

Investec plc

Overview

Investor generic presentation

November 2021

The information in this presentation relates to the six months ended 30 September 2021, unless otherwise indicated.



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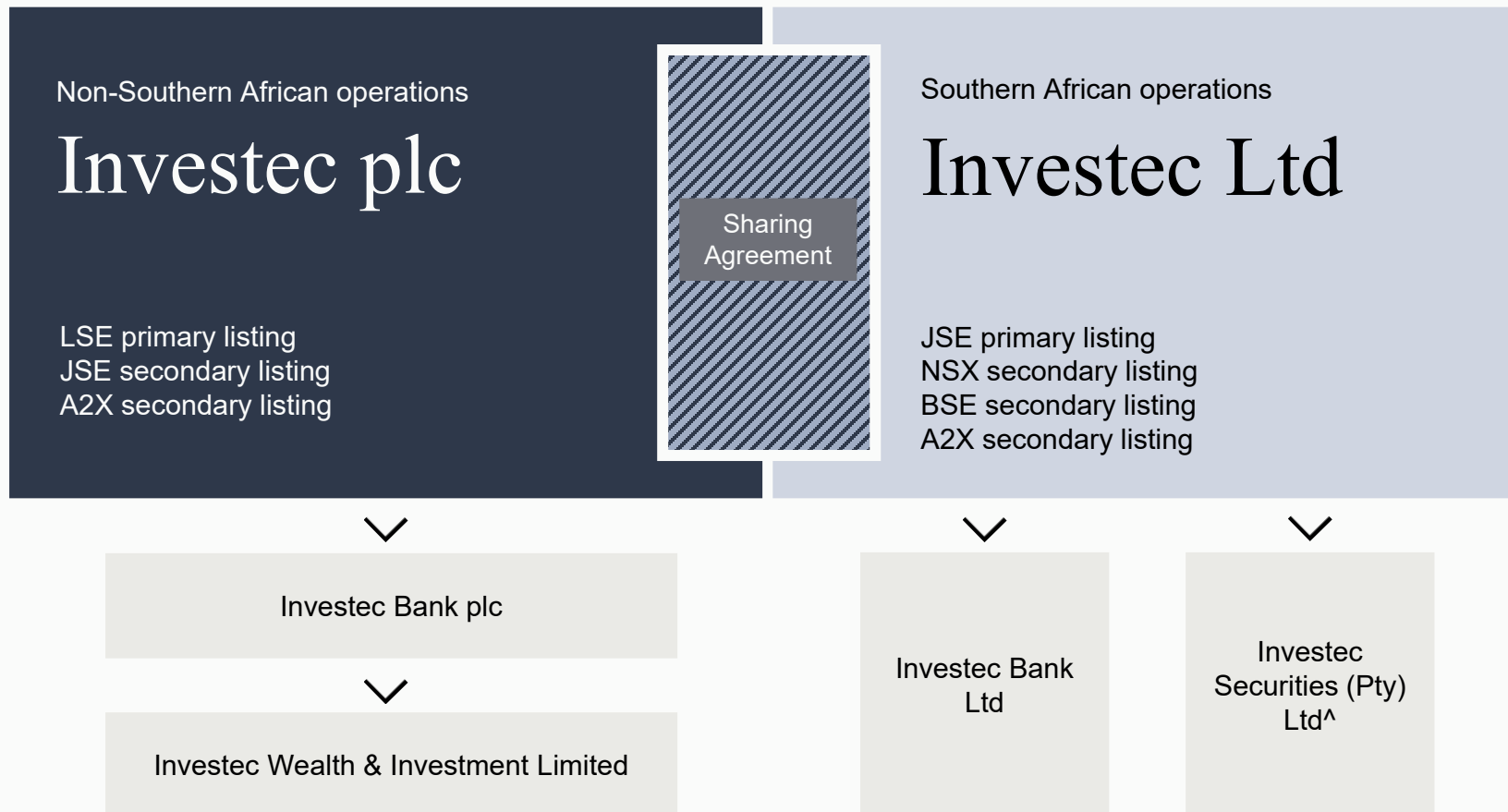
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Overview of Investec group



Investec Dual-Listed Company structure

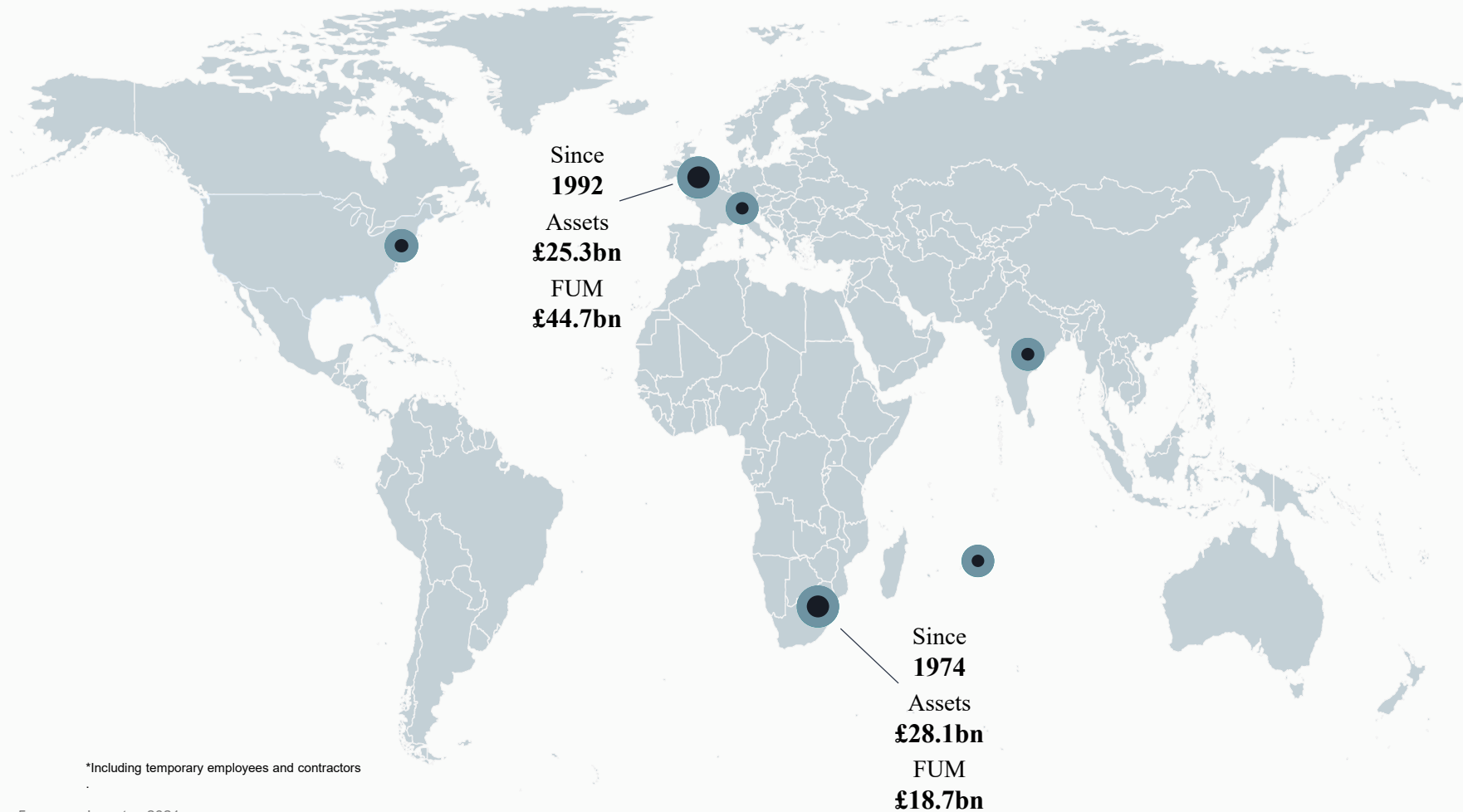


- Investec plc and Investec Limited are **separate legal entities and listings**, but are bound together by contractual agreements and mechanisms
- Investec operates as if it is a **single unified economic enterprise**
- Shareholders have **common economic and voting interests** as if Investec plc and Investec Limited were a single company
- Creditors, however, are ring-fenced** to either Investec plc or Investec Limited as there are **no cross-guarantees** between the companies
- In March 2020, Investec completed the demerger and separate listing of Ninety One (formerly Investec Asset Management). Investec retained a 25% shareholding in the Ninety One group, with 16.3% held through Investec plc and 8.7% held through Investec Limited.

