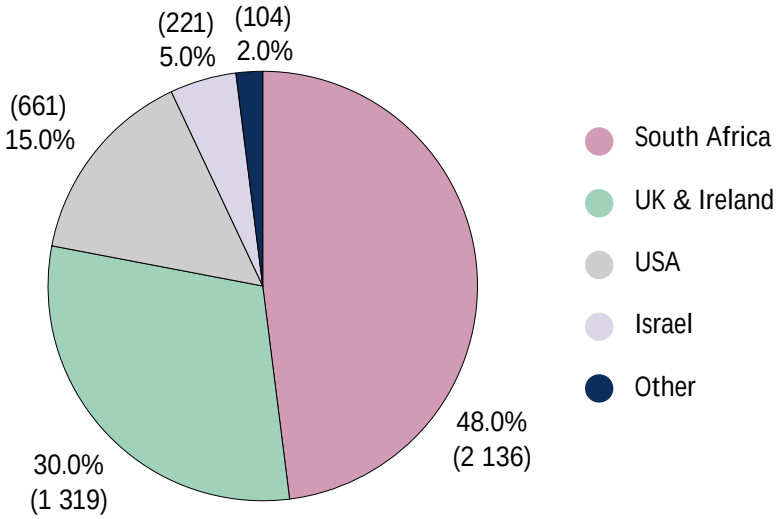
Operational Income Before Tax by Geography



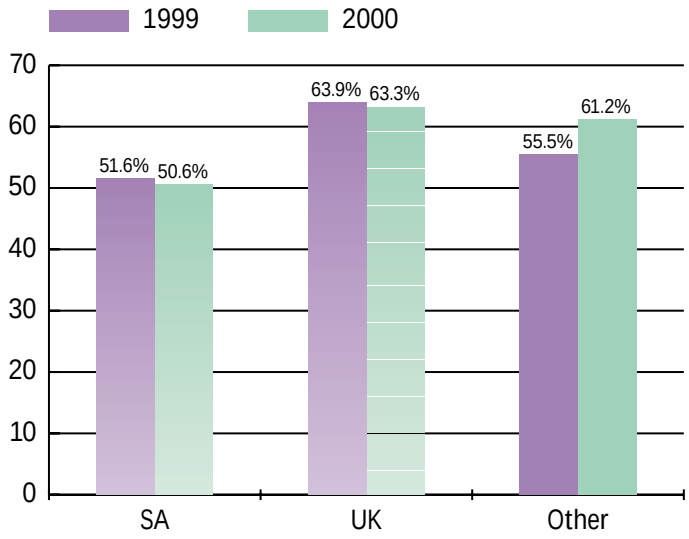
Operational Income After Tax by Geography (Operational ROE)



A Total of 4 441 Employees

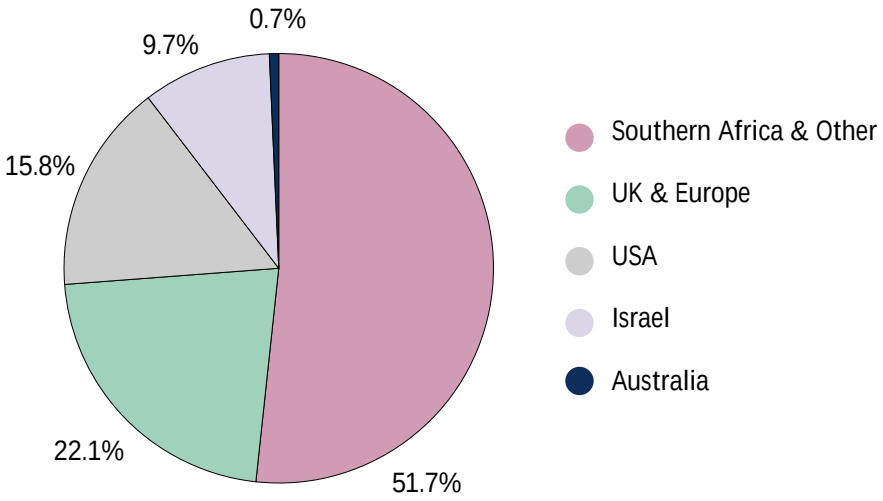


Operational Cost to Income Ratio by Geography



Loan Portfolio by Geography

By Lender



Globalisation - The Result...

As banks position themselves to compete in the face of increased globalisation, the consolidation and merger mania wave has gained even greater momentum...

"The Liquidising Effect of Consolidation"

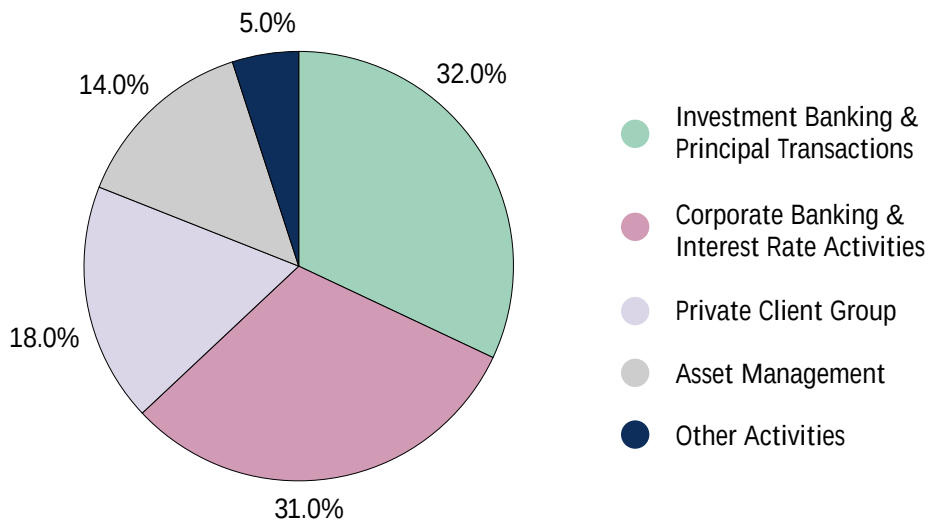
- While consolidating players are grappling with the appropriate strategy to adopt, they become more inwardly focused...
- ...Presents opportunities for focused players in terms of people fall-out and small to mid-size market gaps

Against this backdrop, Investec remains committed to being one of the world's leading specialist banking groups...

