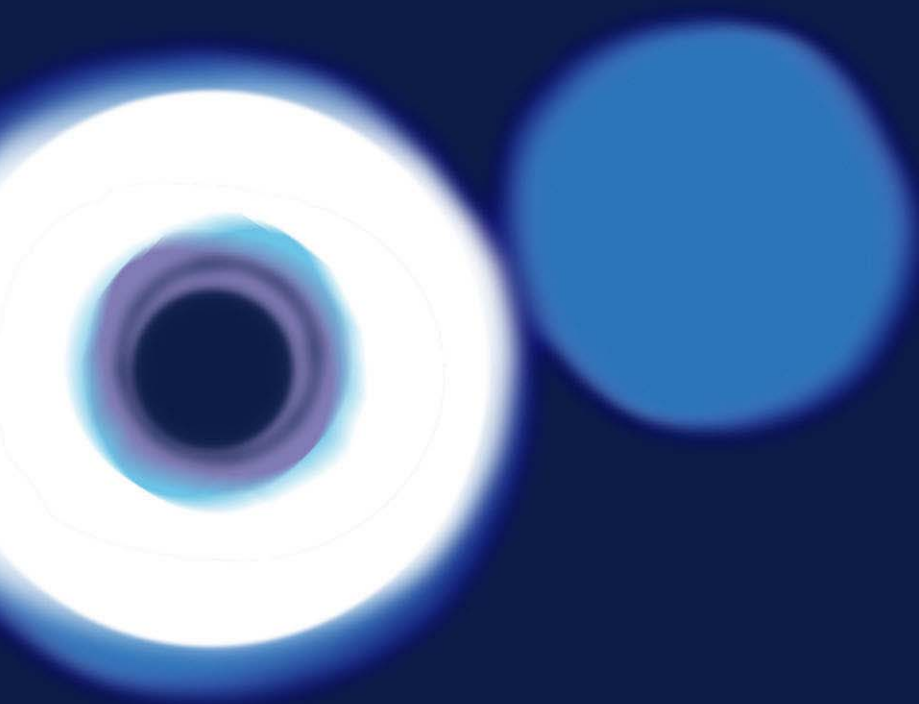


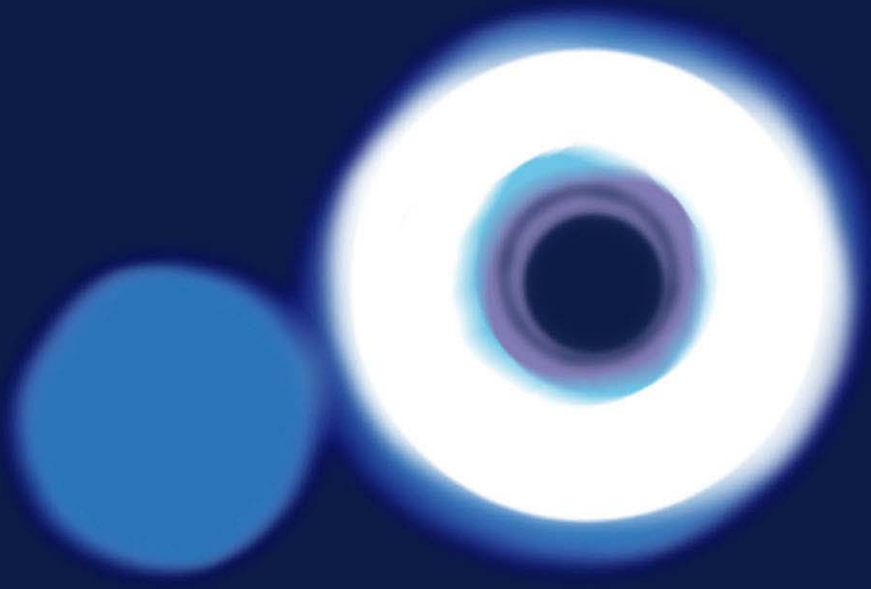


Investec Group Limited

Analyst Presentation 2001



Summary of Results



Investec Group... 2001 Results in a Snapshot

	31 March 2001	31 March 2000	% Change
Headline Attributable Earnings (R'mn)	1 314	1 047	25.5
Headline EPS (cents)	1 628.2	1 300.9	25.2
DPS (cents)	750	620	21.0
Return on Equity (%)	28.6	24.3	
Cost to Income Ratio (%)	63.2	61.9	
Assets Under Administration (R'mn)	514 429	485 931	5.9

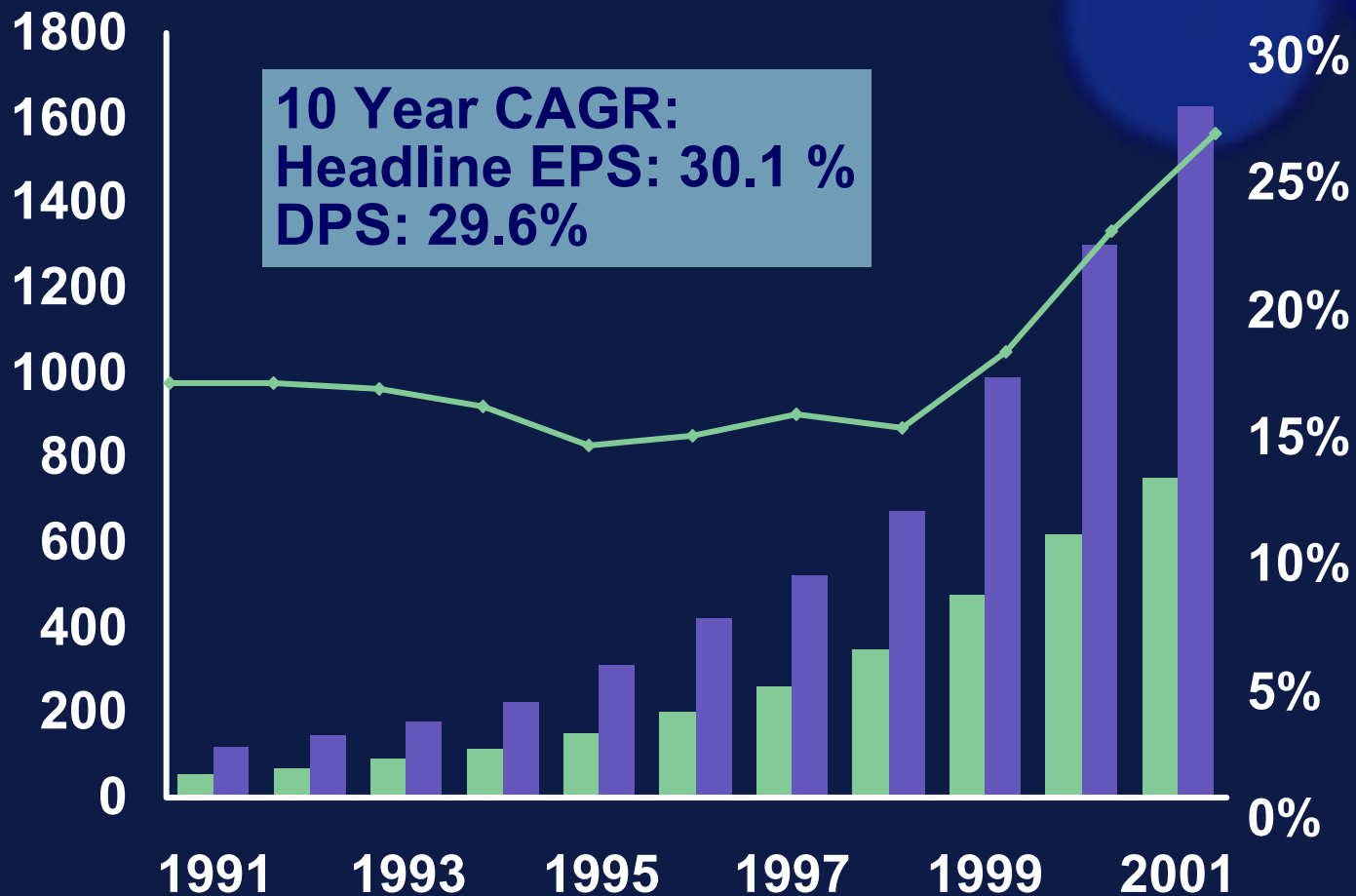
Headline & Attributable Earnings

R'mn	31 March 2001	31 March 2000
Headline Earnings	1 314	1 047
Headline Adjustments	(468)	(229)
Share of Associates Exceptional Items	(156)	(64)
Goodwill Amortised	(315)	(195)
Discount on Fair Value of Acquisitions	3	30
Attributable Earnings	846	818

Headline EPS, DPS and ROE

■ DPS ■ Headline EPS

ROE ●



Impact of Changes in Accounting Policy

○ AC 102

- New South African standard relating to the disclosure of taxation
- Certain tax-related charges to be reclassified into expenses
- No resulting effect on after-tax income

Impact of Changes in Accounting Policy

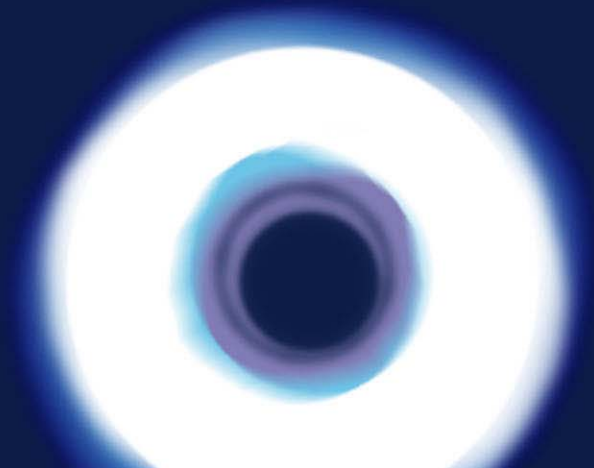
○ Assurance Assets


- Assets and liabilities previously treated as off balance sheet items are reflected on balance sheet
- Increase in total assets, in the prior year, of R7 865bn
- No effect on the income statement

Impact of Changes in Accounting Policy

- AC 133
 - Partial implementation
 - > No effect on the income statement

Global Positioning and Review





“Strategy today is nothing without
passion and vision from the people
creating and implementing it”

- *Harvard Business Review*, January 2001

Strategy

- Our goals and objectives continue to be motivated by the desire to become one of the world's leading specialist banking groups

Operating Environment

- Our financial results reflect:
 - > The impact of difficult world equity markets - particularly hindering the performance of our US and Israeli businesses
 - > Problems encountered at Fedsure which is equity accounted until all approvals are granted

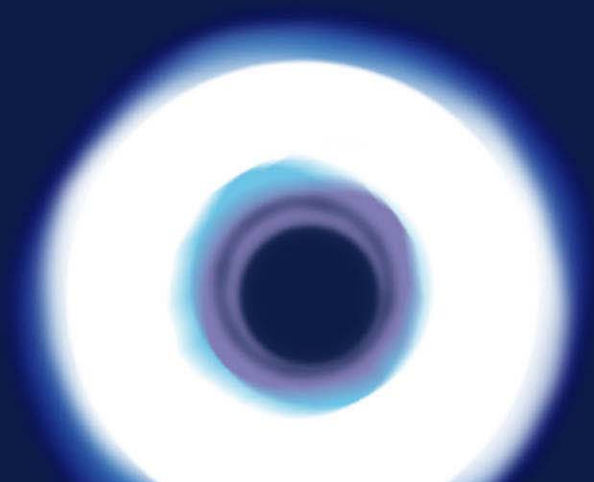
Operating Environment

- Notwithstanding, the majority of our businesses achieved solid results
- Our performance underscores the value of our diversified portfolio of international businesses and strong annuity income base

Integrated Global Management Structure

- Global integrated model
- Enables the Group to respond to local and global challenges
- Leverage resources and core competencies
- Exploit synergistic benefits
- Common brand, culture and values ensures co-operation and collaboration is maintained and encouraged