[^] Houses the Wealth & Investment business
Note: All shareholdings are 100%. Only main operating subsidiaries are indicated.

Investec group at a glance

A domestically relevant, internationally connected banking and wealth & investment group



- Established in 1974
- Today, an efficient integrated international business platform employing approximately **8 200*** people
- Listed on the JSE and LSE (a FTSE 250 company)
- Total assets of **£53.5bn**; total equity of **£5.5bn**; and total funds under management of **£63.4bn**

One Investec

Our purpose is to create enduring worth – living in, not off, society

Our values

Investec exists to create enduring worth for all of our stakeholders: our clients, our people and the communities in which we operate. This purpose is expressed in five key values that shape the way that we work and live within society.

1

Cast-iron Integrity

We believe in long-term relationships built on mutual trust, open and honest dialogue and cast-iron integrity.

2

Distinctive Performance

We thrive on energy, ambition and outstanding talent. We are open to fresh thinking. We believe in diversity and respect for others

3

Client focus

We are committed to genuine collaboration and unwavering dedication to our clients' needs and goals.

4

Dedicated partnership

We collaborate unselfishly in pursuit of group performance, through open and honest dialogue – using process to test decisions, seek challenge and accept responsibility.

40+ Years of heritage.

Two core geographies.

One Investec.

Whether you are an individual, a business, or an intermediary acting for clients, our aim is to create and manage your wealth and fuel your business growth

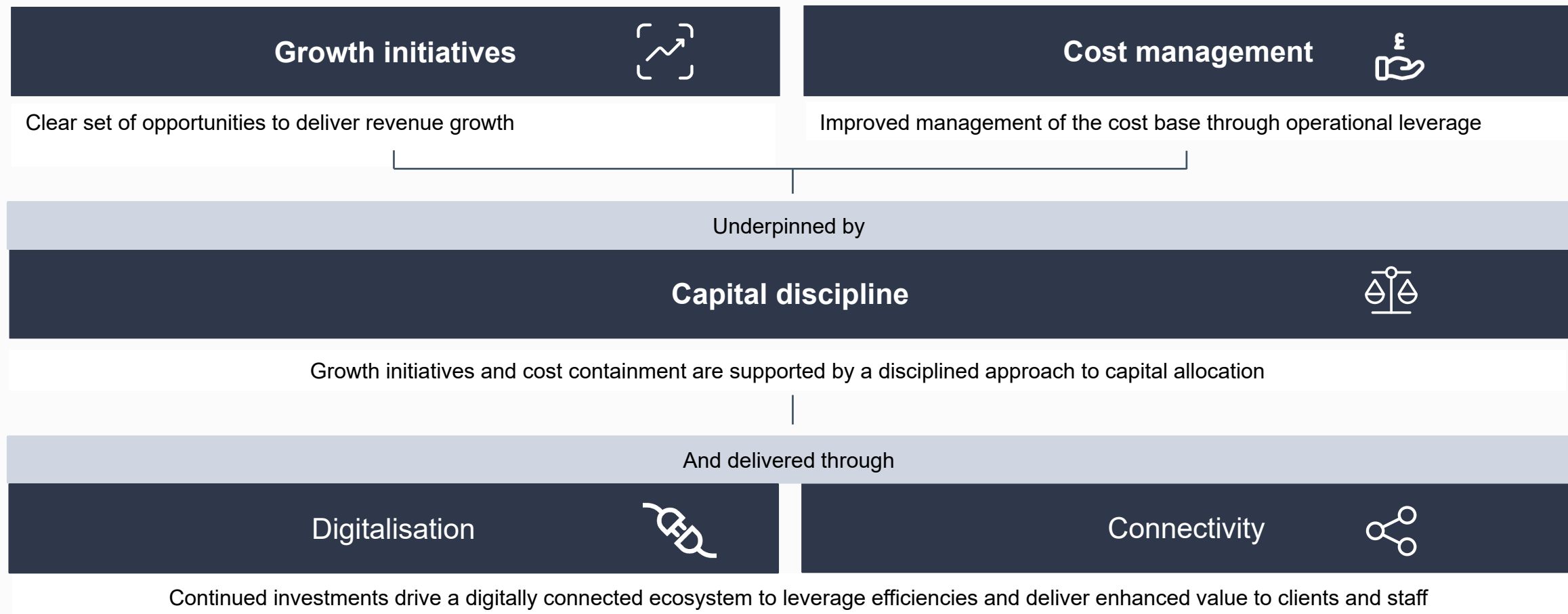


Investment proposition

Well positioned to pursue long-term growth

- 1 Well capitalised and highly liquid balance sheet
- 2 Diversified mix of business by geography, income and business
- 3 Rightsized the cost structure of the business
- 4 Improved capital allocation – anticipate excess capital
- 5 Our clients have historically shown resilience through difficult macro environments

Framework to drive improved business performance



Sustainability highlights

Ensuring that we do no harm, contribute positively, lend and invest responsibly and maintain our competitive ESG position

Sustainability principles

1.

Creating enduring worth for all our stakeholders

2.

Do no harm through ethical conduct and ESG screening

3.

Committed to net-zero emissions

4.

Providing profitable, impactful and sustainable products and services

5.

Maximising impact through a focus on the SDGs

ENABLED THROUGH

Strong governance

- Created a framework linking **executive directors' remuneration** to ESG KPIs
- Deepened our ESG skills** on the Group Board with the addition of two new non-executive directors
- Received a **low-risk rating** from Sustainalytics (16.6)

Investec 2021

Innovative sustainable finance

Core SDGs

Climate action



99.9% favorable vote for Scope 3 financed emissions resolution

0.11% coal as a % of loans and advances

A proud participant of
Climate Action 100+
Global leaders driving business transition
Investec Wealth & Investment

Committed to NZBA

Reduced inequalities



36% women on the board

43% board ethnic diversity

Level 1 BBBEE rating

4th 2021 Universum employer of choice: students

Some examples of how we supported the SDGs since April 2021

Supporting SDGs



£7.75mn

Sustainability Linked Loan to a client providing professional learning and development programmes



€90mn

Long-term partnership for UK renewable energy or carbon reduction projects



R2.5bn

debt package for fibre roll-out primarily into underserved businesses and homes



R1.65bn

To secure South Africa's water resources through Trans Caledon Tunnel Authority



£10.83mn

facility to fund the development of a modular student scheme



€215mn

Arranged finance for TWO major hospital projects in Ghana

Strong ESG ratings

Sustainability Yearbook
Member 2021
S&P Global

Top 15% in the global diversified financial services sector (inclusion since 2006)



Score B against an industry average of B (formerly Carbon Disclosure Project)



Top 16% of globally assessed companies in the Global Sustainability Leaders Index



Top 20% of the ISS ESG global universe and
Top 14% of diversified financial services