...By taking advantage of these opportunities and concentrating on the more profitable segments of our industry, namely:

- Investment Banking and Principal Transactions
- Corporate Banking and Interest Rate Activities
- Asset Management
- Private Client Group

Contribution Analysis



Investment Banking & Principal Transactions

- Includes: Corporate Finance, Principal Transactions, Institutional Broking and Research

	31 March 2000
Net Operating Income (R'mn)	978
Operating Expenses (R'mn)	452
Net Operating Profit Before Tax (R'mn)	526
Cost to Income Ratio	47%

Corporate Finance - Scope of Activity

South Africa	–	Middle to upper-end
UK	–	Small to mid-size
Israel	–	In process of developing a capability
USA	–	In process of setting up a capability

Corporate Finance South Africa

- Increased co-operation between corporate finance teams in South Africa and the UK - enhancing cross-border capability
- Investec Private Equity established as a separate division and WebCapital joint venture initiated
- Unbundling of the underlying investments in Intrust and subsequent delisting
- Focus was on quality, innovative transactions that created and added value for clients - noteworthy transactions included:
  - Listings: Cadiz; Investment Solutions; Africa Glass
  - Capital Raisings: R1.2bn for Naspers
  - M&A's: SAD; Polifin / Sasol; Namco / Ocean Diamond Mining
  - Restructuring Activities: Lewis Foshini Investment Company Limited; Autopax
  - Advisory Activities: Minority shareholders of Duiker Mining; Tweefontein United Colliery and Independent Newspapers Limited
- Ranked first and second in terms of the aggregate number and value respectively of all transactions facilitated by Merchant Banks and Corporate Advisers in the *1999 Ernst & Young Review of M&A Activity*
  - Number: 68
  - Value: R28bn

Investec Henderson Crosthwaite

- Focus on the small to medium corporate market has yielded profitable results
  - 34 capital raisings totalling approximately £750mn
  - Participated in the IPO for Kingston Telecommunications - the UK's largest IPO in 1999, which subsequently entered the FTSE 100
- Look to add market making and M&A capability
- Significant increase in the size and quality of corporate client list
  - 104 corporate clients; 75 of these are UK Quoted (60 last year)
  - 8 clients moved into the FTSE 250, 2 into FTSE 100
  - Leading corporate broker to 14 out of the top 50 performing small cap companies listed on the FTSE
  - Our corporate client list had the highest EPS growth rate in 1999 relative to our competition *(Hemmington Scott Survey)*

"Very few sponsors have a first class track record. Investec Henderson Crosthwaite has delivered big winners in technology, consistently, so its name on a prospectus really means something. It must now be attracting plenty of good flotation candidates and can afford to be choosy"

- *An article focusing on the rise and fall of UK IT stocks for smaller investors, the Sunday Telegraph, 19 March 2000*

Corporate Finance Israel

- Participated in underwriting a significant number of IPOs in the local market
- First foreign placement of shares in a locally listed company was successfully undertaken in London
- Continued focus on enhancing synergies between the Israeli, UK and US operations

Institutional Broking and Research - Scope of Activity

South Africa	–	Full Service
UK	–	Focus on specialist areas
Israel	–	Started coverage, developing into full service
USA	–	Not research driven at this stage

Institutional Broking and Research

- Greater degree of integration with Corporate Finance, Investec Securities and Investec Henderson Crosthwaite
- Added to South African research coverage and established a distribution capability in the United States
- Establishment of research capability in Israel - providing sector specific coverage both to the Israeli sales desk in London and to the local institutional sales force
- Investec Henderson Crosthwaite rated in the top 10 in 7 sectors (12 sectors covered), positioned 19th overall (*Primark Extel Survey on Pan European Research, July 1999*)
  - Strong reputation in TIME sectors

Institution Broking in the USA

- Recently ranked 15 in the *Thomson Financial Survey* of the Top 25 brokers of NASDAQ small cap market companies
- Currently the third largest firm on the CBOE in terms of execution

Corporate Banking and Interest Rate Activities

- Includes: Specialised Finance, Treasury and Financial Markets

	31 March 2000
Net Operating Income (R'mn)	887
Operating Expenses (R'mn)	378
Net Operating Profit Before Tax (R'mn)	509
Cost to Income Ratio	37%

Corporate Banking and Interest Rate Activities - Scope of Activity

South Africa	–	Upper end – large corporates, financial institutions and parastatals
UK/Ireland	–	Financial institutions and select corporates
Israel	–	Upper end – large corporates, parastatals and financial institutions
USA	–	Undeveloped

Corporate Banking and Interest Rate Activities

- Growing importance of cross-border activity
- Continued focus on product pioneering, offering clients an extensive range of treasury products
- Enhanced capability by recruitment of leading equity derivatives team
- Acquisition of Gandon provides numerous opportunities
  - Enhances financial products and specialist treasury skills in our European operations
  - Paves the way for cross-pollination of skills and innovation between jurisdictions
- Important initiatives undertaken during the year...
  - Structured, arranged and currently funding the Public Private Partnership transaction between Compass Group and the local authority of Lewisham in London
  - Appointed as adviser on redevelopment of Wembley Stadium following an advisory role on the acquisition of the stadium by the BFA
    - Largest project financing of a stadium in the world
  - First project financing of a prison in South Africa (Bloemfontein maximum security prison)
  - Introduction of credit derivatives products
    - Investec is the first bank in South Africa to market and sell this asset class to institutional investors
  - Successfully launched the first two corporate commercial paper programmes

Private Client Group

- Includes: Private Banking, Private Client Portfolio Management and Stockbroking

	31 March 2000
Net Operating Income (R'mn)	1 384
Operating Expenses (R'mn)	1 092
Net Operating Profit before Tax (R'mn)	292
Cost to Income Ratio	75%