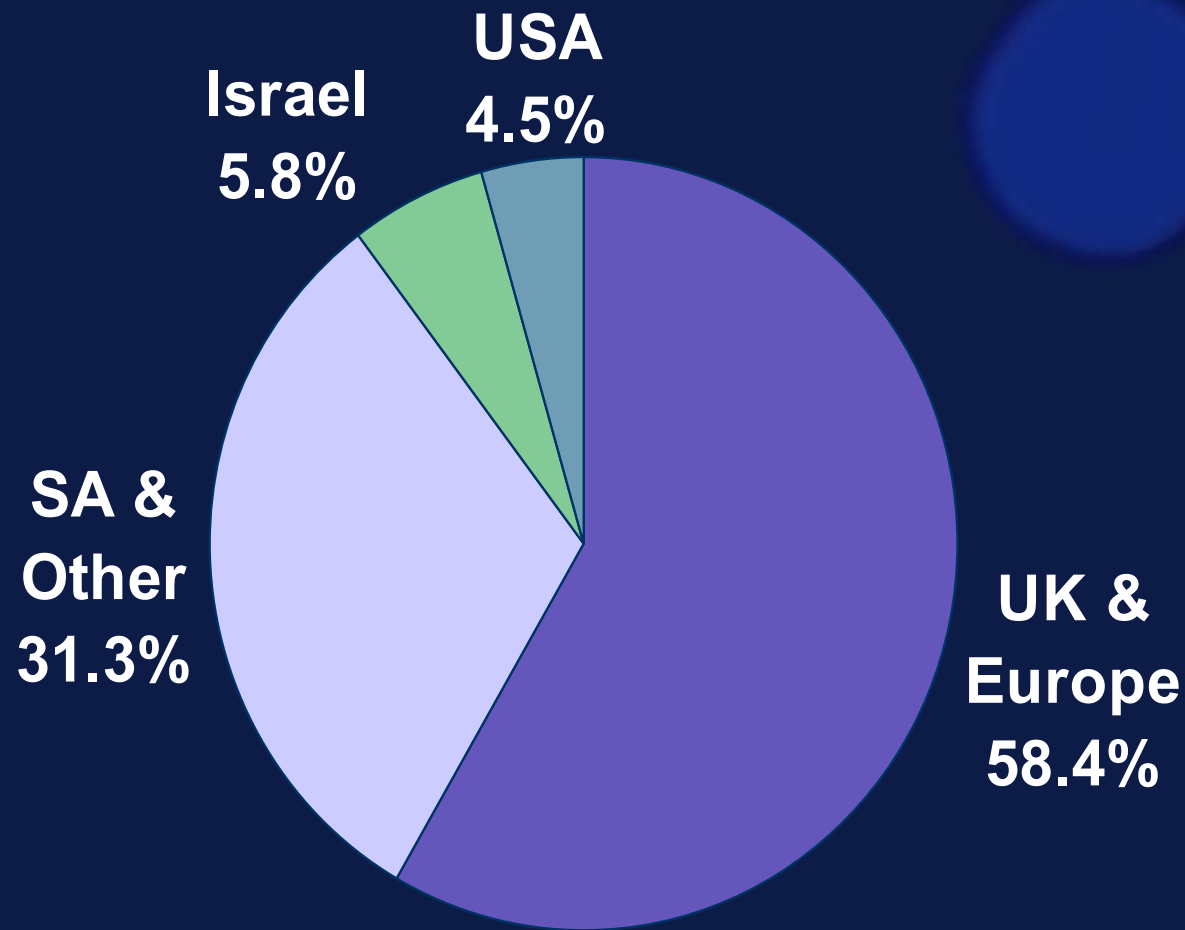
Global Positioning and Review



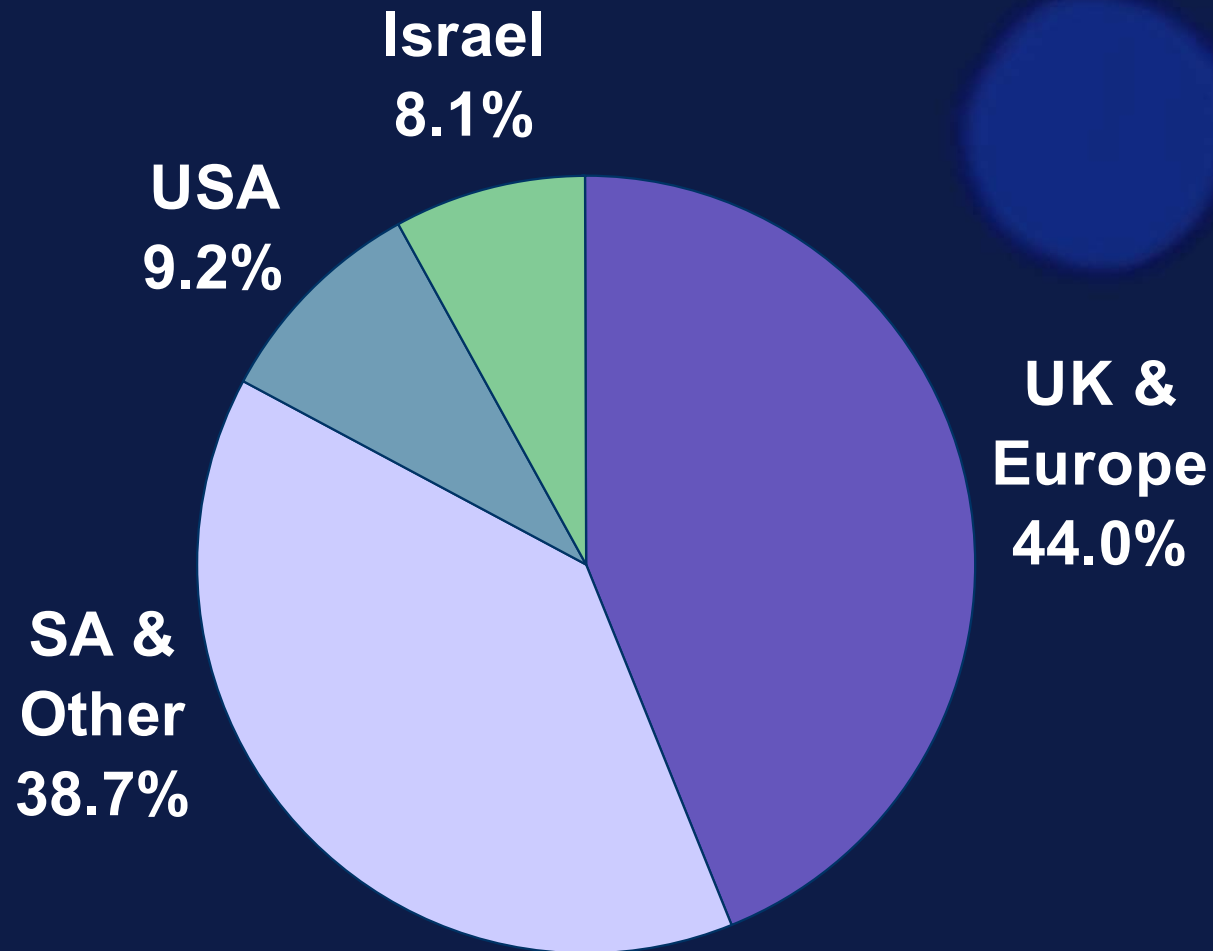
Geographic Review

	Pre-Tax	Post-Tax
• UK & Europe	↑ 26.3%	↑ 35.0%
• USA	↓ 62.5%	↓ 55.9%
• Israel	↓ 25.3%	↓ 28.6%
• Southern Africa & Other	↑ 53.4%	↑ 43.2%

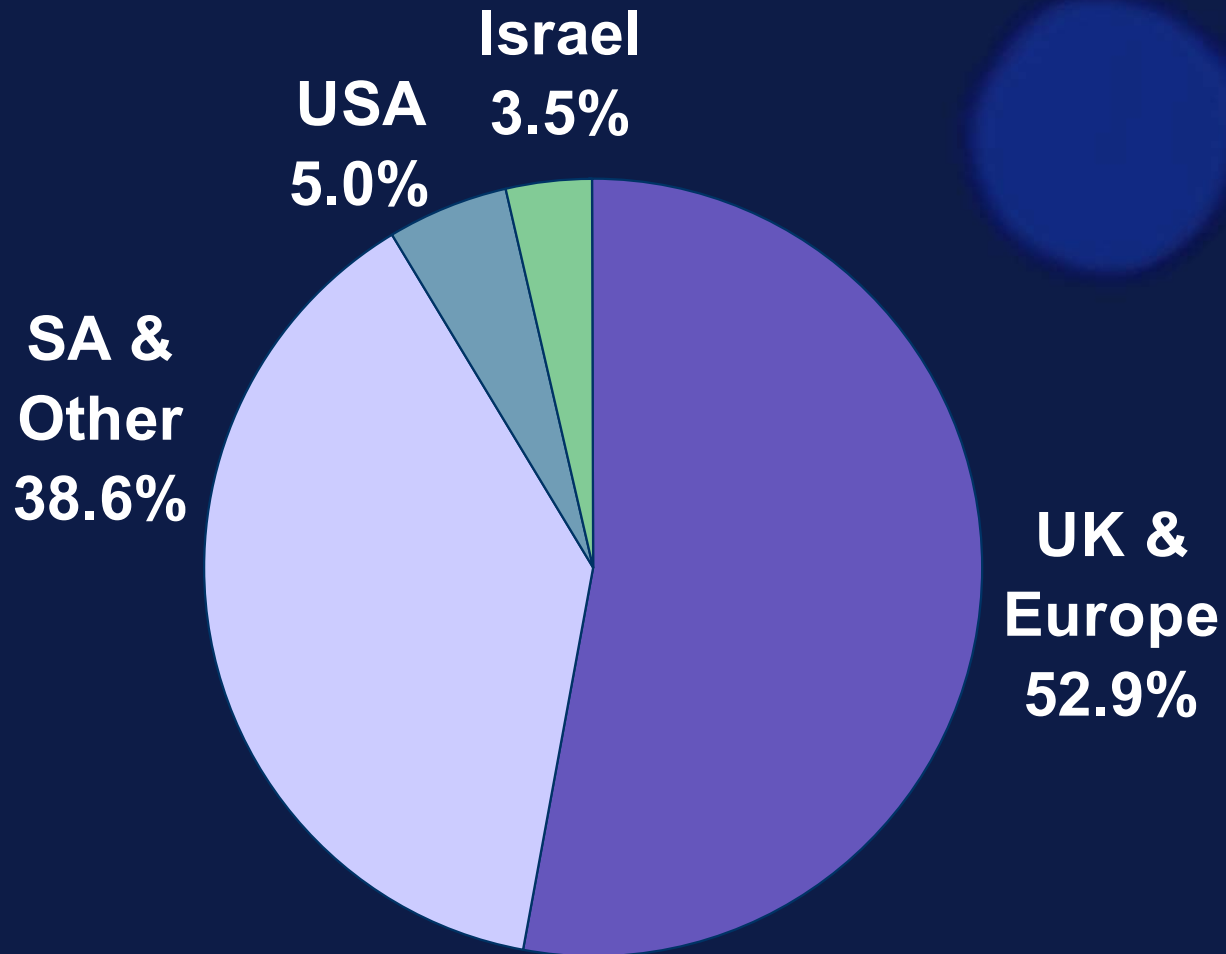
Assets by Geography



Tangible NAV by Geography



Headline Income Before Tax by Geography



UK & Europe

- Solid performance with noteworthy achievements from IHC and Private Banking
- Continued to enhance profile through significant awareness campaign
- Critical mass enhancing acquisitions
 - > Radcliffes and Theodores

Ireland

- First full year of integrated Investec Gandon
- Enhanced Investec platform in Ireland, focusing on building a niched business
 - > Leveraged off the Group's international product set and skills
 - > Expanded activities to include private banking, investment banking and asset management
- Will look to grow newly formed businesses - building a fully fledged operation