Top 2% in the financial services sector in the MSCI Global Sustainability Index



Included in the **FTSE UK 100 ESG Select Index** (out of 641)
Included in the **FTSE4Good Index**

Overview of Investec plc



Investec plc

A distinctive bank and investment manager with primary business in the UK

Total
assets
£25.5bn

Net core
loans
£13.7bn

Customer
deposits
£16.7bn

Funds under
management
£44.7bn

Employees
(approx.)
3,400

Key highlights

Diversified revenue streams with high annuity base

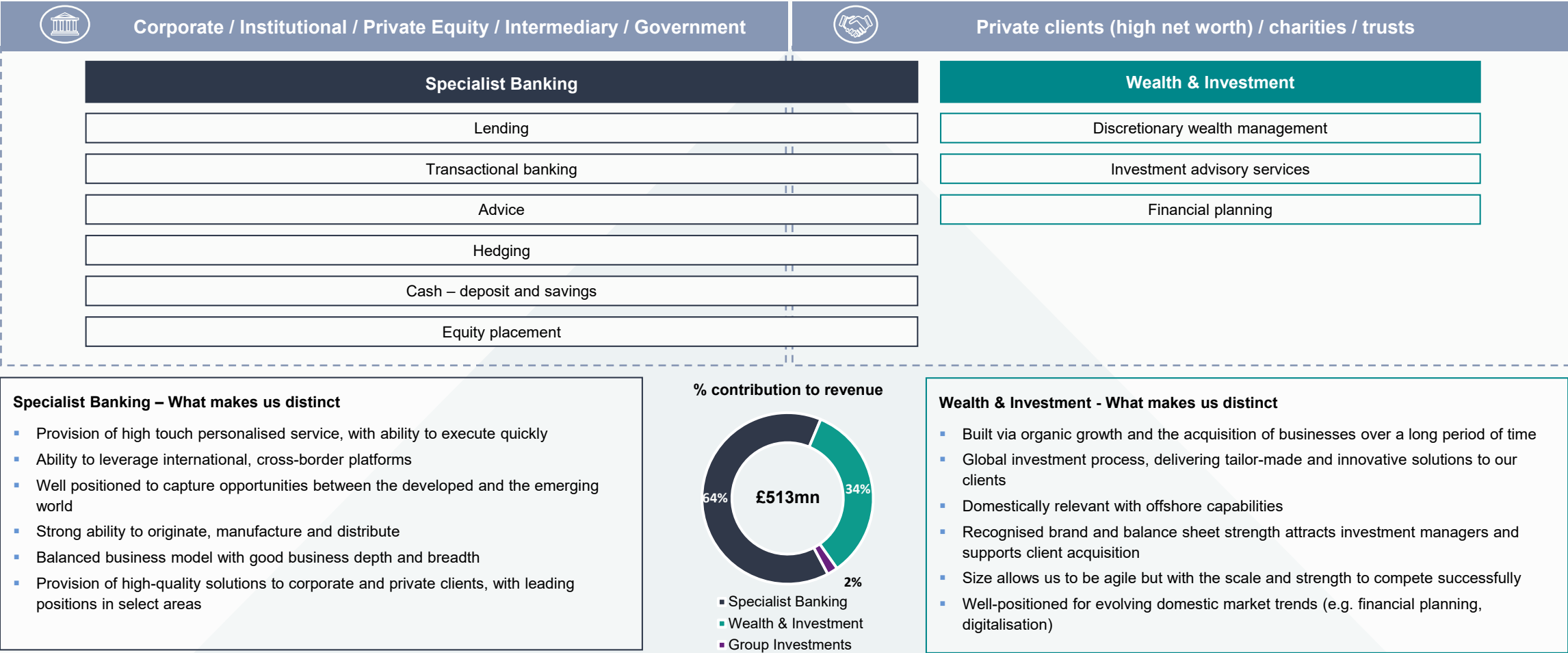
- Balanced and defensive business model comprising **two core business activities: Specialist Banking and Wealth & Investment**
- Continued focus on growing **our capital light income, now 46.5% of Investec plc's revenue**
- Geographic and operational diversity with a high level of **annuity revenue¹ accounting for 75.9% of total operating income**
- **Total funds under management (FUM) of £44.7bn** and positive net inflows generated by our **leading UK private client wealth management business**

Sound balance sheet

- Never required shareholder or government support
- **Robust capital base:** 10.9% CET1 ratio, strong leverage ratio of 7.7% (8.7%² on the UK leverage ratio framework) and total capital ratio of 14.6%/16.6%³
- Investec plc benefits from **a substantial unlevered asset, being Wealth & Investment**
- **Strong liquidity ratios** with high level of readily available liquid assets, representing 43.8% of customer deposits (cash and near cash: £7.3bn)
- **Diversified funding base** with strong retail deposit franchise and low reliance on wholesale funding, customer deposits grew 3.9% in the six months ended 30 September 2021
- We target a **diversified, secured loan portfolio**, lending to clients we know and understand
- We **inherently hold more capital per unit of risk**, with a conservative **risk-weighted assets density of 65.7%⁴**

Overview of Investec plc

We provide our clients with a diversified, combined and integrated banking and wealth management offering with extensive depth and breadth of product and services

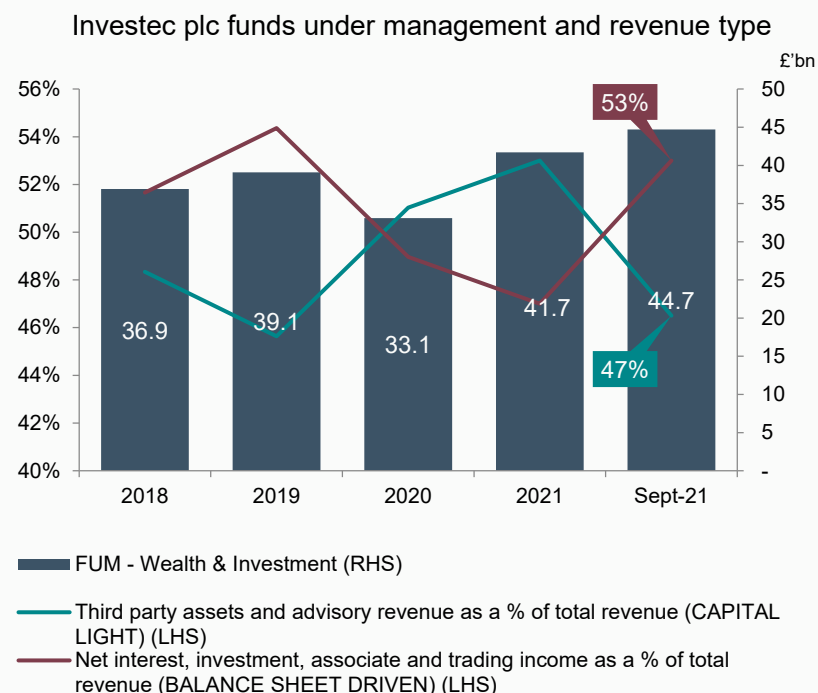


Balanced business model

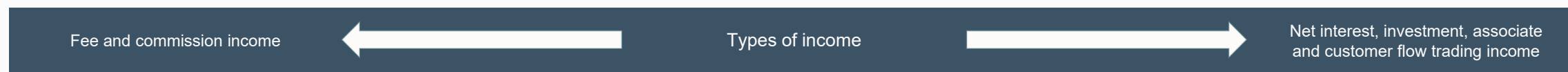
Focused on growing capital light businesses

We have significantly increased our funds under management – a key capital light annuity income driver – by growing our Wealth & Investment business. Wealth & Investment FUM have grown from £14.9bn at 31 Mar 2011 to £44.7bn at 30 Sept 2021. In the six months ended 30 Sept 2021, 34% of Investec plc's revenue came from Wealth & Investment