Private Client Group

	2000			1999		
	No. of Clients	No. of Staff	Assets R'bn	No. of Clients	No. of Staff	Assets R'bn
Private Bank						
South Africa	29 600	570	8.0	21 735	508	6.7
UK	44 713	196	6.8	26 950	161	4.1
Israel	6 850	22	0.6	5 500	10	0.4
TOTAL	81 163	788	15.4	54 185	679	11.2
Private Client Portfolio Management						
South Africa	31 000	158	15.0	21 000	133	9.2
UK	21 000	407	77.4	21 000	384	59.2
USA	25 000	336	15.3	17 000	130	6.4
Israel	315	6	1.6	255	5	1.7
TOTAL	77 315	907	109.3	59 255	652	76.5

Private Bank Group

- Refinement of internationally integrated private banking model, tying in portfolio management with private lending
- Number of "in-fill" acquisitions to enhance critical mass
  - Kleinwort Benson Private Banking business
  - Acquired professional banking operation of Mercantile Bank

Continual Product and Channel Innovation

- South Africa:
  - Investec Private Bank Card - 5 044 accounts at 31 March 2000
  - Investec Private Bond - a debt consolidation facility, allowing clients one account, combining all their lending requirements
  - Investec Private Money Fund - a 40 day notice deposit with a market related interest rate based on the 13 SA money market funds rates
  - Investec Private Wrap Fund - a portfolio of unit trusts designed according to particular investor requirements and risk profiles

- UK:
  - Pending launch of a range of card offerings across additional jurisdictions
    - Already extended to Investec Bank Channel Islands
    - 1 100 debit cards in issue
  - Branded multi-manager investment product
    - Will vastly expand investment offering

- Launch of Investec Connect in South Africa and subsequent roll-out in the UK
  - Call centre with multi-skilled and experienced investment advisers
  - Facilitate the servicing and sale of our product and services
  - Use of channels such as the Internet, telephone and WAP

Private Client Portfolio Management and Stockbroking

- Carr Sheppards Crosthwaite - strong year of performance following a year of successful integration
  - In a recent Private Asset Management Survey, Carr Sheppards Crosthwaite obtained number one rankings in a number of categories including:
    - Accessibility and speed of service
    - Transparency and clarity of fees
    - Overall service quality
    - Product and service range

Successful Integration of Private Client Businesses...

- HSBC Johannesburg retail operation and Investec Securities ⇒ Investec Private Client Portfolio Management and Stockbroking
  - PWC Survey (1999): Jhb HSBC operation was ranked as the best retail brokerage business in South Africa (37 points), Investec was placed second (28 points) - A combined total of 65 points against a third place position of 22 points
- Stuart Coleman, Royce Investment Group ⇒ Investec Ernst & Company Private Client Group
  - Significantly increased our retail presence in the United States
  - Margin lending increased significantly, hitting a record US$600mn average in March 2000
  - Conduit securities lending business tripled to US$672mn of average balances from March 1999

Asset Management

- Includes: Institutional, Retail and Investment Trust Asset Management and Linked Product Provider Business

	31 March 2000
Net Operating Income (R'mn)	795
Operating Expenses (R'mn)	566
Net Operating Profit before Tax (R'mn)	229
Assets/FUM (R'bn)	171
Cost to Income Ratio	71%

Asset Management - Scope of Activity

South Africa	–	Retail, institutional, multi-manager, linked-product
UK/Ireland	–	Retail, institutional, investment trusts, PEP, ISAs
Israel	–	Mutual funds, institutional
USA	–	Mutual funds
Hong Kong	–	Retail, institutional

Asset Management

- A year of consolidation, repositioning and replenishment of resources - notwithstanding:
  - Operating profit growth exceeded 65%
  - R18bn net new business
  - R171bn funds under management
- Recruitment of high quality new staff and appointments of new management teams in certain areas have been extremely beneficial to the business

Another Year of Solid Performance...

- SA Institutional:
  - Ranked in the top 3 in 3 and 5 years by *Alexander Forbes Large Manager Watch*
- UK Institutional:
  - Won 15 new public sector mandates and 2 building society accounts for Sterling fixed income and cash mandates
  - Voted as Fixed Interest Manager of the year by *International Money Marketing (March 2000)*
- SA Unit Trusts:
  - Overall market share 15% (excluding money market funds)
  - Voted as top unit trust management company for 1999 - *Standard & Poor's*
  - One of two unit trust companies in South Africa to rank in the top 5 positions of the *Plexus Survey* over 1, 2 and 3 years (December 1999)
- Investec Investment Management Services:
  - New inflows exceed R3,1bn
  - Funds under management in excess of R10bn
  - Intention is to broaden scope of operation by greater utilisation of the life licence with a gradual increase of retail offering via the Internet and call centre
- UK and European Retail:
  - Procurement of the services of the BlackRock team to run our European retail funds
    - One of the most highly regarded European equity teams
    - BlackRock will manage our European equity retail funds
- Asia and USA
  - Deepened our roots in Hong Kong
  - Approved the launch of an Asian New Economy Fund during May 2000
  - USA retail business has almost doubled funds under management
  - Strong market support for new economy product range, especially the Wired Index Fund (Accumulated FUM of $410mn since December '98)

Rankings based on 3 Year Rolling Returns

	June 96	Dec 96	June 97	Dec 97	June 98	Dec 98	June 99	Mar 00
Allan Gray	1	1	9	10	10	6	1	1
BOE	2	2	3	3	5	9	9	8
Coronation	-	3	5	1	2	4	5	2
Gensec/Sanlam	6	9	6	8	6	6	7	7
Investec	3	4	1	4	1	1	2	3
Libam	7	6	10	9	9	10	10	10
Nibam/Syfrets	8	7	2	4	4	8	8	9
OMAM	4	5	8	7	3	3	3	4
RMBAM	5	8	4	6	7	5	6	5
SCMB	9	10	7	2	8	2	4	6