Salient Financial Features - UK & Europe

	31 March 2001	31 March 2000
Assets (R'bn)	113	100
Headline NIBT (R'mn)	965	764
Headline NIAT (R'mn)	825	611
Staff	1 432	1 319
Return on Tangible NAV (%)	29.4	21.5

USA

- Performance dependent on transactional activity
 - lagged as a result of weak equity markets
- Select acquisitions:
 - > Private client and clearing arm of Herzog Heine Geduld
 - > PMG - platform for investment banking operations (subject to regulatory approval)

Salient Financial Features - USA

	31 March 2001	31 March 2000
Assets (R'bn)	9	12
Headline NIBT (R'mn)	91	243
Headline NIAT (R'mn)	56	127
Staff	859	661
Return on Tangible NAV (%)	8.9	53.9

Israel

- Notwithstanding the political environment the Israeli operations performed well in the first three quarters of the year
- Counterparty loss negatively impacted earnings
- Refined investment banking and private banking to Investec's model
- Continued to adapt business structure to enable maximum integration with IGL operations

Salient Financial Features - Israel

	31 March 2001	31 March 2000
Assets (R'bn)	11	9
Headline NIBT (R'mn)	65	87
Headline NIAT (R'mn)	40	56
Staff	242	221
Return on Tangible NAV (%)	4.3	10.4

Southern Africa & Other

- Notwithstanding difficult market conditions, the Southern African operations enjoyed a successful year
- Noteworthy performances from the treasury and finance group, private banking, property group
- Appointed a new management structure to provide focus to the SA businesses
- Acquired financial services businesses from Fedsure Holdings Ltd (subject to regulatory approval)

Australia

- Appointed new MD
- Acquisition of Wentworth Associates (March 2001)
 - > Provides a strong platform for the establishment of Investec's specialised investment banking activities
- Appointed structured finance team
- Melbourne office opened
- Looking to bolster activities through select acquisitions and recruitment of teams

Salient Financial Features - Southern Africa & Other

	31 March 2001	31 March 2000
Assets (R'bn)	61	52
Headline NIBT (R'mn)	704	459
Headline NIAT (R'mn)	583	407
Staff	2 303	2 240
Return on Tangible NAV (%)	33.3	26.6

Acquisition of Fedsure

- Not a bancassurance deal
- We see it as a critical mass enhancing deal
- Two new businesses to manage:
 - > Employee Benefits
 - > Traded Endowments in the UK
- Rest of businesses integrated into existing infrastructure, sold or closed down
- Costs will be reduced significantly

Fedsure Adjusted Income Statement

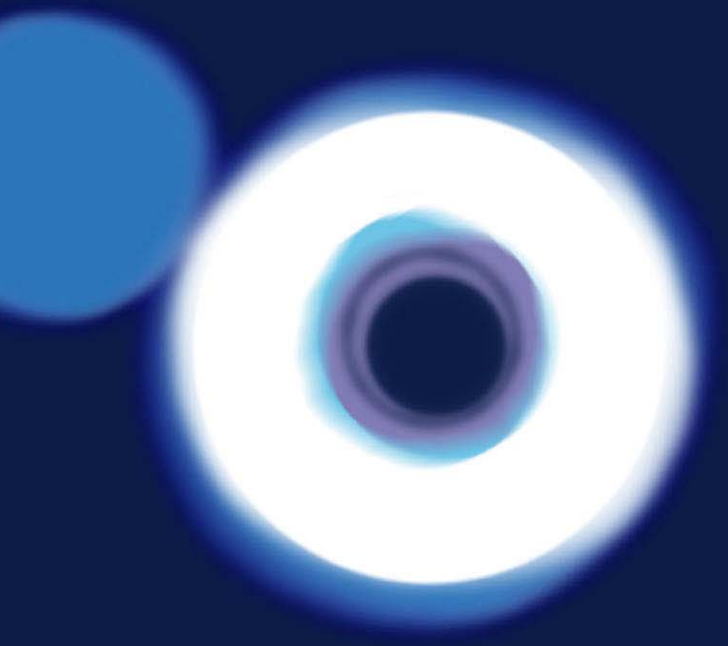
R'mn	Life Business	Financial Services	International	Total
Revenue: 2000 I/S	1 154	339	160	1 653
Revenue Adjustment	(400)	50	30	(320)
Revised Revenue	754	389	190	1 333
Revised Costs	(315)	(162)	(70)	(547)
Actual Cost	(655)	(267)	(115)	(1 037)
Cost Savings	340	105	45	490
Net Income	439	227	120	786
Taxation	79	67	30	176
Income After Tax	360	160	90	610

Fedsure Head Count

	South Africa	International	Total
Initial Head Count	2 628	153	2 781
Pre Completion Corporate Action	627	9	636
Sales	691	18	709
Post Deal Rationalisation	373		373
Head Count Absorbed by Investec	937	126	1 063

Divisional Review

⊕ Investec



Divisional Review

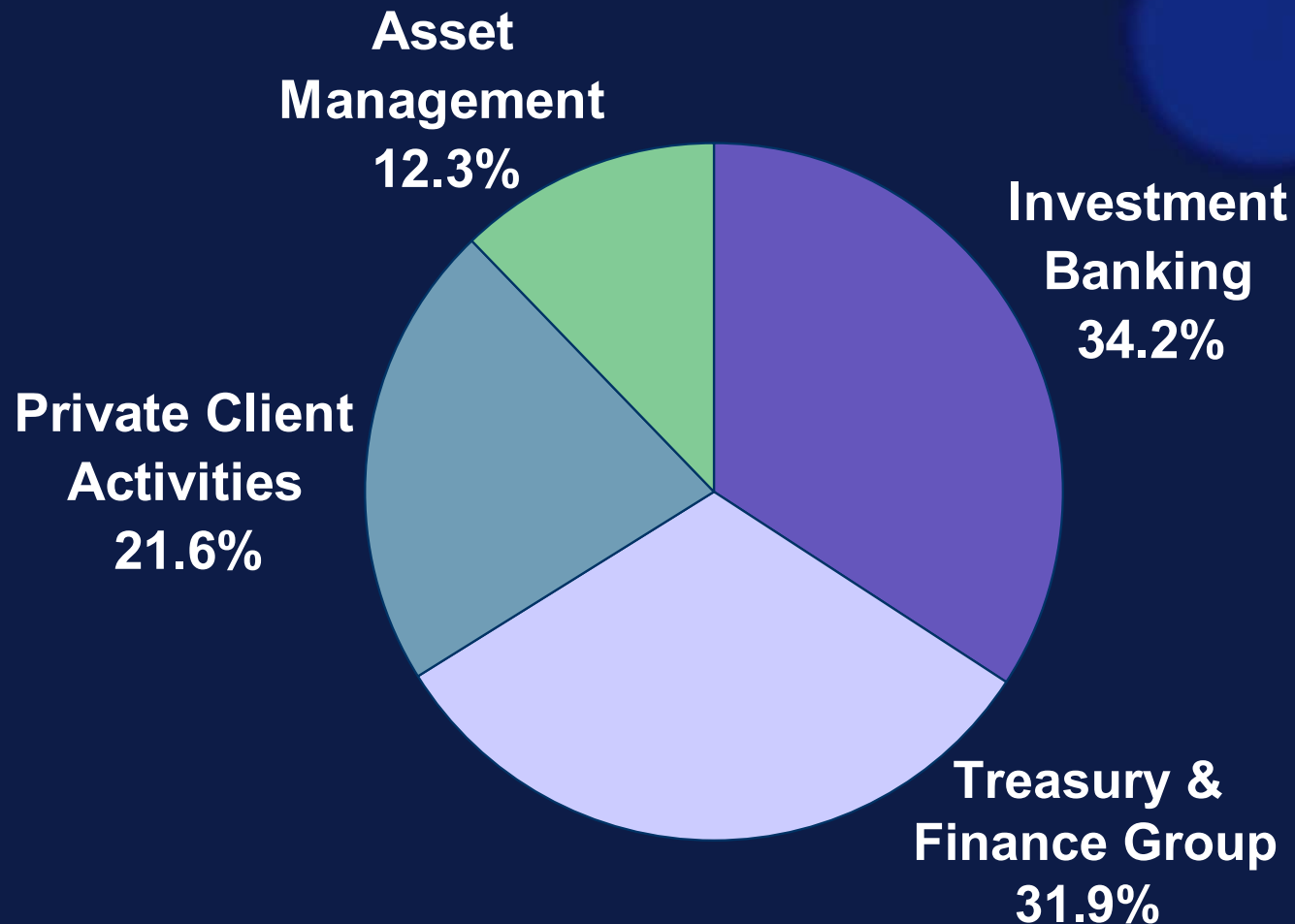
- Difficult year for Investment Banking but overall performance credible  9.7%
- Strong performance from Private Client Group  37.9%
- Strong performance from Treasury and Finance Group, particularly in South Africa  26.8%
- Credible financial performance by Asset Management, particularly in the UK  27.4%

Move Towards Integrated Global Product Structure

- Investment Banking partial integration
- Private Banking partial integration
- Private Client Stockbroking geographic
- Treasury & Finance Group integrated
- Asset Management integrated

Contribution Analysis

○ % of Headline NIBT (excluding “other” activities)



Investment Banking

- Includes: Corporate Finance, Institutional Stockbroking, Private Equity, Direct Investments

	31 March 2001	31 March 2000	% Change
Net Operating Income (R'mn)	1 021	912	12.0
Operating Expenses (R'mn)	388	335	15.8
Headline NIBT (R'mn)	633	577	9.7
Cost to Income Ratio (%)	37.4	36.6	

Investment Banking - Developments

- Global investment banking activities undermined by weak conditions in equity capital markets
- Notwithstanding - strong results generated in:
 - > The M&A advisory business
 - > The UK small-mid cap IPO market particularly in the first half of the year
- Made great strides in integrating, expanding and enhancing capabilities

Investment Banking - Developments

- SA Corporate Finance - experienced satisfactory results in a challenging operating environment
- IHC - record year with net income up 75%
- Ireland - Establishment of a satellite stockbroking function for the distribution of IHC's products into the Irish market
- USA & Australia - capabilities significantly expanded through select acquisitions

Investment Banking - Developments

- Israel - Building integrated investment banking operation
- Institutional Stockbroking - negatively impacted by depressed trading volumes and turnover
- SA Private Equity - Newly established team still largely in investment phase

Investment Banking - Looking Forward

- Prospects are inevitably closely tied to the performance of the stock markets
- However we are assured a certain annuity stream as a result of our large corporate client list
- Continue to leverage off Group capabilities

Treasury and Finance Group

- Includes: majority of the Group's Financial Markets, Deposit-Taking, Corporate Lending and Structuring Activities

	31 March 2001	31 March 2000	% Change
Net Operating Income (R'mn)	1 006	786	28.0
Operating Expenses (R'mn)	415	320	29.7
Headline NIBT (R'mn)	591	466	26.8
Cost to Income Ratio (%)	39.3	35.5	

Treasury and Finance Group - Developments

- Solid performance, with almost all units contributing to the success of the division
- Characterised business units as financial market activities or banking activities - 8 key businesses, integrated across the globe
- Broadening of the Group's range of activities
- London and Irish structured finance teams involved in "first-time" major deals

Treasury and Finance Group - Looking Forward

- Well represented in South Africa - among the top three in our respective markets
- Challenge is to maintain this position and develop offshore activities
- Continued emphasis on value added lending as vanilla lending is the preserve of the high street banks
- Major expansion and development for F2002 - UK, Europe and Ireland

Private Client Activities

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

	31 March 2001	31 March 2000	% Change
Net Operating Income (R'mn)	1 585	1 183	34.0
Operating Expenses (R'mn)	1 185	893	32.7
Headline NIBT (R'mn)	400	290	37.9
Cost to Income Ratio (%)	70.3	71.1	

Private Banking

- Comprehensive international investment, banking and advisory service and offering
 - > Ability to leverage products, skills, systems and infrastructure
- Continued product innovation
- Strengthened capability through a number of “in-fill” acquisitions
- Global private banking advances > R20bn