Capital light activities
Includes:
<ul style="list-style-type: none"> • Wealth management • Advisory services • Transactional banking services • Funds
£239mn
46.5% of total revenue
Of which:
Net fees and commissions:
£231mn
~45% of total revenue
<ul style="list-style-type: none"> • Specialist Banking - £58mn • Wealth & Investment - £173mn
Other:
£8mn
~1.5% of total revenue



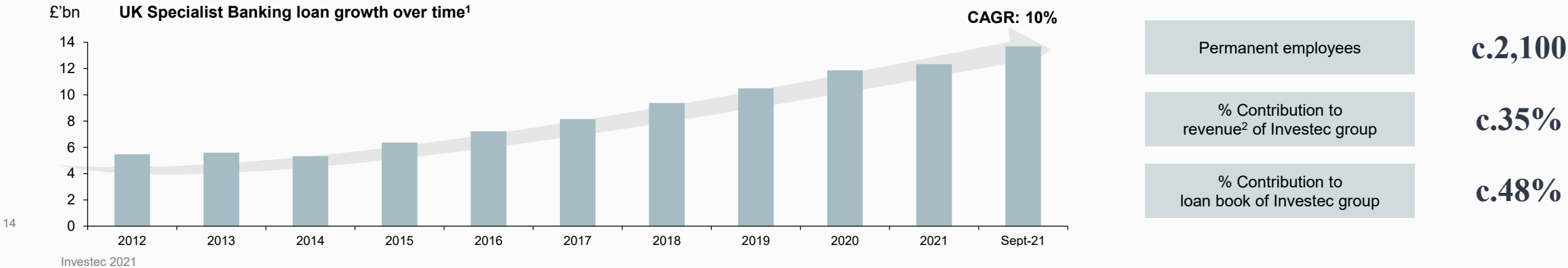
Balance sheet driven activities
Includes:
<ul style="list-style-type: none"> • Lending portfolios • Trading income largely from client flows, balance sheet management and other • Investment portfolios
£274mn
53.5% of total revenue
Of which:
Net interest income:
£229mn
~44.7% of total revenue
Customer flow and other trading income:
£23mn
~4.5% of total revenue
Investment and associate income:
£22mn
~4.3% of total revenue



Specialist Banking

Winning in under-serviced parts of the market through dynamic, full service offering

Private clients	Private companies	Private equity and sponsor-backed companies	Publically listed companies	Specialist sectors
For high net worth clients that need a banking partner to provide intellectual and financial capital to achieve their vision of success	For UK mid-market founder and entrepreneur-led businesses looking for a banking partner to support their needs, along every stage of their journey	For UK mid-market Private Equity clients looking for boutique service with 'bulge bracket' capability and award-winning franchises	For UK mid-market listed companies looking for top-ranked corporate broking and equity research and strategic advisory	International specialist sector clients looking for a corporate finance and banking partner with deep expertise and an innovative approach
Mortgages & Personal Lending, Cash Management & Foreign Exchange, Private Capital, integrated with Wealth Mgmt.	Growth & Leveraged Finance, Working Capital & Asset Finance, Specialist Lending, M&A Advisory, Equity Capital Markets, Treasury & Risk Solutions			



Wealth & Investment

A leading private client wealth manager in the UK with £44.7bn funds under management

Our service offering

- Financial planning advice
- Investment management, including bespoke portfolio management

Our client groups

- Private clients, including HNW and International
- Clients of professional advisors
- Charities

Our distribution channels

- Direct
- Intermediaries
- Investec Private Bank

International recognition

defaqto
2021
GOLD
DFM Service

defaqto
EXPERT RATED
★★★★★
DFM Bespoke 2013-2021

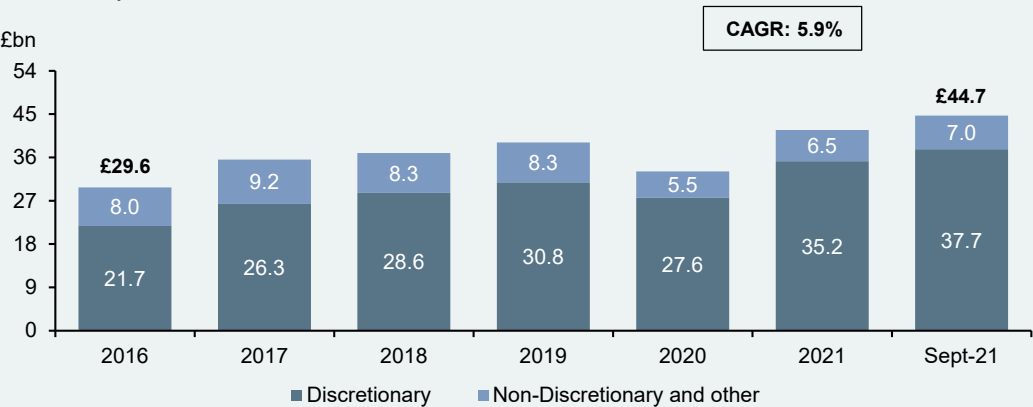
defaqto
EXPERT RATED
★★★★★
DFM MPS on Platform 2021

3D
2020
INVESTEC WEALTH & INVESTMENT LIMITED
AWARDED BY ARC

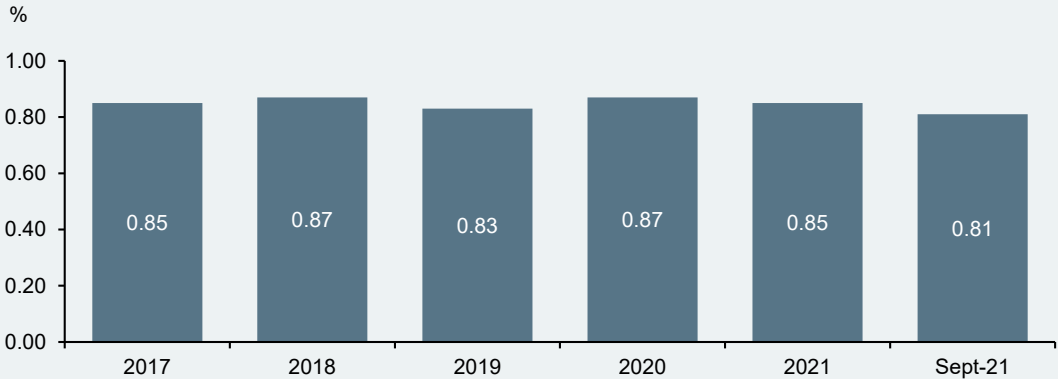
COLWMA
WINNER 2019
Charity Investment Focus of the Year
Investec Wealth & Investment

Key facts	Total FUM	£44.7bn ¹
	% UK Discretionary	86%
	% UK Direct	c.83%
	Operating margin ²	26.0%
	Average yield	0.81%
	Target Client	> £250k
	# of Offices	15
	# of UK client relationships	c.40,000
	# of UK IMs ³	316
	# of UK FPs ³	40

Focused move to discretionary wealth management – getting closer to CMD target of >90% discretionary FUM within three years