Source: Alexander Forbes Large Manager Watch

Group Performance

Salient Financial Features

Balance Sheet

R'mn

	31 March 2000	31 March 1999
Liabilities		
Total Shareholders' Funds	7 959	7 667
Deposits & Other Accounts	157 387	104 150
	165 346	111 817
Assets		
Cash and Short Term Funds	112 169	73 725
Advances	33 035	21 700
Investments, Trading Securities & Other Assets	16 221	12 703
Associated Companies	413	618
Fixed Assets	1 065	924
Goodwill	2 443	2 147
	165 346	111 817

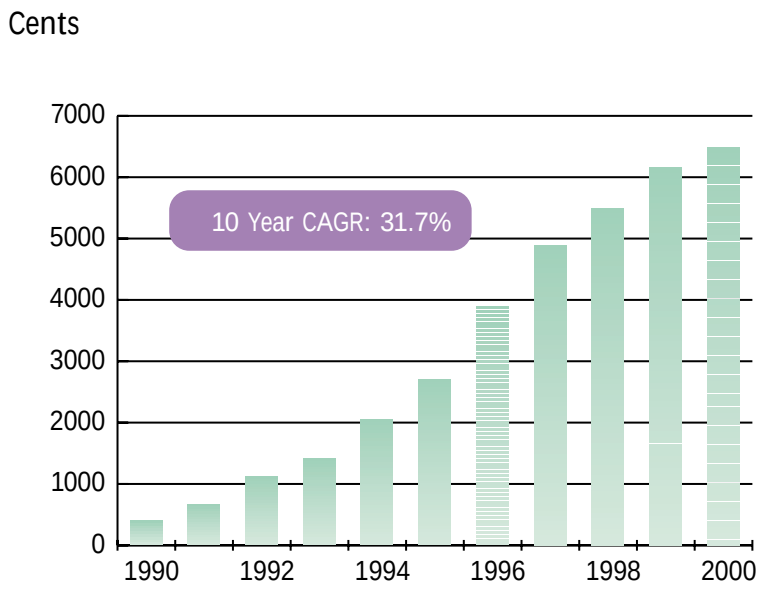
Salient Financial Information

Income Statement

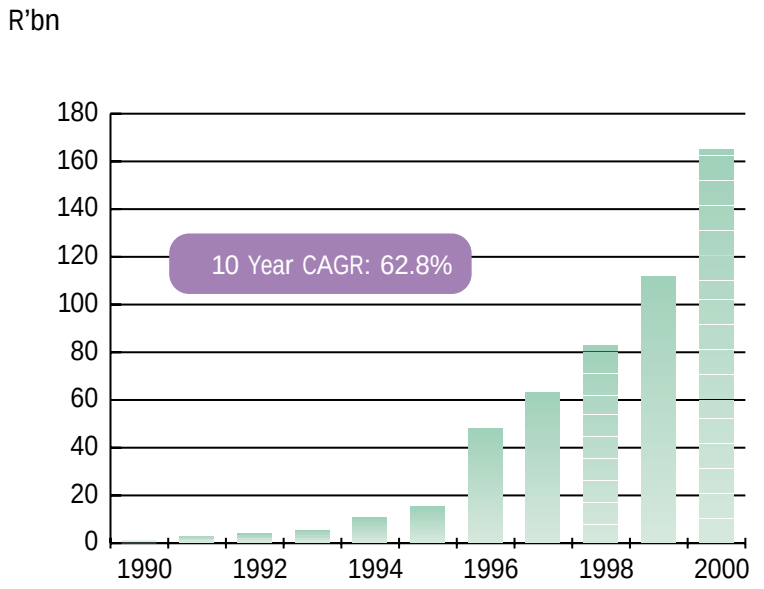
R'mn

	31 March 2000	31 March 1999	% Change
Net Interest Income	1 430	1 204	18.8
Provision for Bad & Doubtful Debts	211	223	(5.4)
Other Income	3 230	2 204	46.6
Total Income	4 449	3 185	39.7
Operating Expenses	2 791	2 064	35.2
Net Income Before Taxation	1 658	1 121	47.9
Taxation	457	283	61.5
Net Income After Taxation	1 201	838	43.3
Share of Associated Earnings	106	78	35.9
Minority Share of Earnings	15	37	(59.5)
Debenture Interest	245	92	166.3
Headline Earnings	1 047	787	33.0
Exceptional Items	165	35	371.4
Attributable Earnings	882	752	17.3