Private Client Stockbroking

- Market conditions resulted in poorer trading volumes
- “On-line” businesses have had little impact - unsustainable on a stand-alone basis
- Relationship-based portfolio management still key
- Global FUM > R115bn

Private Client Stockbroking

- First full year integration of the private client business of HSBC
- Acquisition of Quyn Martin Asset Management in SA
- Continued penetration of the “smaller charities” sector in the UK
- Depressed margin balances in the USA

Asset Management

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

	31 March 2001	31 March 2000	% Change
Net Operating Income (R'mn)	881	726	21.3
Operating Expenses (R'mn)	653	547	19.4
Headline NIBT (R'mn)	228	179	27.4
Cost to Income Ratio (%)	74.0	75.3	

Asset Management

- Solid profit growth
- New business growth in targeted areas
- Resilience during a time of weak market performance
- Global building phase near completion
- FUM > R160 bn

Asset Management - Highlights

- SA Institutional - net inflows R800 mn
- SA Retail - net outflows R1 bn
- S&P Award for the best unit trust performance over 5 years

Asset Management - Highlights

- UK Fixed Income and Money Market - net inflows R4.5 bn
- UK - two new trusts raising R2 bn
- UK Unit Trust - net inflows R1.4 bn
- Offshore Funds - net inflows R1.5 bn
- Lipper Award - overall fund group in the UK over 12 months ended 31 March 2001

Other Business Lines

- Includes: Property Group, Clearing and Execution Business in USA, Reichmans, Share Capital and Centralised Funding, Central Services

R'mn	31 March 2001	31 March 2000	% Change
NIBT – Property Group	81.0	64.1	26.4
NIBT – International Trade Finance	65.0	47.5	36.8

Group Performance



Salient Financial Features

○ Balance Sheet (R'mn)

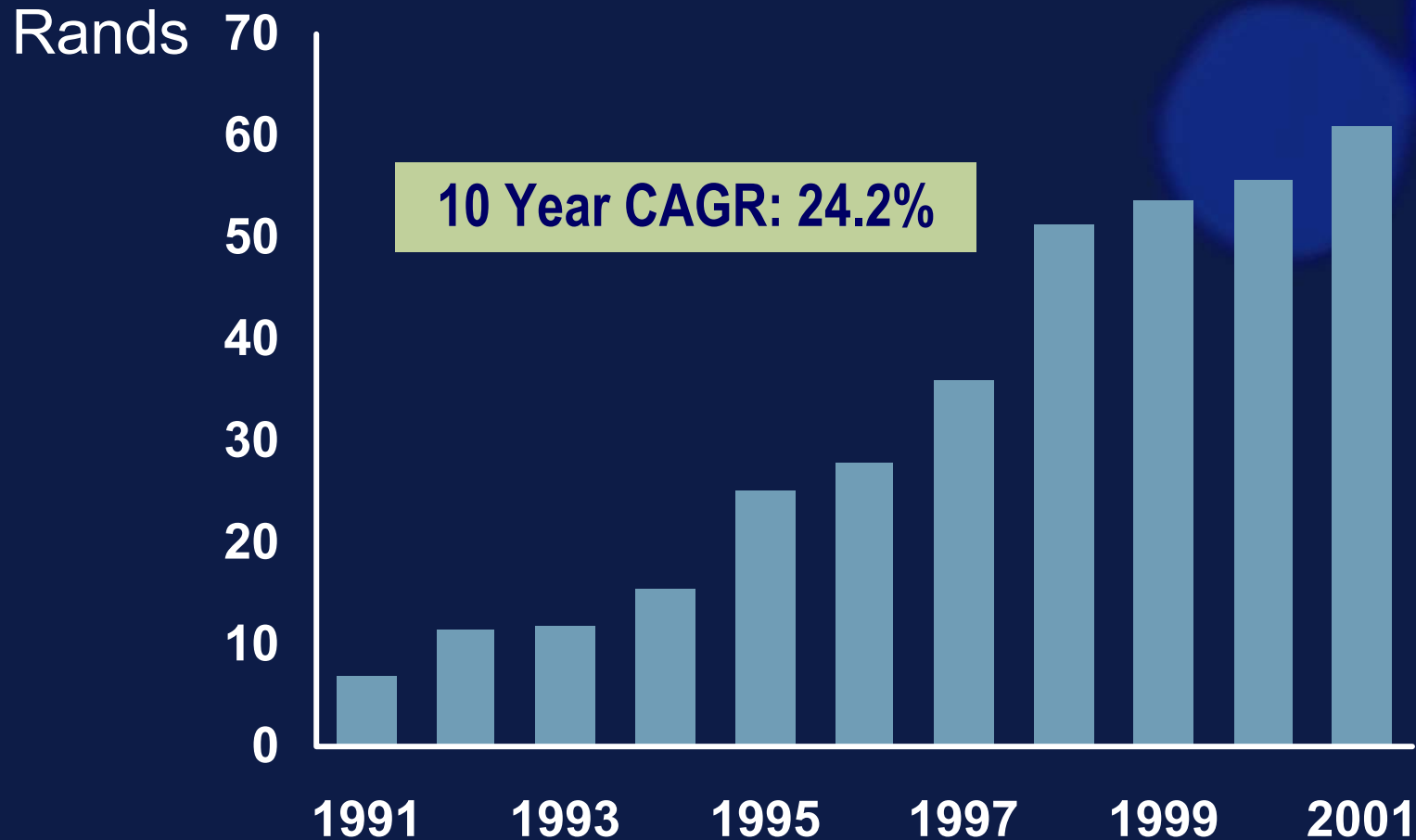
	31 March 2001	31 March 2000	% Change
Shareholders' Funds	8 672	7 604	14.1
Total Capital Resources	10 884	7 895	37.9
Total Assets	194 532	174 243	11.6
Advances	38 062	33 034	15.2
Advances excluding US margin lending	35 294	27 801	27.0
Third Party FUM	301 210	288 216	4.5

Salient Financial Features

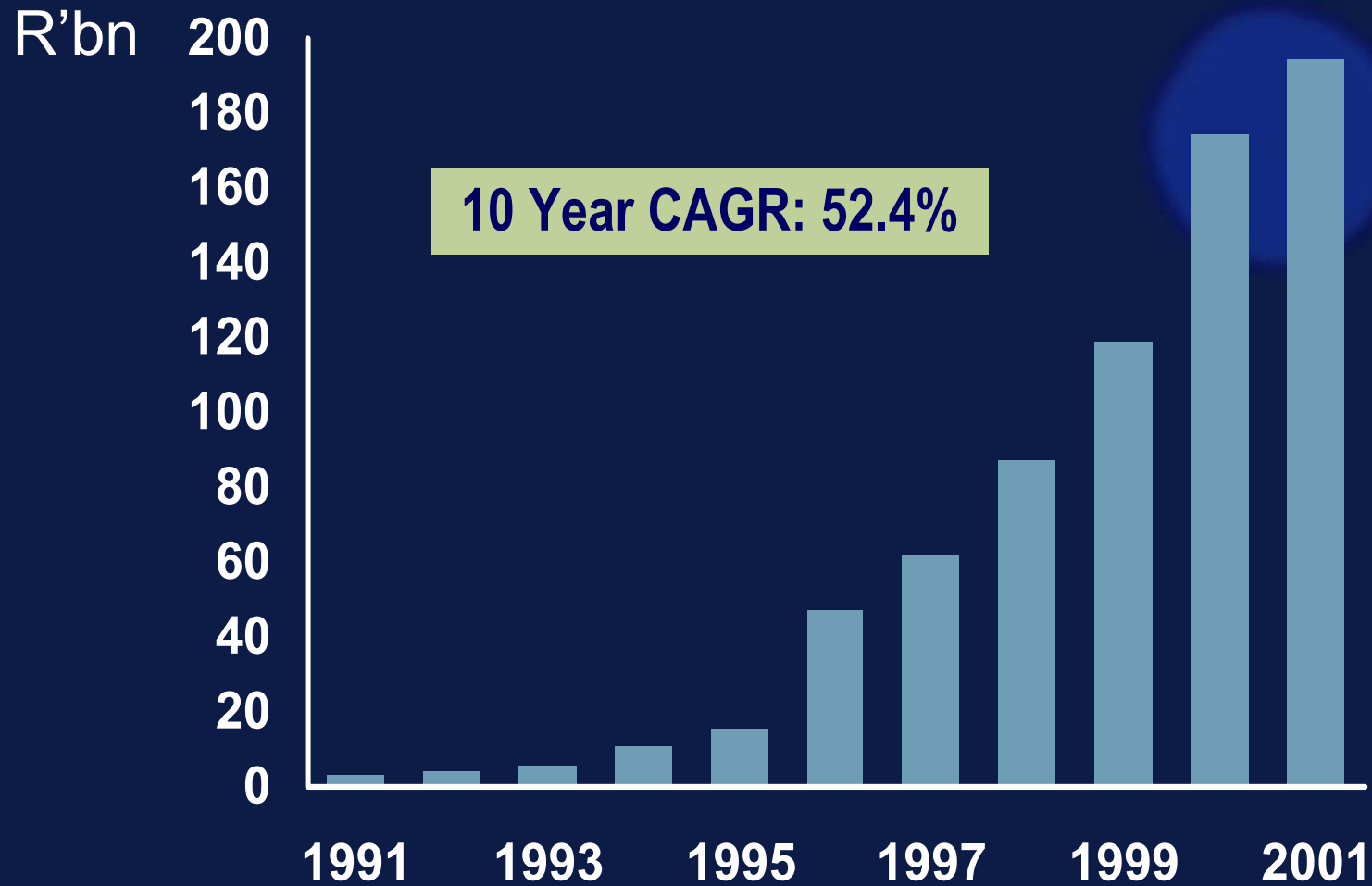
○ Income Statement (R'mn)

	31 March 2001	31 March 2000	% Change
Net Interest Income	1 878	1 398	34.3
Provision for Bad & Doubtful Debts	198	211	(6.2)
Other Income	3 621	3 230	12.1
Operating Expenses	3 476	2 864	21.4
Net Income before Taxation	1 825	1 553	17.5
Headline Earnings	1 314	1 047	25.5