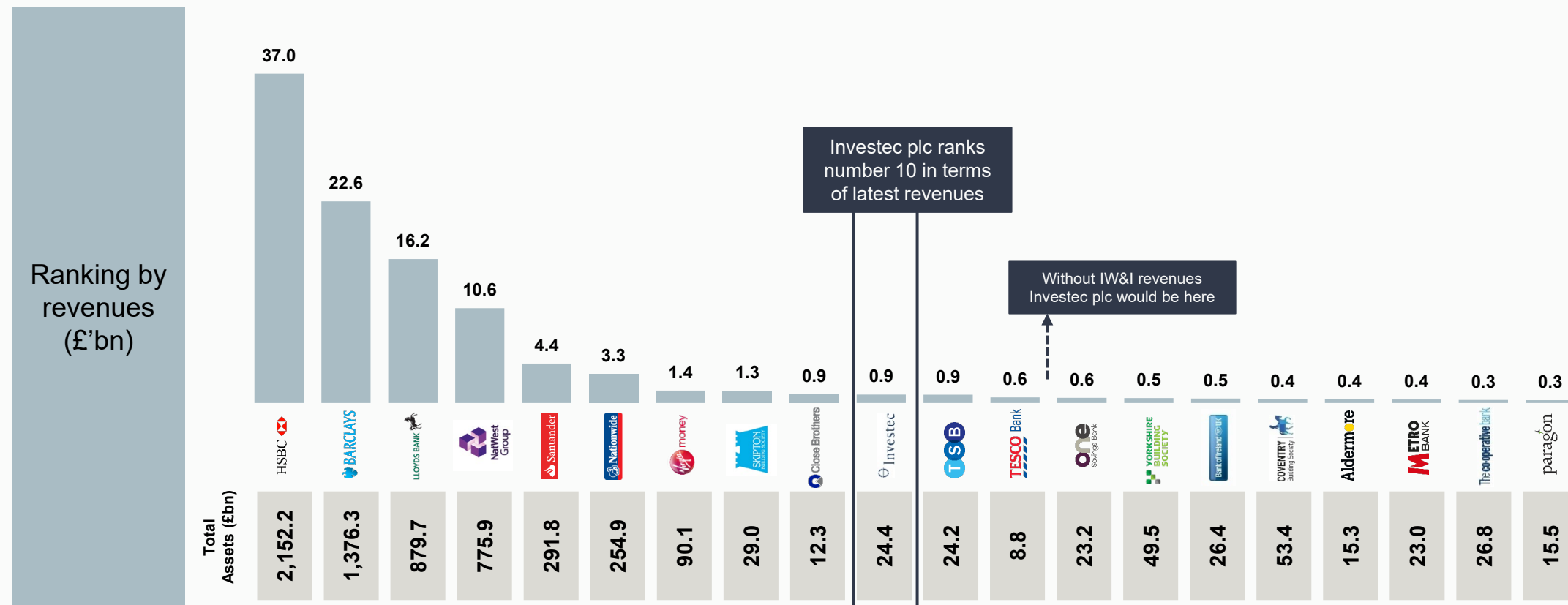
Average income⁴ as a % of FUM



¹ Comprises UK & Channel Islands and Switzerland. In October 2019, the Republic of Ireland Wealth & Investment business was sold to Brewin Dolphin. UK & Channel Islands comprises c.97% of total FUM. ² The operating margin of the UK & Channel Islands business (as well as Switzerland) was 24.3% at 30 September 2021. ³ Where IMs is investment managers and FPs is financial planners. ⁴ The average income yield on funds under management represents the total operating income for the period as a percentage of the average of opening and closing funds under management. This calculation does not adjust for the impact of market movements throughout the period on funds under management or the timing of acquisitions and disposals (where applicable) during the respective periods.

Domestically relevant, internationally connected

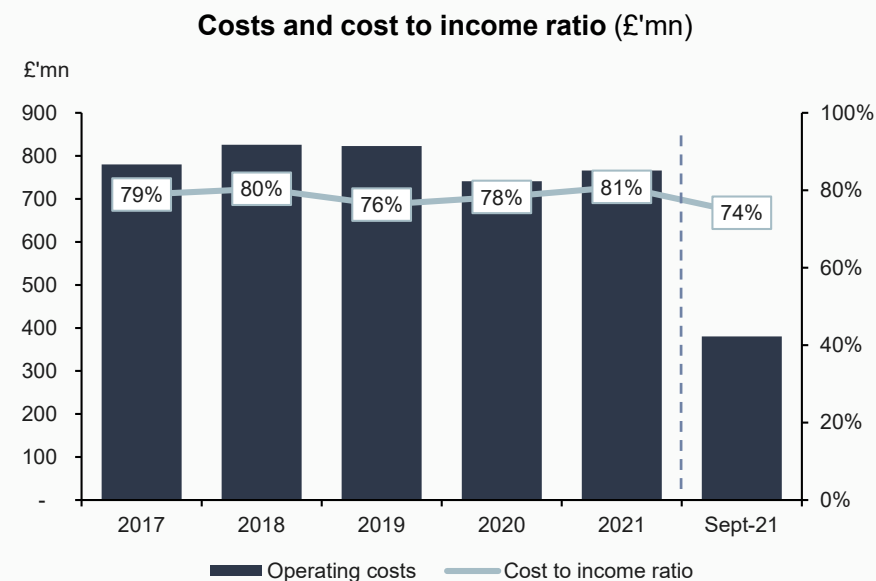
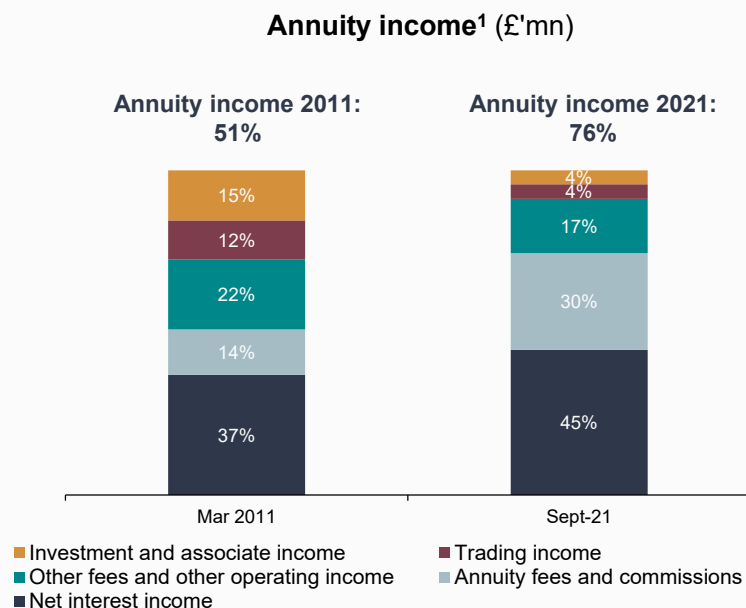
Investec plc is a substantial business generating revenues of £946mn at 31 March 2021 despite the impacts from the COVID-19 pandemic.