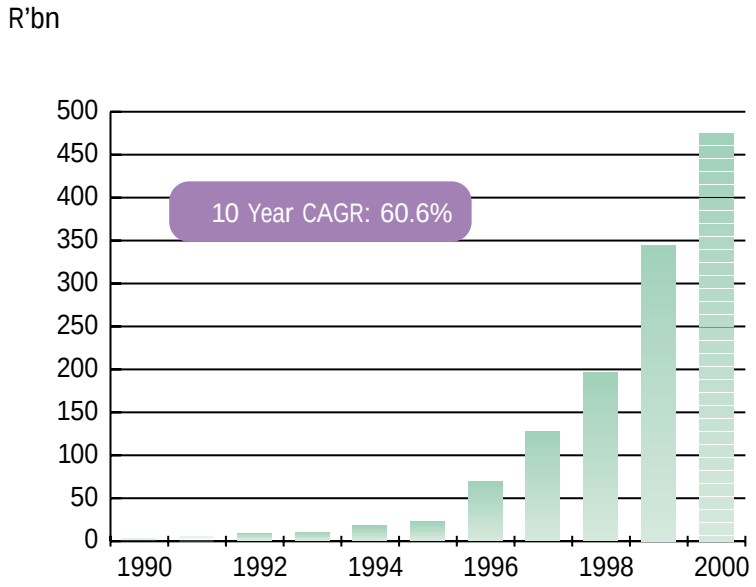
Growth in Net Tangible Assets Per Share



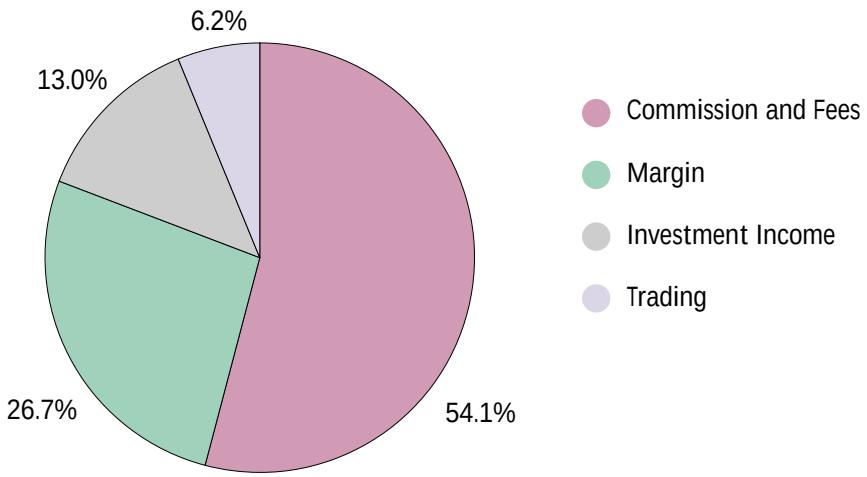
Growth in Total Assets



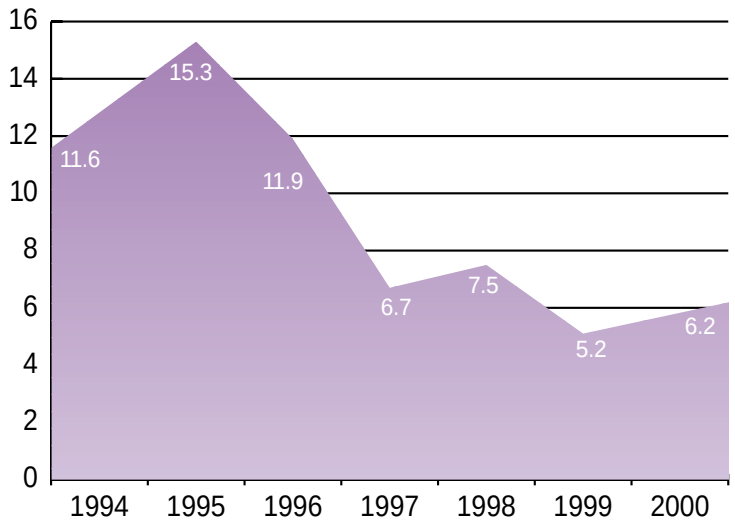
Growth in Assets Under Management



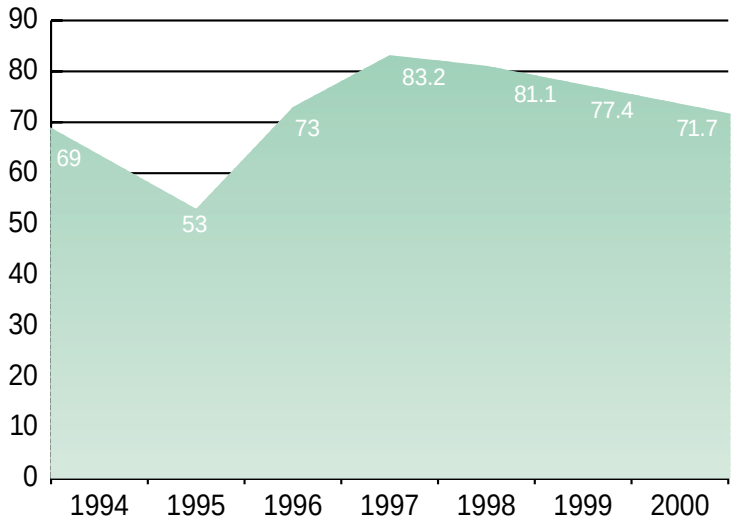
Operating Income by Type



Trading as a % of Total Income



Annuity as a % of Total Income

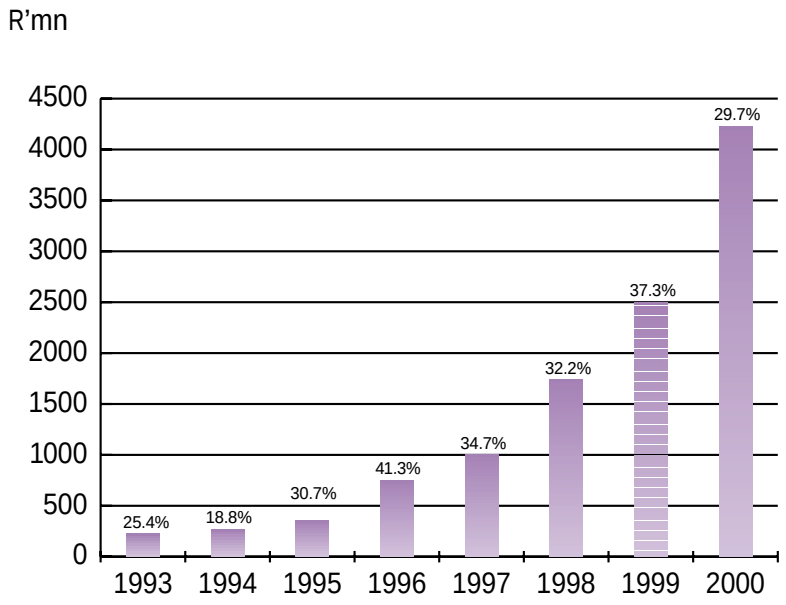


Net Interest Margin... Impact of Short-Dated Instruments

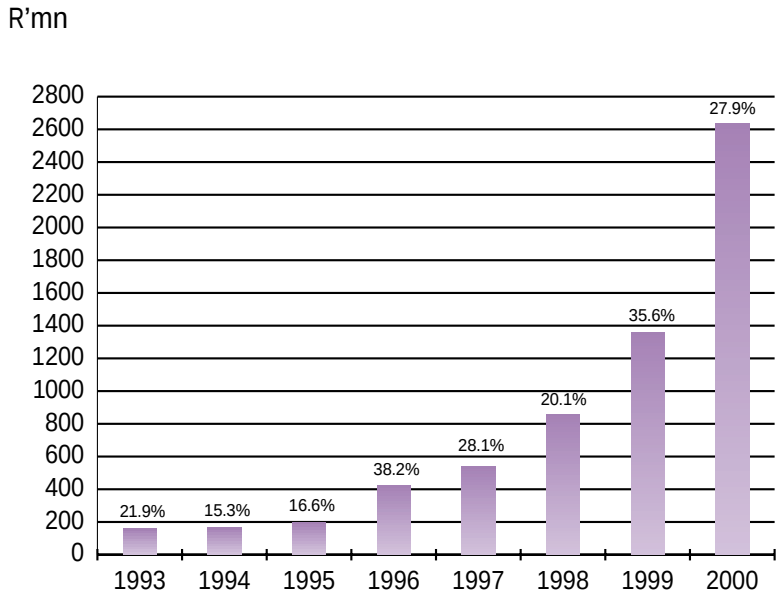
	31 March 2000	31 March 1999	31March 1998
Interest Bearing Assets	148 884	98 188	73 381
Less: Short Dated Money Market Instruments**	(79 827)	(50 135)	(36 912)
Total Adjusted Interest Bearing Assets	69 057	48 053	36 469
Average Adjusted Interest Bearing Assets	58 555	42 261	29 891
Interest Margin	1 430	1 204	776
Funding on New Acquisitions	186	78	–
Less: Margin on Short Dated Money Market Instruments **	(123)	(86)	(78)
Interest Margin net of Short Dated Instruments	1 493	1 196	698