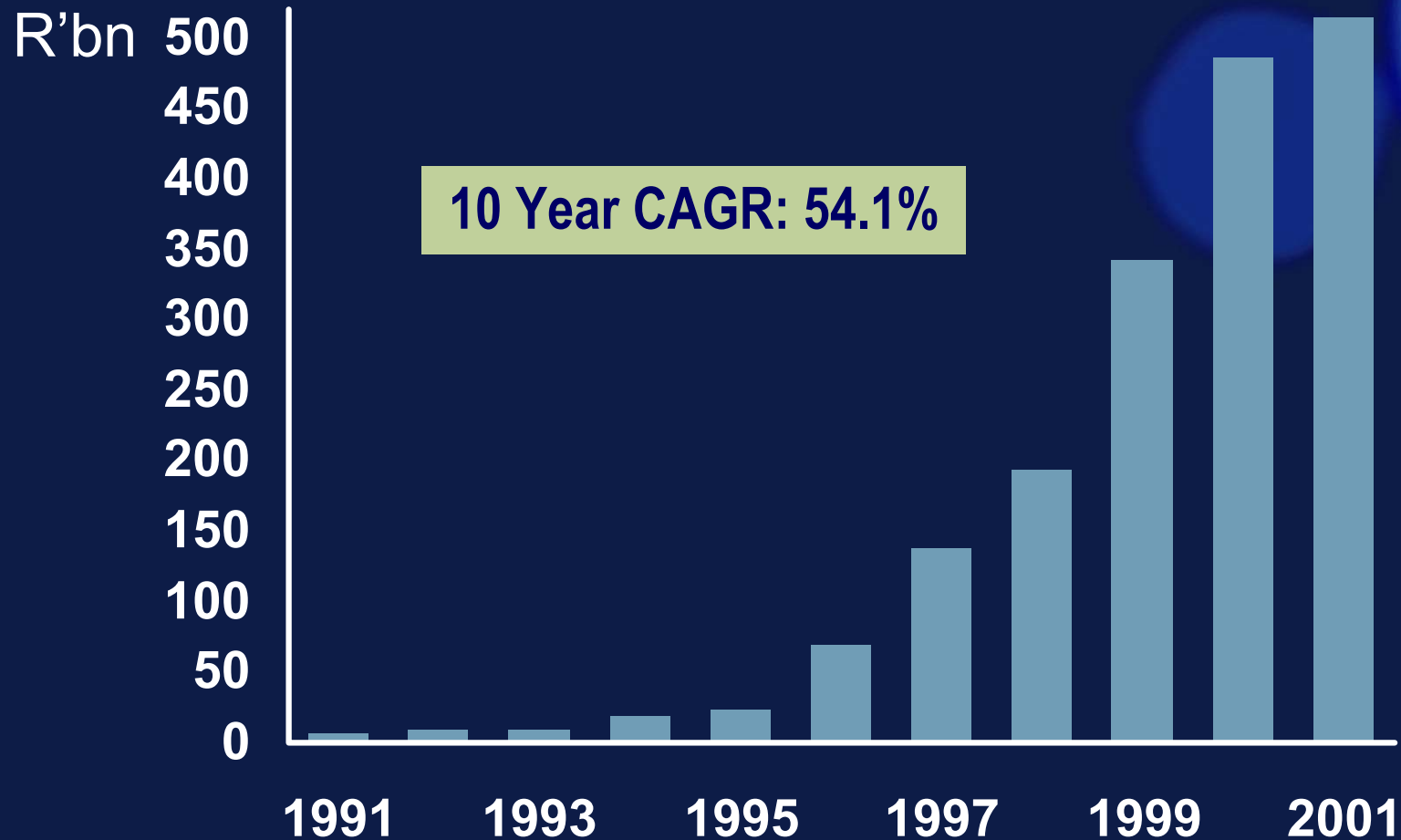
Growth in Net Tangible Asset Value Per Share