Investec plc's operating fundamentals



Profitability supported by diversified revenue streams

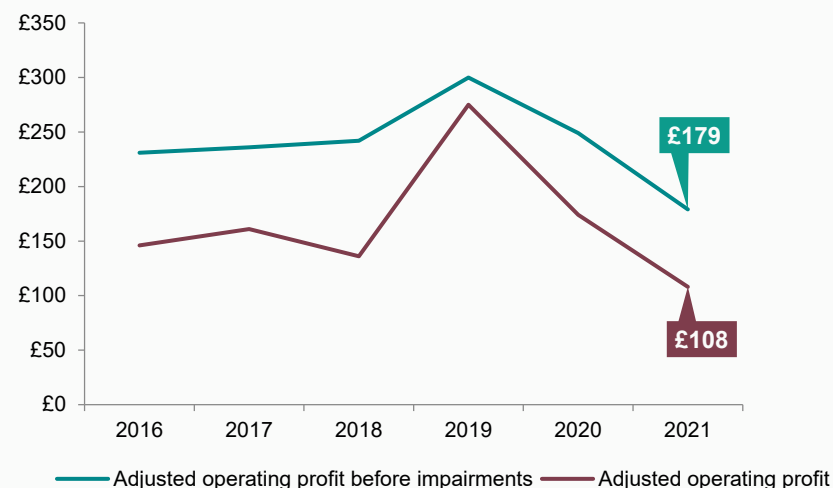


- **Solid recurring income base (1H22: 75%)** comprising net interest income and annuity fees, which has been enhanced by growth in our wealth management business
- **Diversified, quality revenue mix:**
 - Lending franchises driving net interest income – 45% of revenue
 - Wealth & Investment and lending franchises generating sound level of fees
- **Capital light¹** activities = 46.5% of revenue

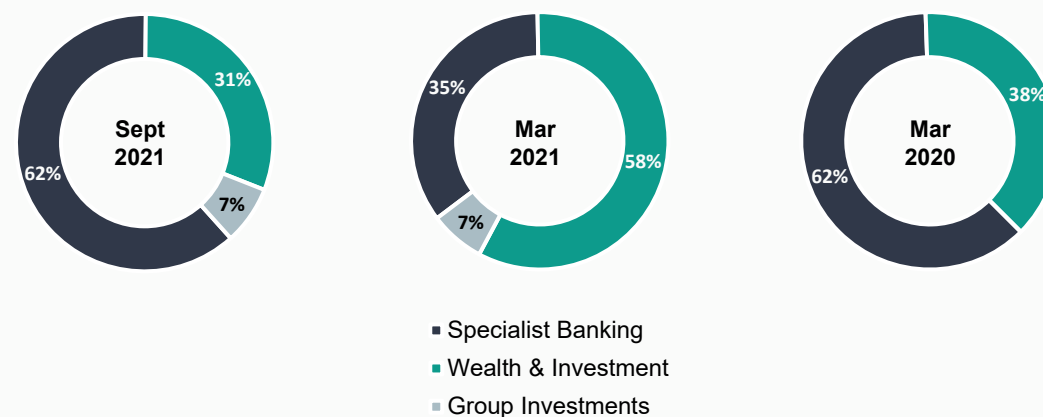
- **Focused on managing costs** while building for the future
 - Private Banking business now in leverage and growth phase, with prior years' significant investment fully expensed
 - Continue to leverage technology and existing capabilities to improve client experience and reduce costs
- The 1H22 **cost to income ratio of 74.2%** improved as a result of cost discipline and higher revenue growth
- 1H22 **operating costs increased**, driven by higher variable remuneration and discretionary spend in line with revenue growth

Profitability supported by diversified revenue streams

Adjusted operating profit¹ (£'mn)



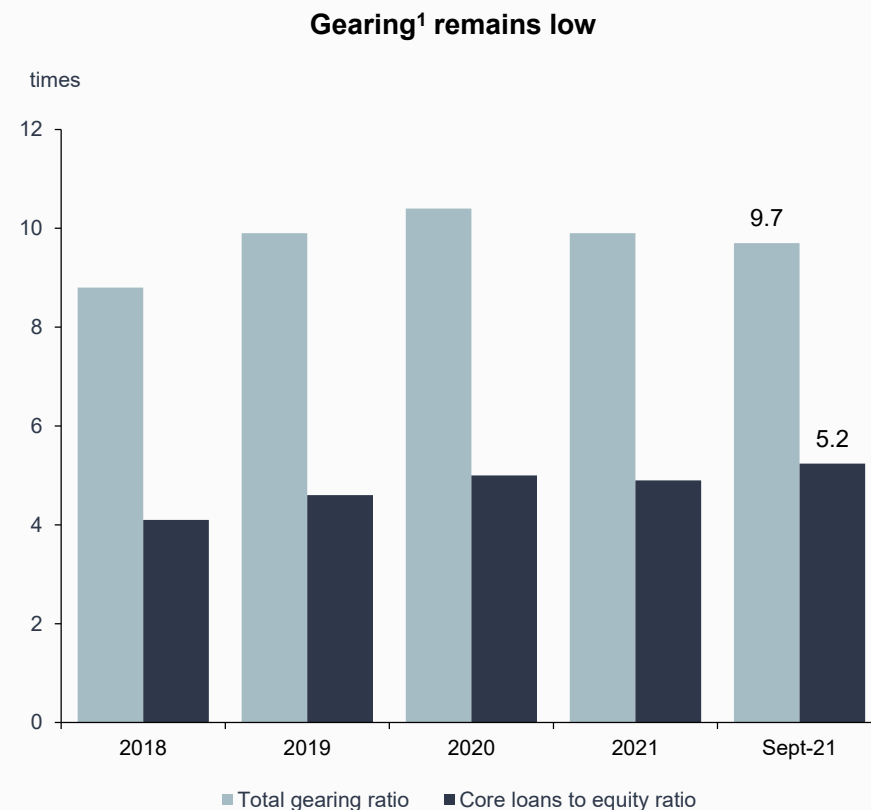
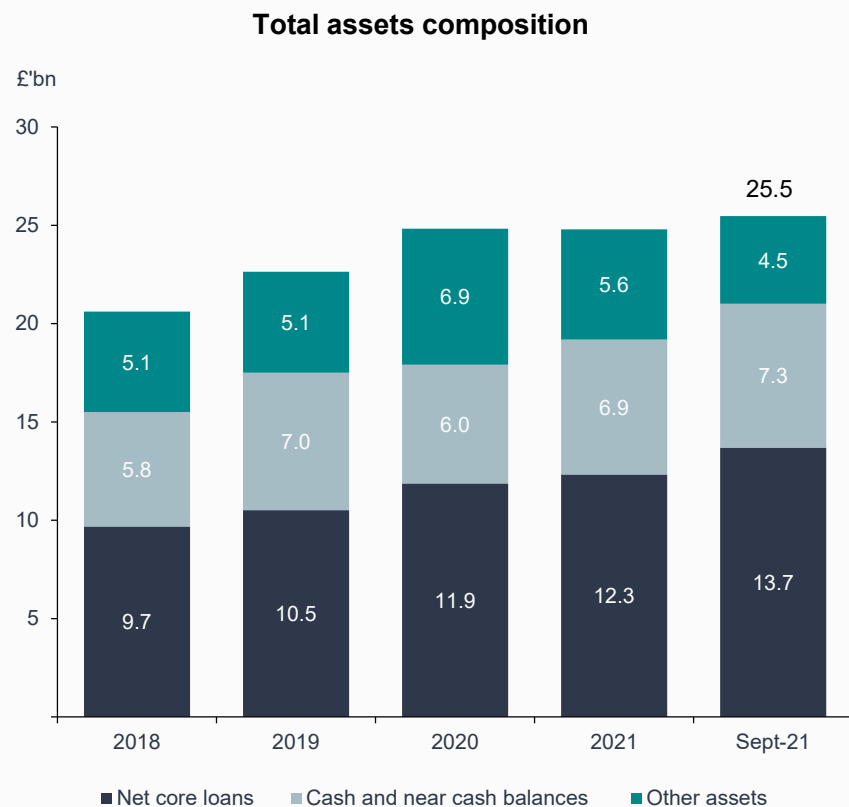
Business mix percentage contribution to adjusted operating profit¹



- We have grown adjusted operating profit from £51m in 2012 to £108m in March 2021 (CAGR of 10.6%)
- Since 2008, results have been impacted by elevated impairments driven by the legacy portfolio. This is particularly evident in the 2018 financial year as increased impairments were recognised in anticipation of accelerated exits on certain legacy assets. This is not expected to be repeated, as evident in the 2019 and 2020 financial years, there was no repeat of prior substantial legacy losses.
- It is also worth noting that we remained profitable throughout the global financial crisis and have built a solid client franchise business which has supported growth in revenue.