% Return	2.5%	2.8%	2.3%

*** Activities of Wholesale Markets Group in the UK*

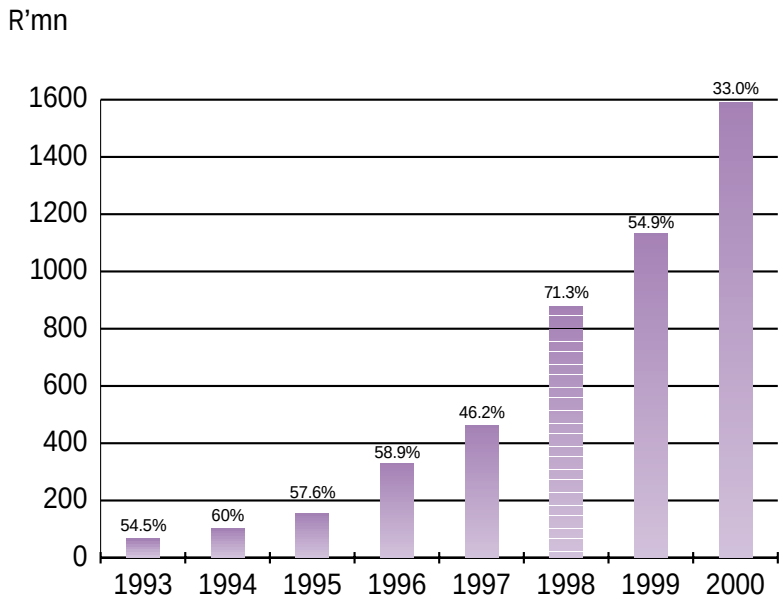
Organic Growth in Income



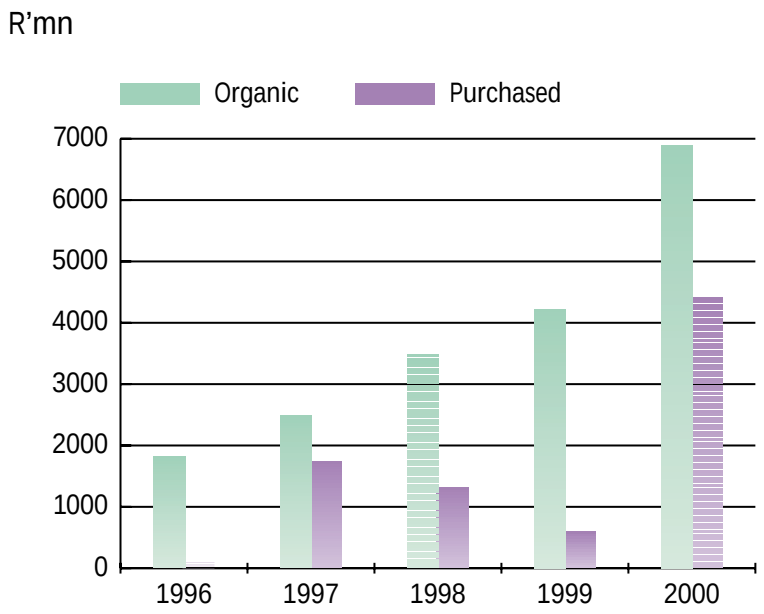
Organic Growth in Expenses



Organic Growth in Net Income



Organic vs. Purchased Growth - Advances



Operational Issues

Before I recommend anything, I'd like your views on what the word 'risk' implies."

Risk Management/Asset Quality

- Stood up in very volatile times - no significant issues during market crisis
- Quality of loan portfolio improved significantly
- Global credit and price risk managment systems implemented

Asset Quality

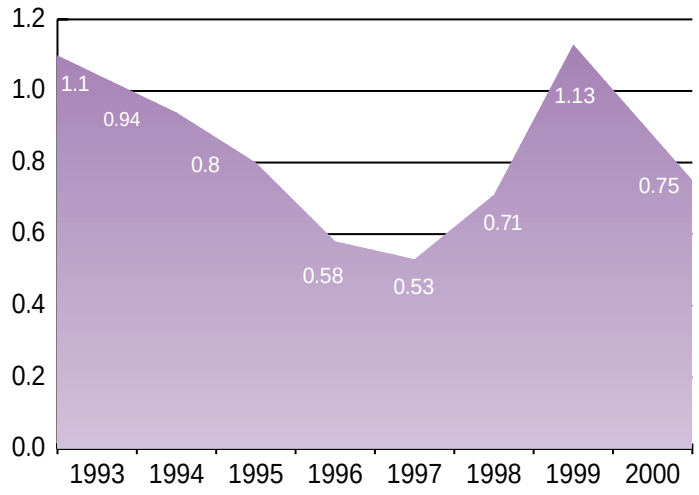
R'mn	31 March 2000	31 March 1999
Total Loans and Advances	33 855	22 430
Managed Book	896	781
Net Loans and Advances	32 959	21 649
Average Total Loans and Advances	28 143	19 718
Income Statement Provision Change	211	223
Specific Provisions	523	494
General Provisions	297	236
Total Provisions	820	730