Growth in Total Assets

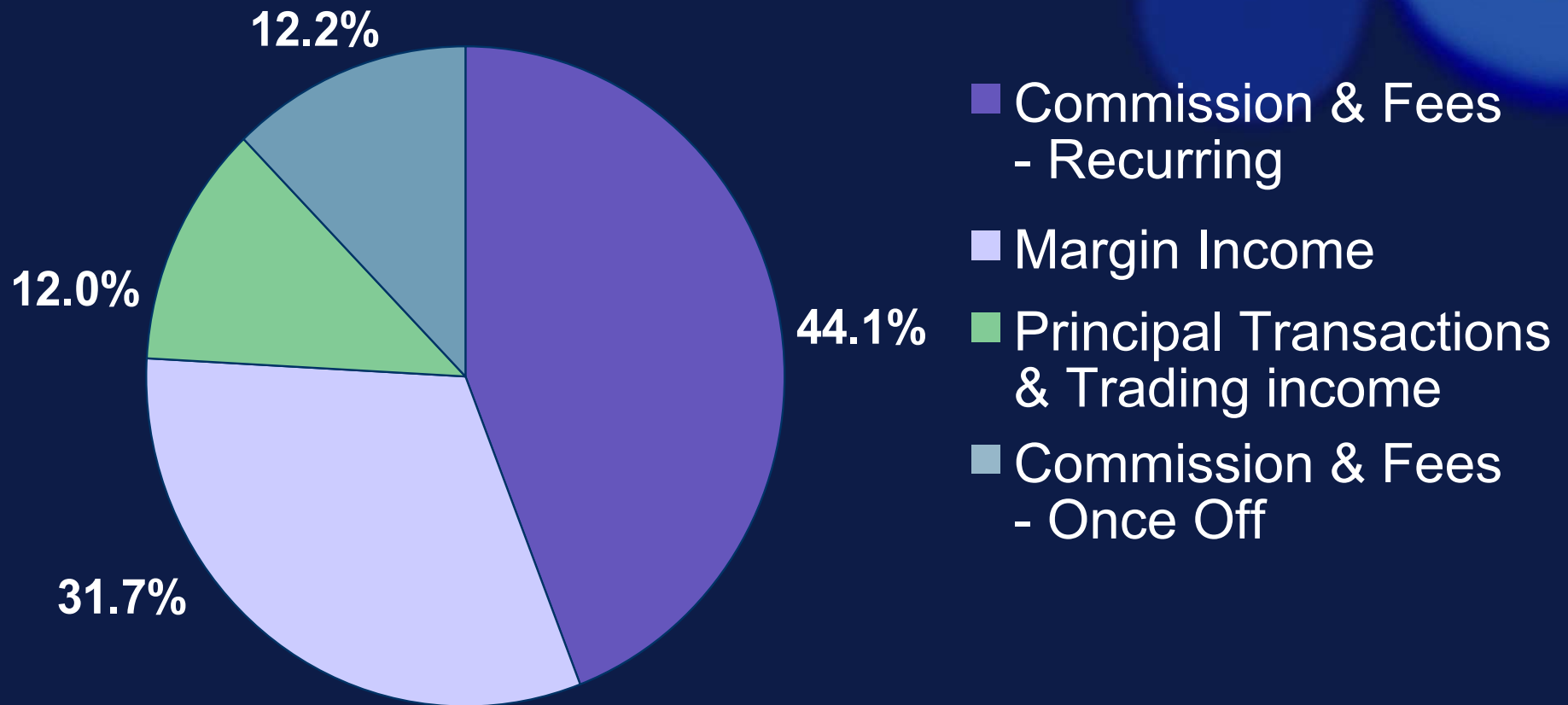


Growth in Assets under Management

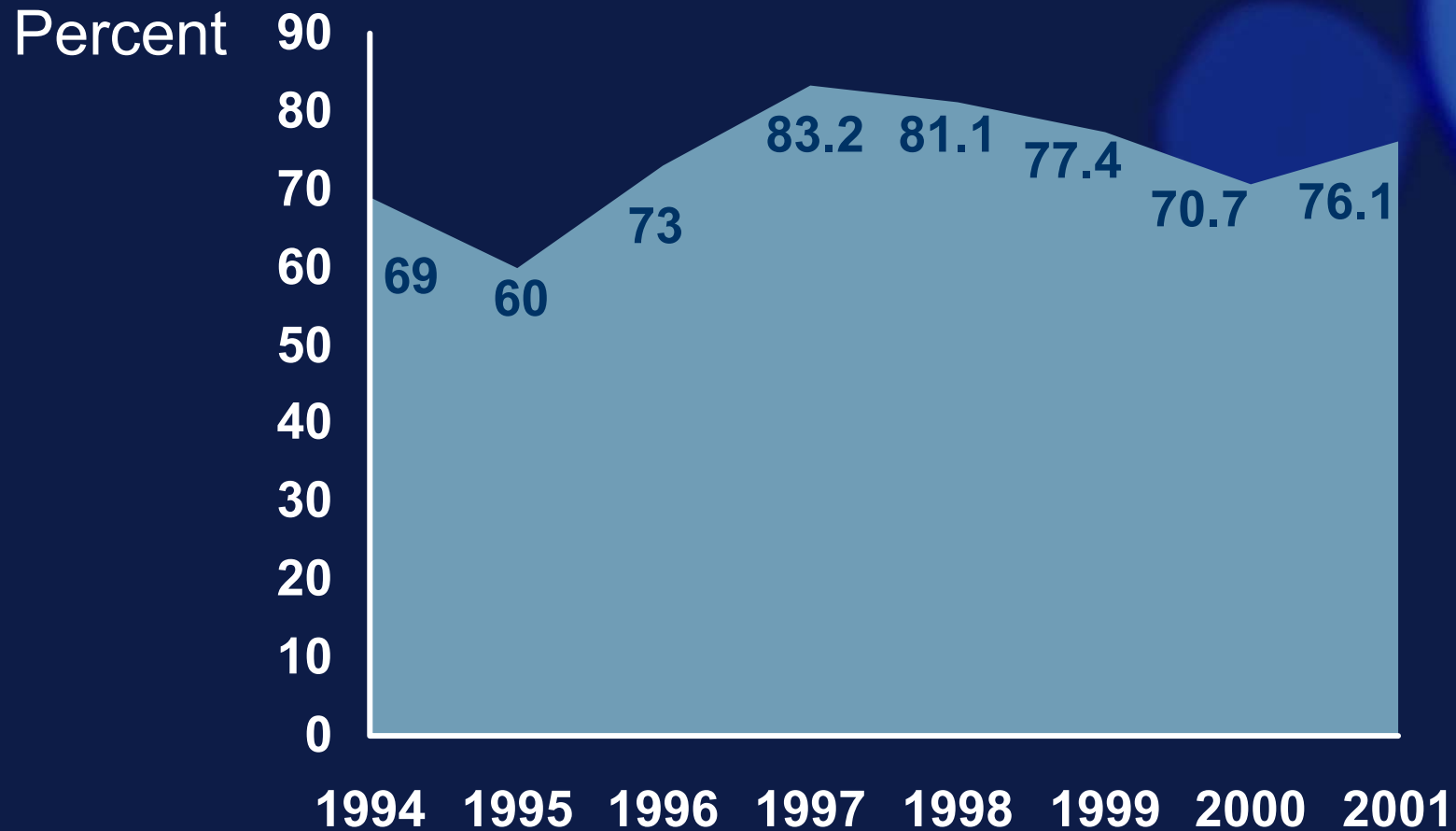


Operating Income by Type

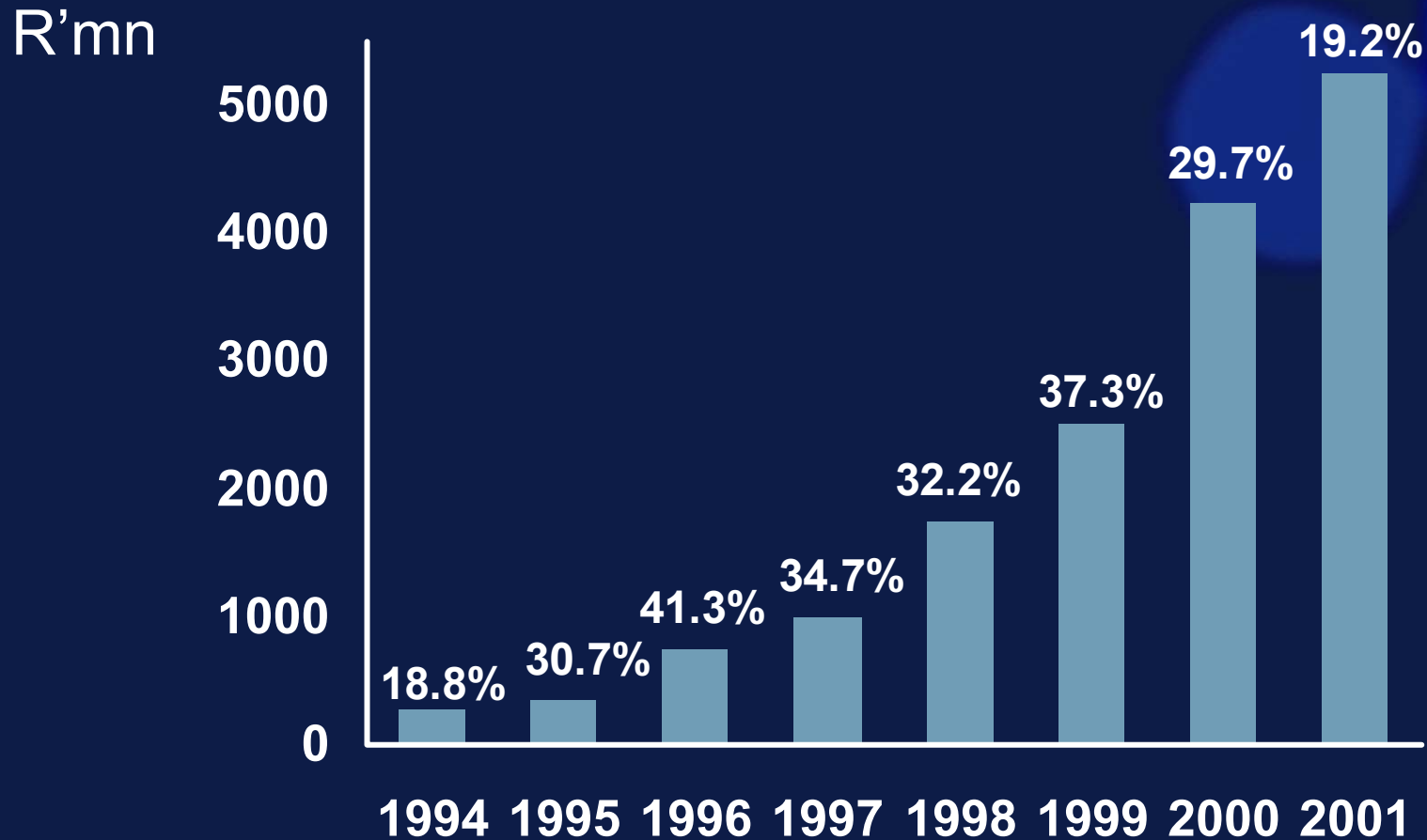
○ For the year ended 31 March 2001



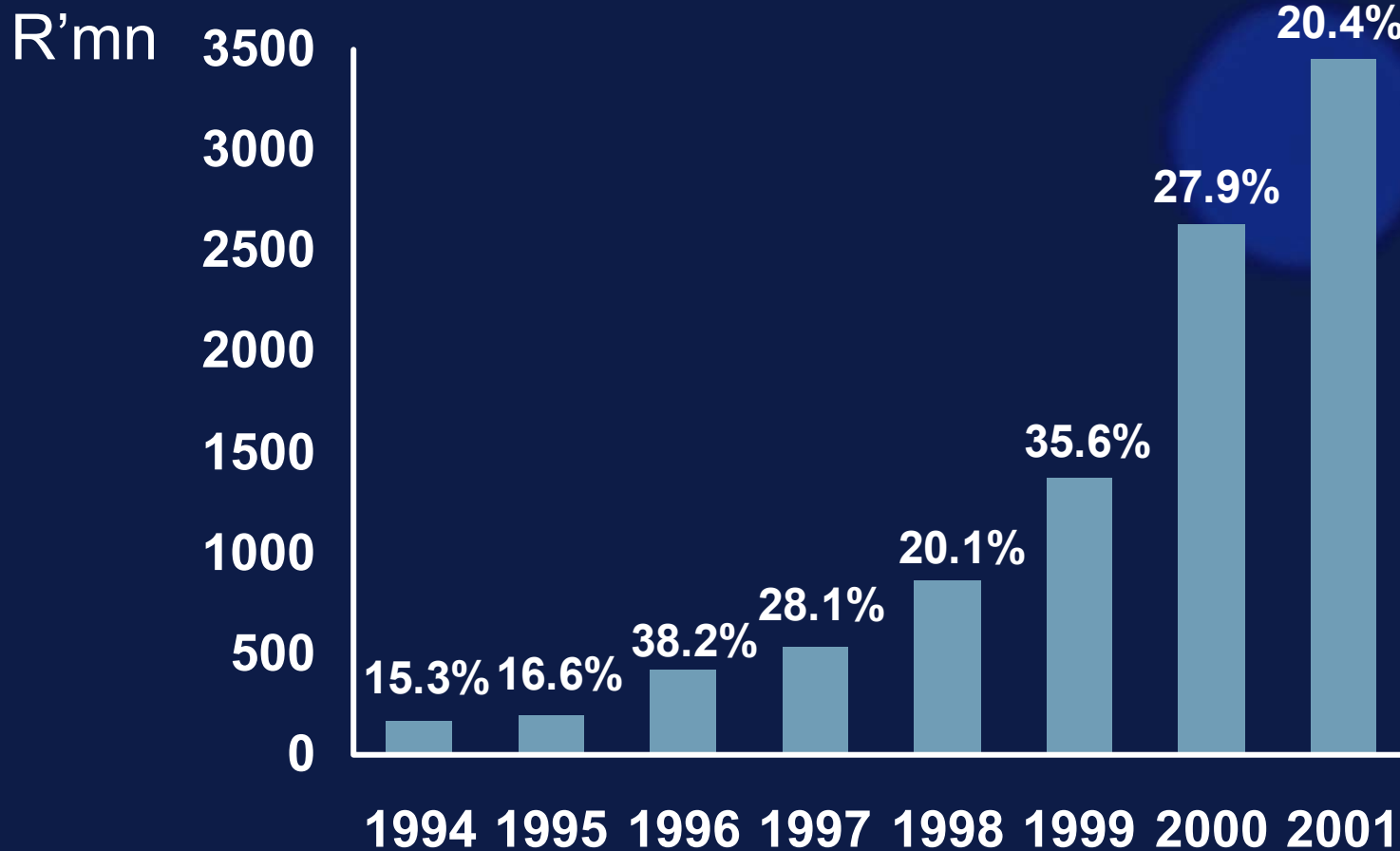
Annuity as a % of Total Income



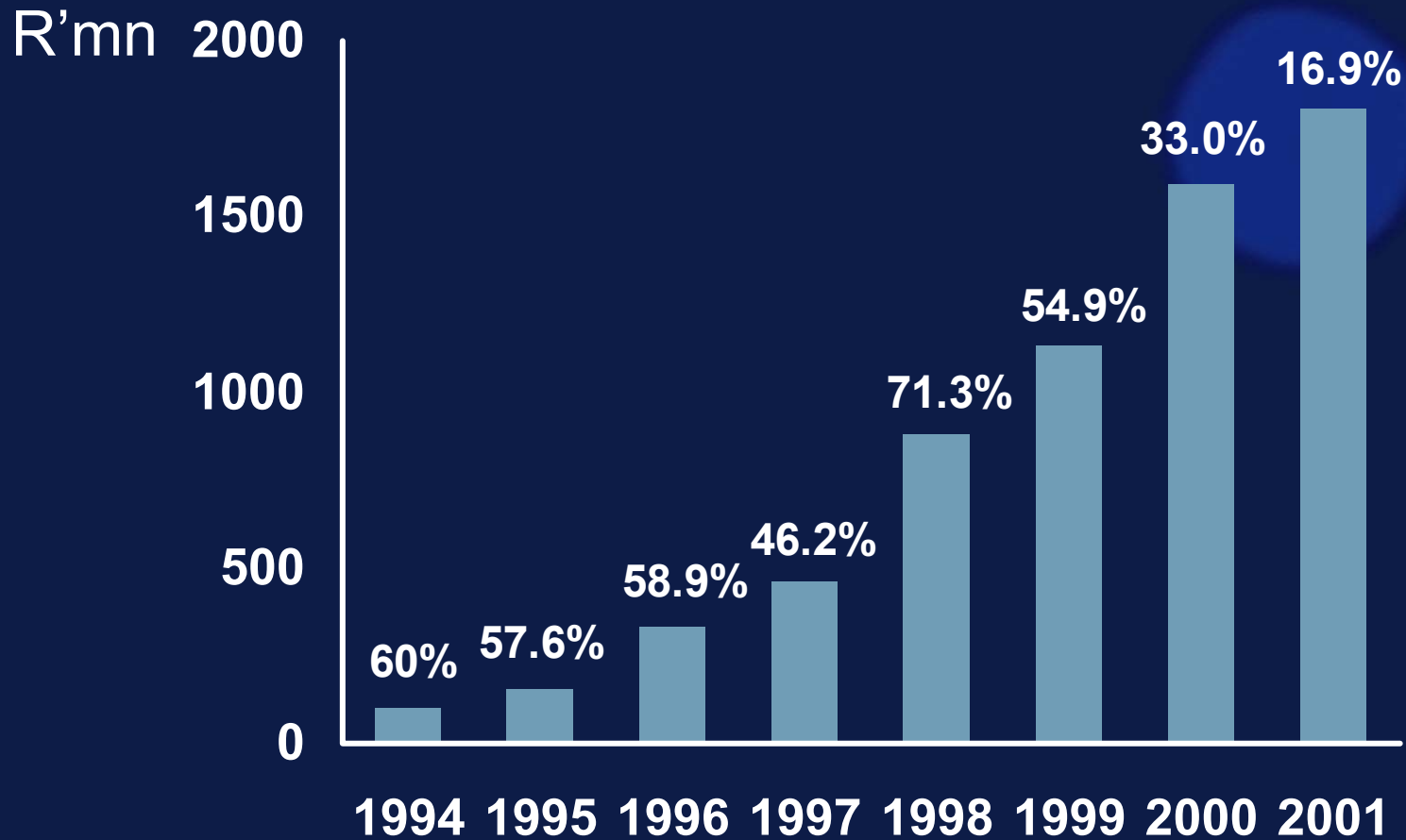
Organic Growth in Income



Organic Growth in Expenses



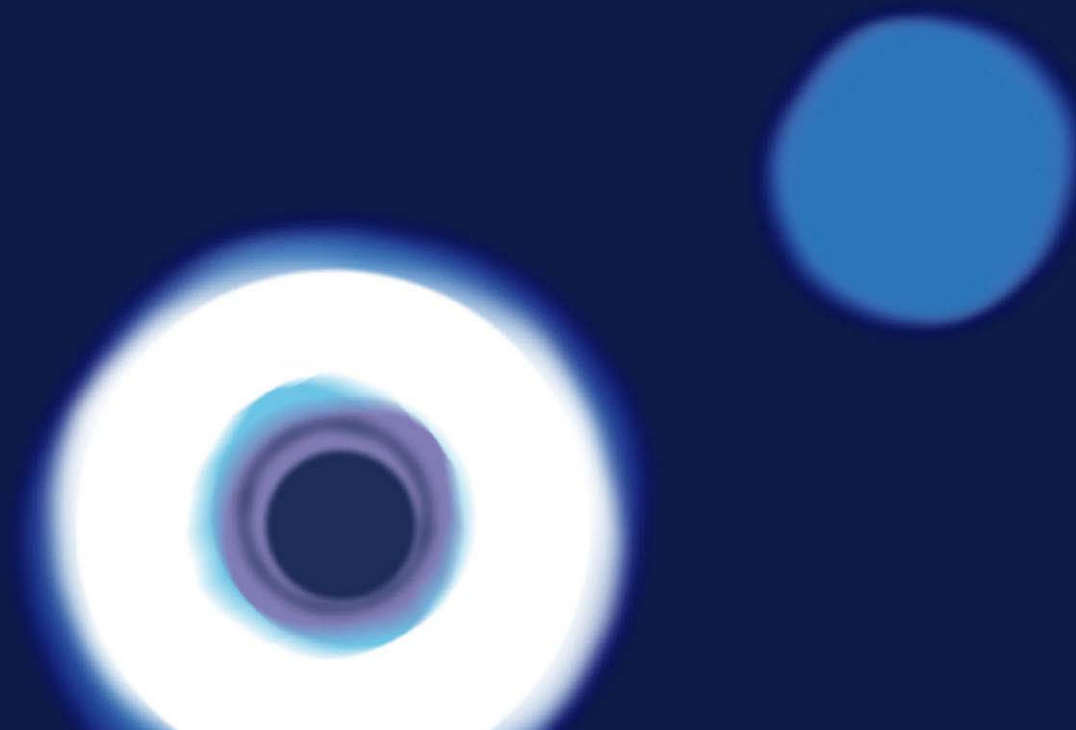
Organic Growth in Net Income



Looking Forward

- Profitability levels will continue to be affected by challenging market conditions
- The fundamentals of our business however remain sound
- Successful integration of Fedsure will further improve the quality of income and decrease cost to income ratio