- Profitability is supported by a diversified, quality adjusted operating profit mix from the Specialist Banking and Wealth & Investment businesses
- The lower contribution from the Specialist Banking business in the financial year ended 31 March 2021 was largely driven by hedging costs related to our structured deposits book; offsetting the increased equity capital markets activity and good levels of lending turnover experienced across private client and certain corporate client lending

Consistent asset growth, gearing ratios remain low

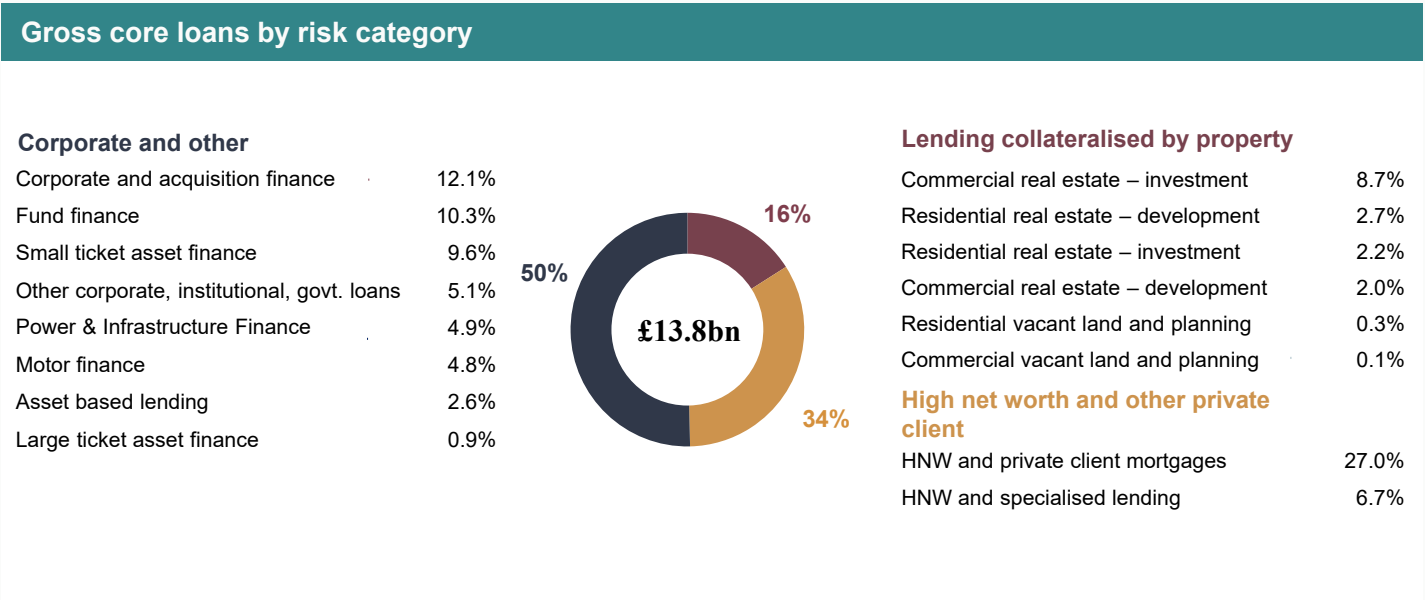
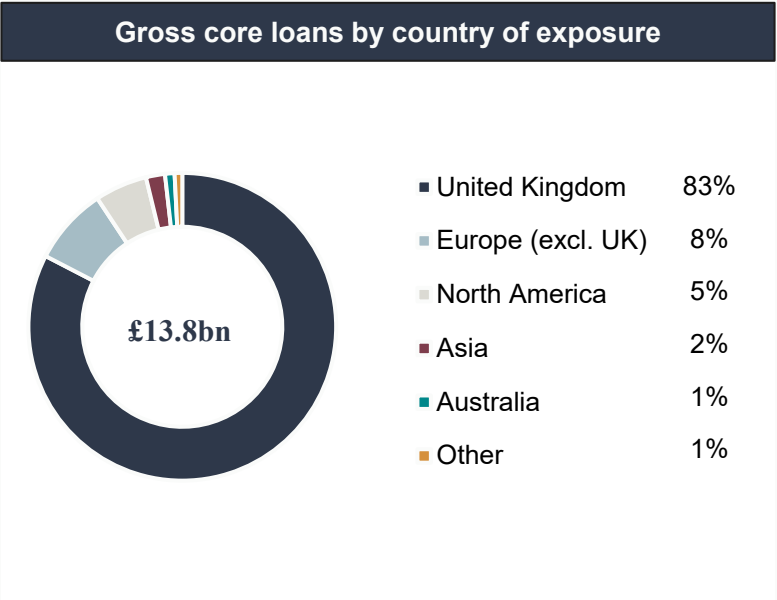


- Our **net core loans** have grown steadily (CAGR of 9.2% since 2017)
- Good growth in **cash and near cash** balances (CAGR of 8.1% since 2017)

- We have **maintained low gearing ratios¹** with total gearing at 9.7x and an average of 9.7x since 2017