R'mn	31 March 2000	31 March 1999
Gross Non-Performing Loans	699	679
Security	324	329
Net Non-Performing Loans	375	350

Adequacy of Provisions	31 March 2000 %	31 March 1999 %
Income Statement Provision as a % of Average Advances	0.75	1.13
Specific Provisions as a % of Total Loans & Advances	1.54	2.20
General Provisions as a % of Net Advances	0.90	1.09
Total Provisions as a % of Total Loans and Advances	2.42	3.25
Total Provisions as a % of Gross NPLs	117.31	107.51
Total Provisions as a % of Net NPLs	218.67	208.57

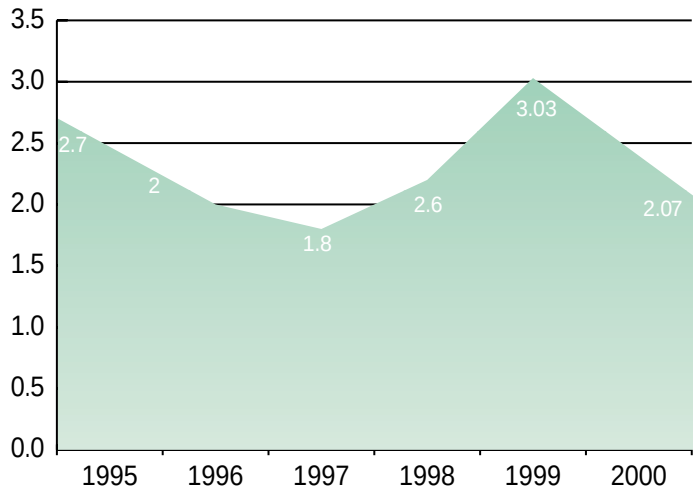
Bad Debt Charge

% of Average Advances



Total Non Performing Loans

% Total Loans and Advances



Impact of SARB Provisioning Policy

Should have no impact as policy for suspending interest is in line and general provisions will cover the provisions required under the provisioning policy

Capital Philosophy

- Objective is to continue to improve ROE but retain a reasonable amount of surplus capital to take advantage of opportunities
- Tight on issue of new shares - use more non-equity capital
- Shed investments or businesses that utilise capital without generating desired return or create the necessary leverage

Capital Adequacy

	Rand Value (mn)	Percentage
Tier One	4 833	11.88%
Tier Two	52	0.13%
Total	4 885	12.01%

Deploying Capital Productivity

	31 March 2000	31 March 1999	Target Ratio
Return on Equity	24.2%	18.7%	30.0%
Return on Investment	16.35%	14.65%	20.0%
Return on Risk-Weighted Assets	2.8%	2.5%	3.0%

Return on Equity...An Appropriate Calculation

	31 March 2000	31 March 1999
Average Shareholders' Funds	5 675	4 727
Average CCD's	1 713	1 001
Less: Average Goodwill	2 295	1 134
Comparative Capital Base	5 093	4 594
Headline Earnings	1 047	787
After Tax Debenture interest	184	71
Comparative Earnings	1 231	858
ROE	24.2	18.7

Return on Investment

	31 March 2000	31 March 1999
Average Shareholders' Funds	7 388	5 728
Goodwill previously amortised	654	489
Less: Average Forex Reserves	515	360
Total	7 527	5 857
Diluted Headline Earnings	1 231	858
ROI	16.35	14.65

Costs

- As international expansion has picked up pace, so has the cost to income ratio increased
- This last year saw a slight improvement in the ratio, more as a consequence of revenue growth than as a consequence of sound cost management
- There is room for significant improvement in the level of efficiency within the organisation and a strong emphasis on cost containment is being entrenched in the operational philosophy of the business units

Cost to Income Ratio

	31 March 2000	31 March 1999	Target Ratio
South Africa	50.6%	51.6%	45.0%
UK	63.3%	63.9%	55.0%
Other	61.2%	55.5%	55.0%
Group	59.6%	60.6%	50.0%

Value at Risk

Rands

	Value at Risk	Limit
SA Operations	5 375 000	40 800 000
UK Operations	1 929 000	2 650 000
US Operations	1 418 500	5 300 000
Israeli Operations	387 000	985 000
	9 109 500	49 735 000

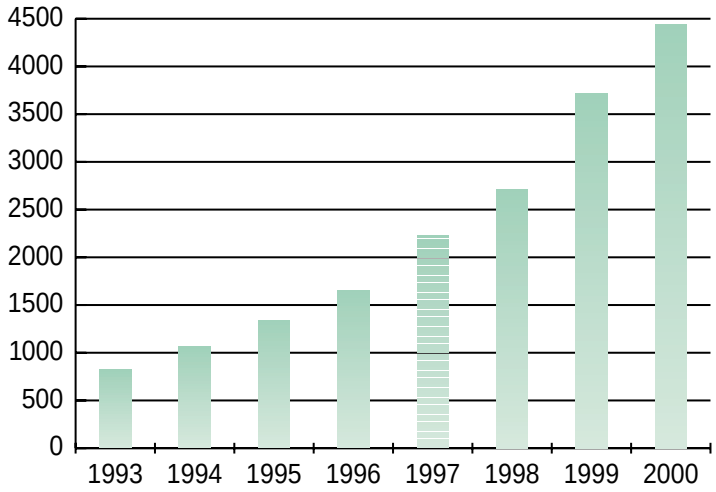
Total Value at Risk - Stress tested to 15 standard deviations: R31 883 250
Consolidated Value at Risk is calculated using exponentially weighted historical simulations at a 95% confidence level for a one day holding period

"The global market place is information based. Knowing how to learn is the central skill that allows a company to move up the value curve"