Operational Issues



Risk Management

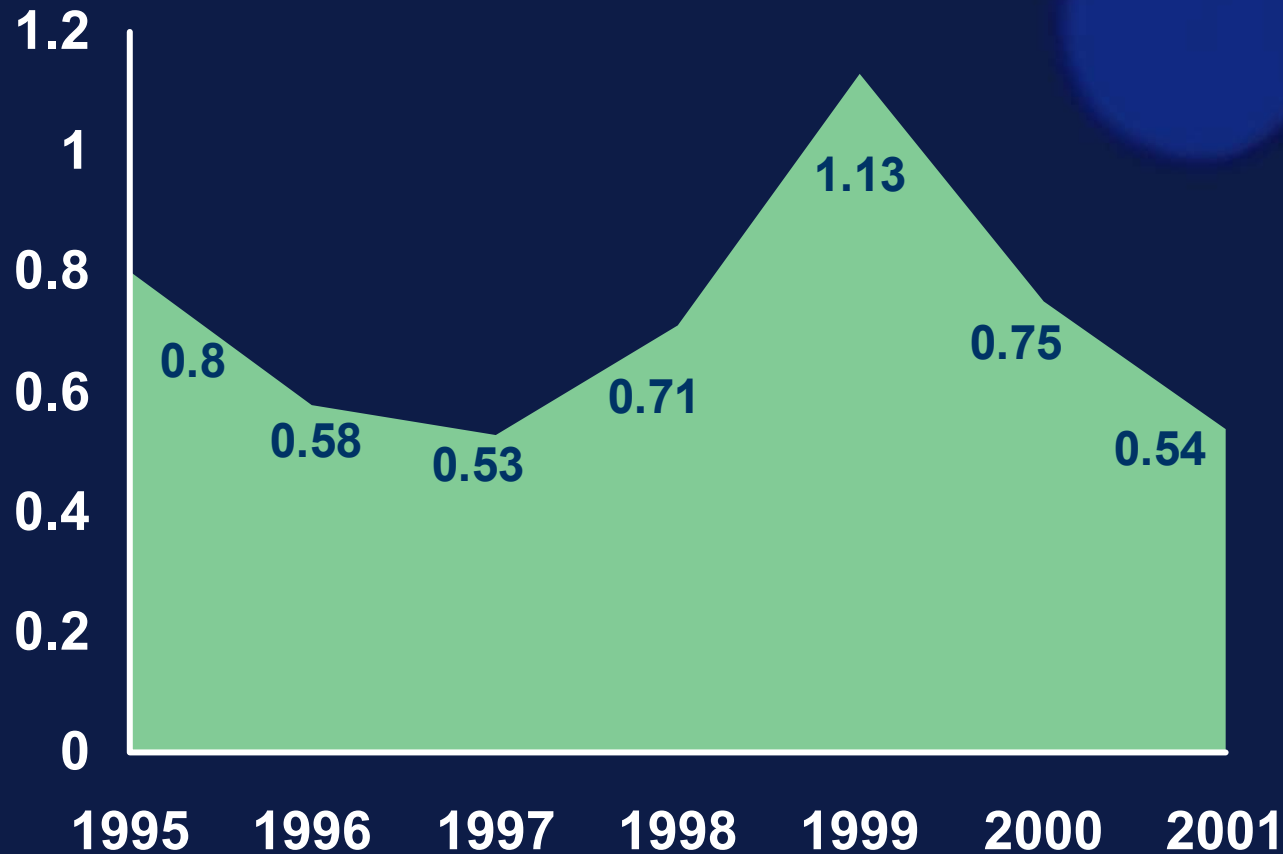
- Implementation of Global Risk Management Matrix - standardised processes
- Created Global Compliance Role
- Process in place to comply with Turnbull Commission

Risk Management

- Systems and infrastructure in place
 - > Allows automatic and consistent integration of risks
 - > Readily take on new products
- Adequately equipped to deal with risks facing the Group's international operations

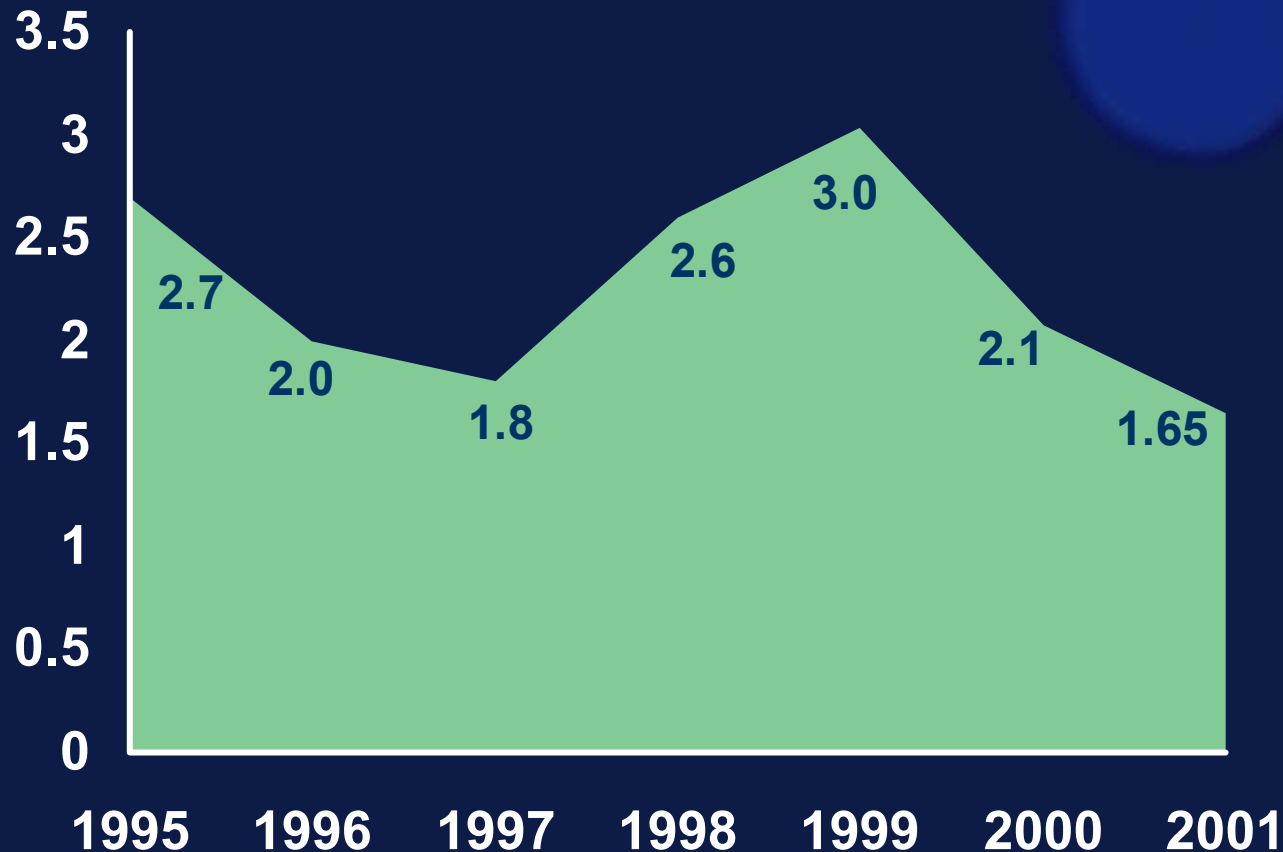
Overall quality of loan portfolio continues to improve...

- **Bad Debt Charge as a % of Average Advances**



Overall quality of loan portfolio continues to improve...

○ Gross NPLs as a % Total Loans & Advances



Capital Philosophy

- Introduced capital committee in preparation for new Basle Capital Accord in 2004
- Reviewed Group capital allocation model to reflect appropriate required return by product and geography
- Realignment of EVA incentive model with capital allocation model
- Significant increase in use of Tier 2 capital - R1.9bn subordinated debt

Capital Adequacy

R'mn	31 March 2001	31 March 2000
Tier 1	7 022	6 136
Tier 2 – Permanent	2 783	2 302
Tier 2 – Redeemable	1 945	-
Total	11 750	8 438
Capital Reserved for Trading	(1 516)	(814)
Impairments	(3 226)	(2 804)
Net Qualifying Capital	7 008	4 820
Net Qualifying Capital as a % of RWA	14.6%	11.9%

Deploying Capital Productively

	31 March 2001	31 March 2000
Return on Equity (%)	28.6	24.3
Return on Investment (%)	18.3	16.4
Return on RWA (%)	3.0	2.8

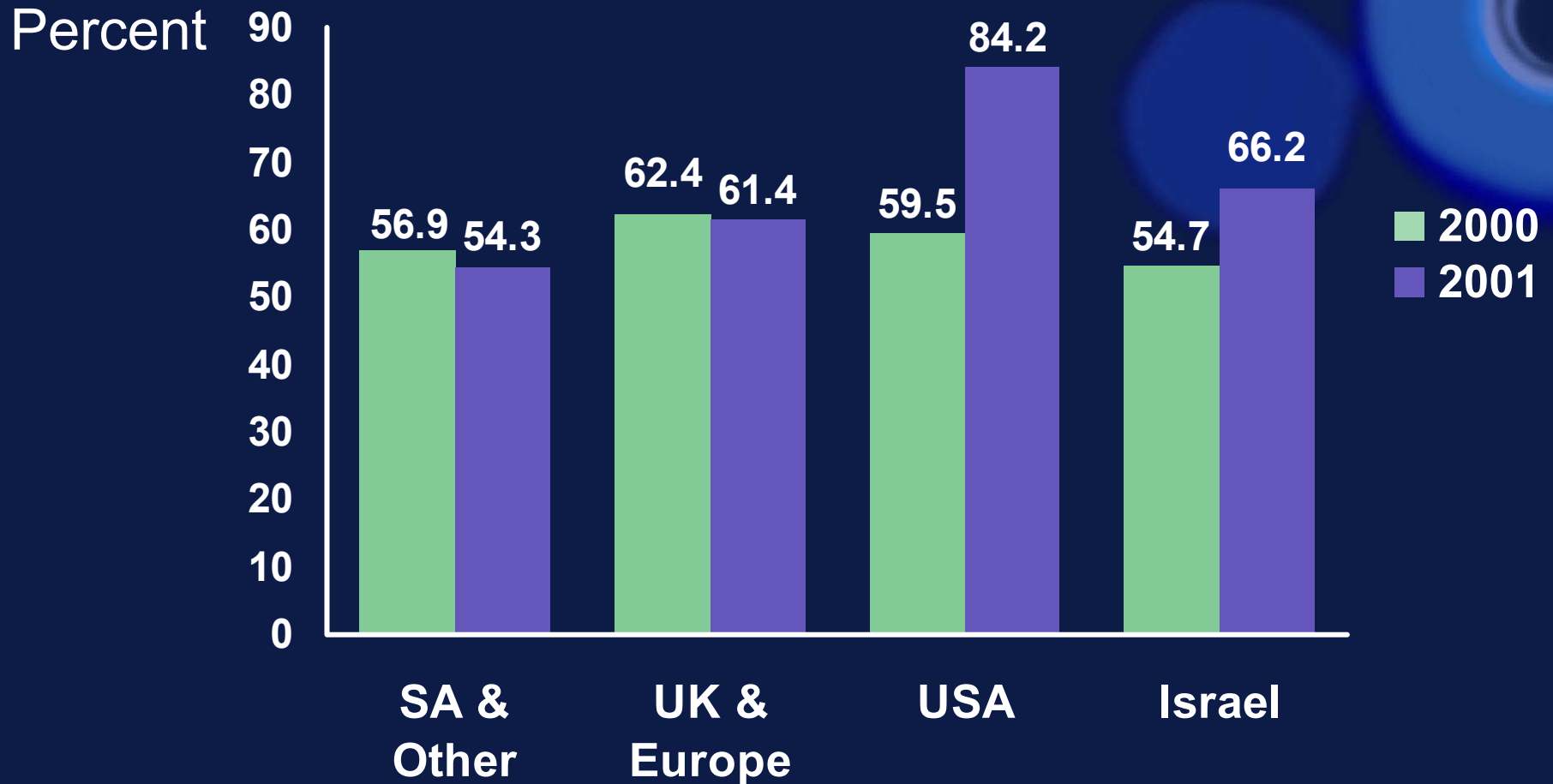
Costs

- Continued development of organisation increased the cost base without a concomitant increase in revenue
- Increase in the cost to income ratio:
 - > Changes in accounting policy for tax-related charges
 - > Significant investments made in marketing, equipment and human resources
 - > Scale enhancements made in certain of the jurisdictions - US, Australia and Israel

Cost management measures are still in place but business development takes priority...