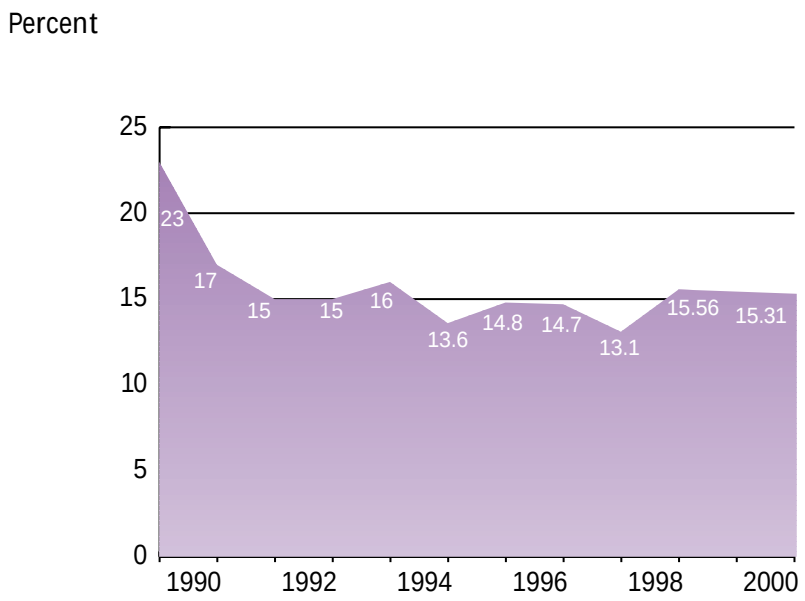
- Harvard Business Review, March - April 2000

People

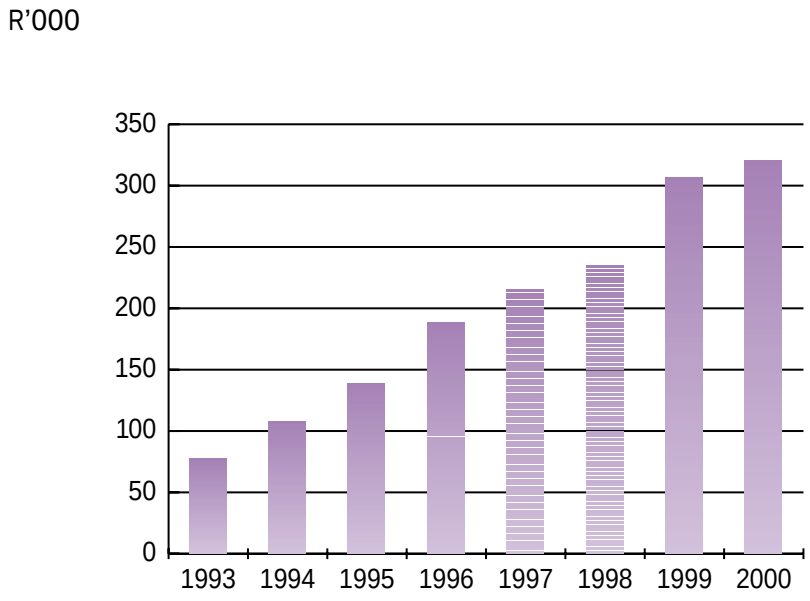
Staff Complement



Staff Turnover



Headline Earnings per Employee



"Investec has a quality e-commerce offering and its culture is well suited to rapid change...

Analyst Report, Dec 99

E-Commerce Initiatives

- During the past year, the Group completed all year 2000 preparations and successfully transitioned all current operations into the new millennium
- The focus now shifts to ensuring that all business units have adequate plans in place to support the business in the "New Economy"

E-Commerce - Overall Strategy

- Investec has introduced an Internet offering as an alternative distribution channel through which clients can transact with the Group
- In certain markets our strategy has been defensive, whilst in others it has been aggressive

E-Commerce Initiatives

Our current capabilities and initiatives in this regard include...

E-Commerce Initiatives

Retail

- Investec Asset Management has clearly embraced the Internet and it is increasingly part of the way business is done - strongly evident in product range i.e. Wired, Wireless World and Internet.com funds
- On-line trading of all IGF unit trusts - live May 2000
- Recently voted as runner up in the 'most innovative website category' (*International Money Marketing Awards, March 2000*)

Private Client

- Investec Private Bank Card offers on-line banking capability, including inter account transfers, third party payments and transactional statements
  - Future offerings include mortgage bond and money market fund link up
- The foundations of Investec Connect UK are being laid with the release of Quicken Online, a collaborative development with Intuit Services Europe
- On-line share trading in South Africa, New York and Israel
- Investec Clali was the first Israeli bank to launch a comprehensive Internet banking facility enabling customers to execute banking, securities and forex transactions via the Internet - branded as the "private e-bank"
  - Only local bank to offer on-line trading in both Israeli and NASDAQ stocks
  - Ranked number 1 Internet banking system in Israel by the *"Maariv"*, the second largest newspaper in Israel

E-Commerce Initiatives

Institutional

- Development of institutional brokerage website - offering full range of all in-house research, access to internal models and valuation methodologies and will in time be extended to incorporate an execution capability

Corporate

- Market Maker - Real time Internet based treasury system
  - Looking to accommodate equities and bond trading during the latter part of the year
  - Major initiative during the year - sub license of the software to Anglo American, which will use the system internally and manage it independently

Intermediary

- Launched a secure site for correspondents in the USA office, offering financial tools and links to industry websites, proprietary research, as well as other services and information
- Introduction of DeskTec™, a state-of-the-art front and back-office application created by Investec Ernst & Company to assist our broker-dealer correspondent clearing clients and prime brokers in their day-to-day operations delivered via the Internet or over direct leased lines

Looking Forward

Looking Forward

- The past year was a year in which significant progress was made in building our name and reputation both internationally and domestically
- A year in which most of our growth was organic without any significant acquisition and in which some significant challenges were overcome
- The quality of the people and the businesses which they drive continue to improve
- We will always endeavour to be a niche operator seeking to improve the overall quality and performance of the organisation

The effective implementation of our integrated international network and our commitment to long term growth and development should ensure continuous creation of shareholder wealth