	31 March 2001	31 March 2000	% Change
Premises	256	231	10.8
Personnel	1 860	1 532	21.4
Equipment	467	323	44.6
Business Expenses	691	637	8.5
Marketing Expenses	202	141	43.3
Total	3 476	2 864	21.4

Operational Cost to Income by Geography



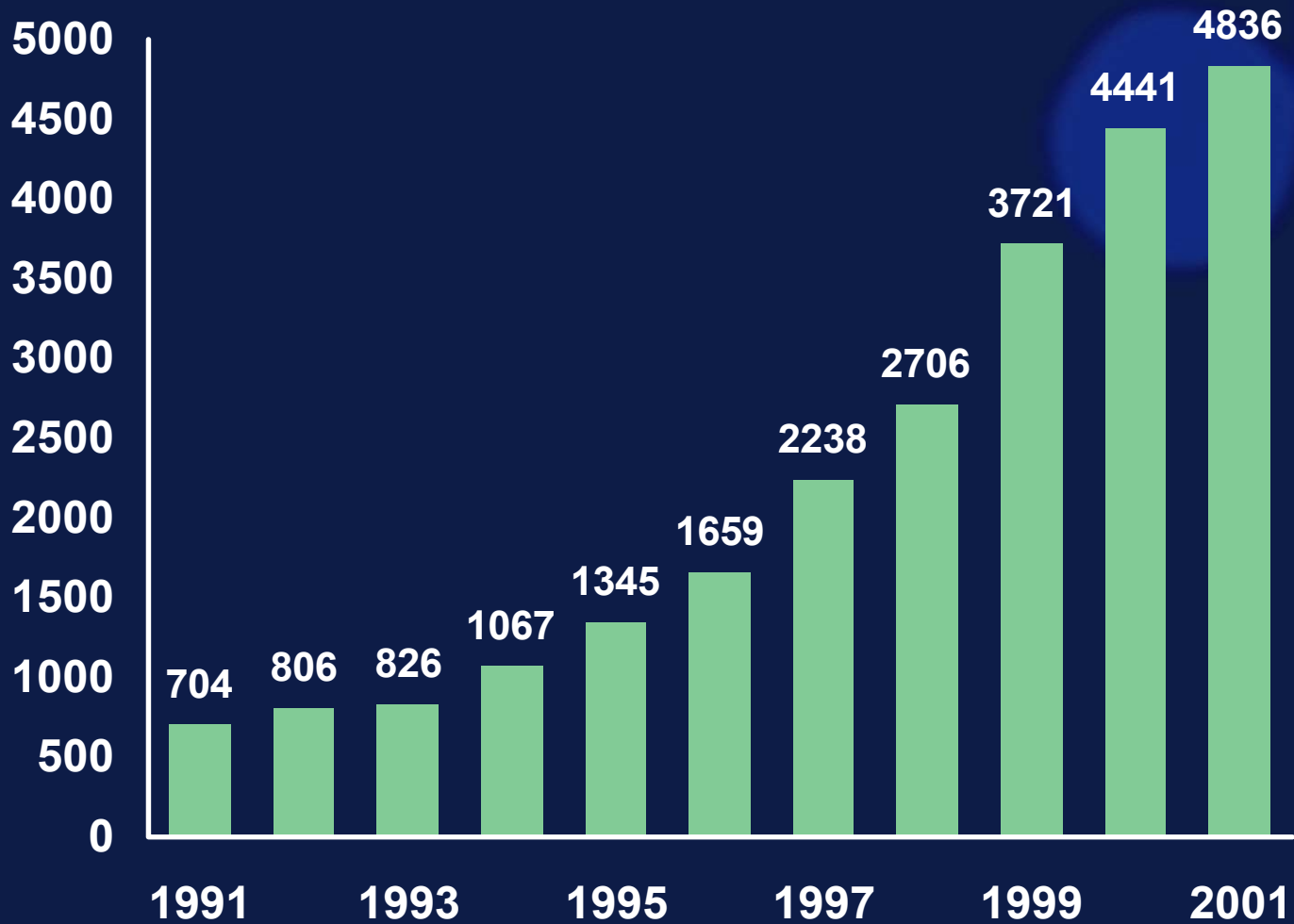
“Companies can have their assets devalued or their ideas stolen, but as long as they possess the ability to innovate and develop people, they will always remain one jump ahead of their competitors”

- Arie de Geus, extracts from *‘Planning as Learning’*

Organisational Development & Human Resources

- Key to the future success of Investec is the perpetuation of our culture and value system
- Investec has reached a stage in its growth where meeting the imperative of the Investec culture and values is no less critical than meeting the demands imposed by regulators, shareholders and rating agencies
- We apply equal rigour obligation and discipline to cultural risk management as we do to financial risk management

People



Headline Earnings per Employee

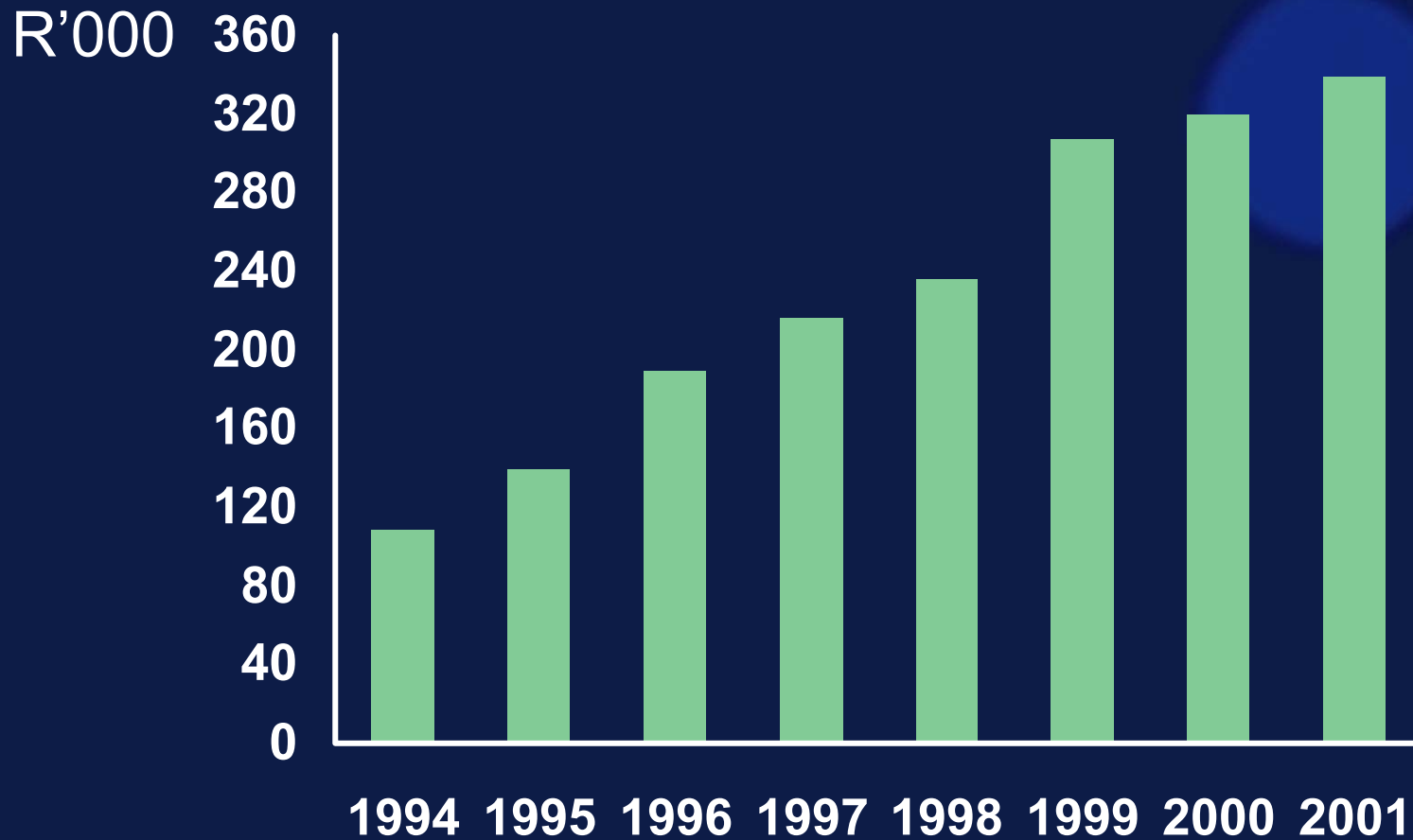


Image and Corporate Citizenship

- Consistent presentation of the Investec brand has been made possible by the creation of detailed brand management controls
- The positioning of Investec as *Out of the Ordinary* is based on a brand essence of creativity, performance, passion and focus
- We are continuously achieving high levels of brand awareness



Out of the Ordinary.



Investec

Image and Corporate Citizenship

- Distinct approach to Corporate Social Investment
- Investec business principles apply (focus, innovation and ROI for recipients)
- Long-term, philosophical approach
- Concentrates on entrepreneurial and educational projects that are sustainable, innovative, empowering and have a measurable, positive social impact

Image and Corporate Citizenship

- Linked closely to a focused internal employment equity programme and empowerment drive (procurement, private equity investments, advice and partnering)
- Achievements during the past year:
 - > Business Place
 - > CIDA City Campus

Systems and Infrastructure

- The bursting of the Internet Bubble during the past year reinforced the view expressed last year that Investec operated in a New Economy mindset
- We therefore felt no need to create a separate entity to conduct this business
- This has allowed us to digitise our business thereby complementing the physical infrastructure

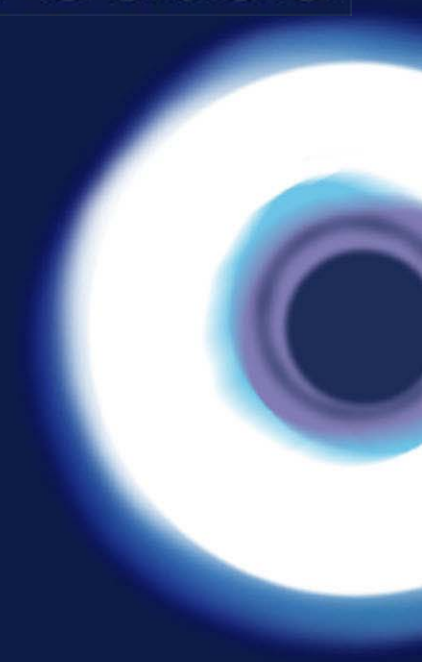
Systems and Infrastructure

- Investec continues to equip its legacy applications, where appropriate, with an e-commerce capability
- This strategy allows for the appropriate roll-out of the Group's internet technologies and applications
- A number of significant e-commerce projects launched

Systems and Infrastructure

- Focused on IT Governance and Business Resumption and DRP
- Installed:
 - > Global Treasury System and Global Unit Trust System
 - > Roll-out of CRM systems

Looking Forward



Looking Forward

- A combination of organic as well as acquisitive growth continues to drive our business
- Continue to enhance critical mass within our core areas of focus leveraging off existing platforms

Looking Forward

- Remain opportunistic -and focused avoiding niche revenues with bulge-bracket costs
- Adapt our business style to the new environment without losing our entrepreneurial flair
 - > Winning the war for talent and building brand recognition

Looking Forward

- Continue to drive our growth and development internationally without losing our positioning in our home markets

Looking Forward

- Creating the right corporate structure that maximises the exploitation of international capital markets

Private Banking | Investment Banking | Asset Management | Securities

Follow the herd? Never.

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Out of the Ordinary



Investec



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