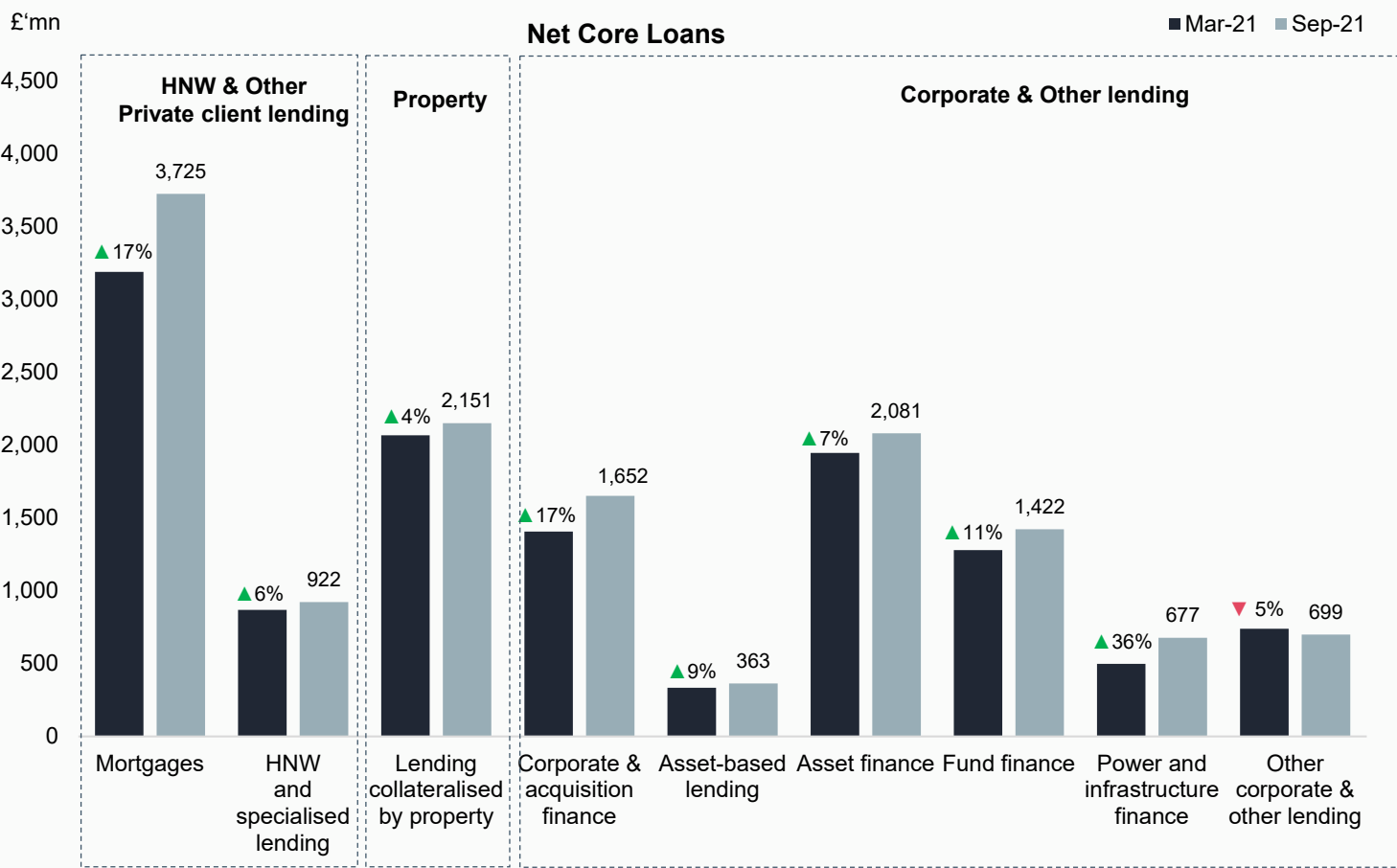
Exposures in a select target market

- Credit and counterparty exposures are to a **select target market**:
 - High net worth clients
 - Mid to large sized corporates
 - Public sector bodies and institutions
- The majority of exposures reside **within the UK**
- In December 2020, we announced the **wind down of our Australian operations** and sold most of the loan book in March 2021
- We typically originate loans with the intent of holding these assets to maturity, thereby developing a 'hands-on' and **long-standing relationship with our clients**
- **Net core loan growth of 11.0% since 31 March 2021** has been driven by our residential mortgage portfolio through acquisition of target clients in line with our Private Clients strategy, supported by strong demand for corporate credit across several portfolios
- Focus remains on redeployment of capital into core business activities and ensuring that **concentration risk** to certain asset types, industries and geographies is **prudently managed, mitigated and controlled**



Strong growth in loan book

Continued growth in HNW & Other Private client lending and increased activity across corporate lending portfolios



Net core loans up 11.0%, or 12.4% excluding Australia

- Strong growth in mortgages driven by continued client acquisition
- High turnover across corporate lending largely driven by new clients

Good traction in Private Banking resulted in strong growth in Mortgages in the six month period, focused on target clients with lending in established areas (London and the South East) with recourse to principal and high level of cash equity contributions into transactions. Average loan to value c.60%

Since 2009, the residential mortgage book has incurred overall specific impairment charges of c.£6mn in total attributable to 16 mortgages. The credit loss ratio for this portfolio has averaged c.5bps over the last 10 years, indicative of the quality of the underlying franchise.

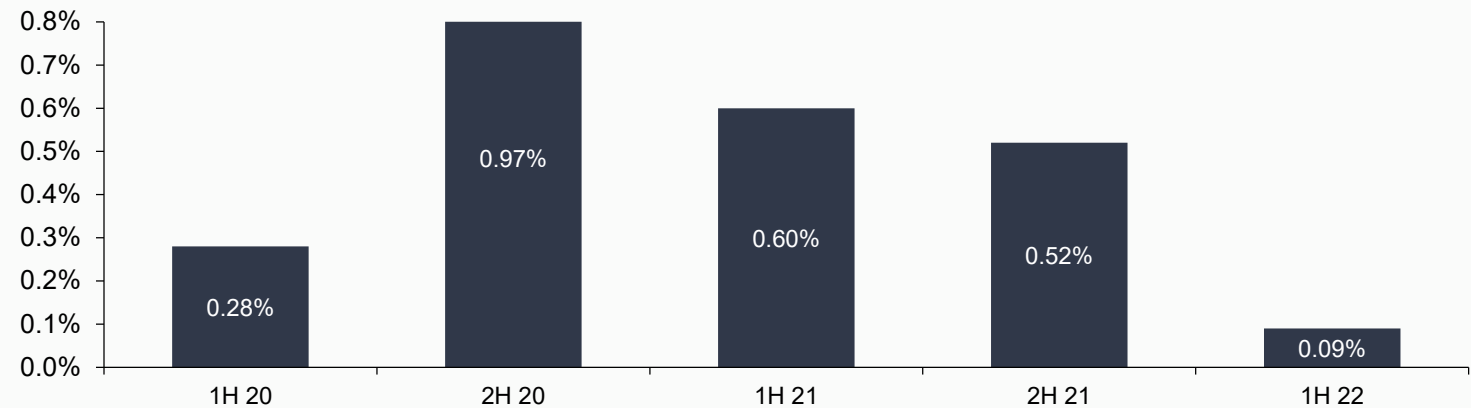
The Corporate & Other Lending book grew by 7.8% since 31 March 2021 to ~~£9.7~~ £9.7 billion, or 9.5% excluding the Australian business. Lending activity increased across portfolios, supported by new client acquisition as we continue to build scale and relevance in our client franchises. Higher turnover was achieved in a number of lending areas, particularly in Growth & Leverage finance, Fund Solutions, Power and Infrastructure finance, and Asset finance.

¹ Other corporate & other lending includes: Other corporate and financial institutions and governments and Resource finance.

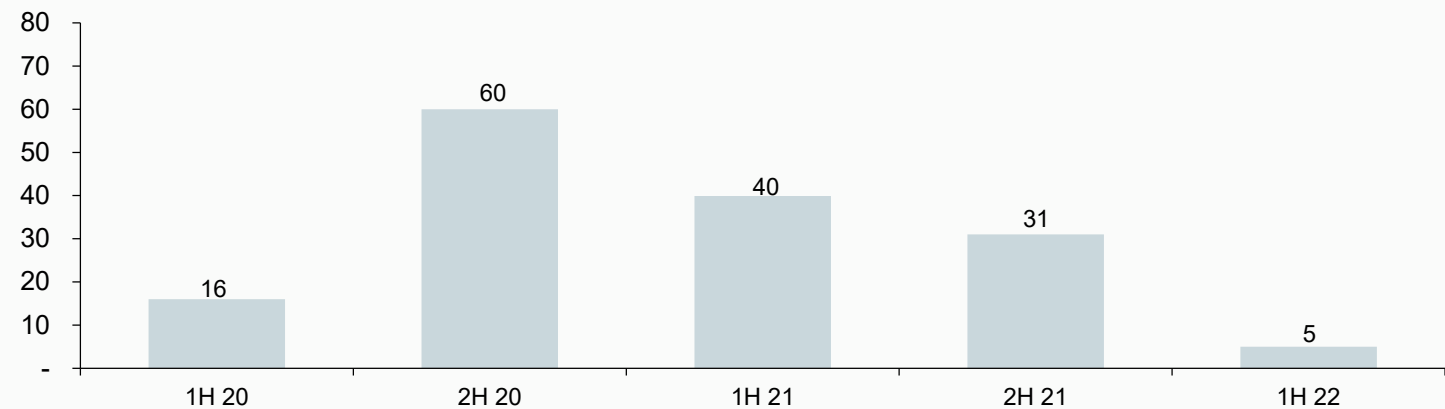
Sound Asset Quality

- Annualised credit loss ratio reduced to 9 bps from 60 bps at Sep-20 (Mar-21: 56bps)
- Total income statement ECL impairment charges amounted to £4.9mn (Sep-20: £39.9mn)
- The decrease was mainly driven by:
 - Lower specific impairments
 - Net model releases due to updated macro-economic scenarios
 - Post model overlays increased to account for continued economic uncertainty

Credit loss ratio trend¹

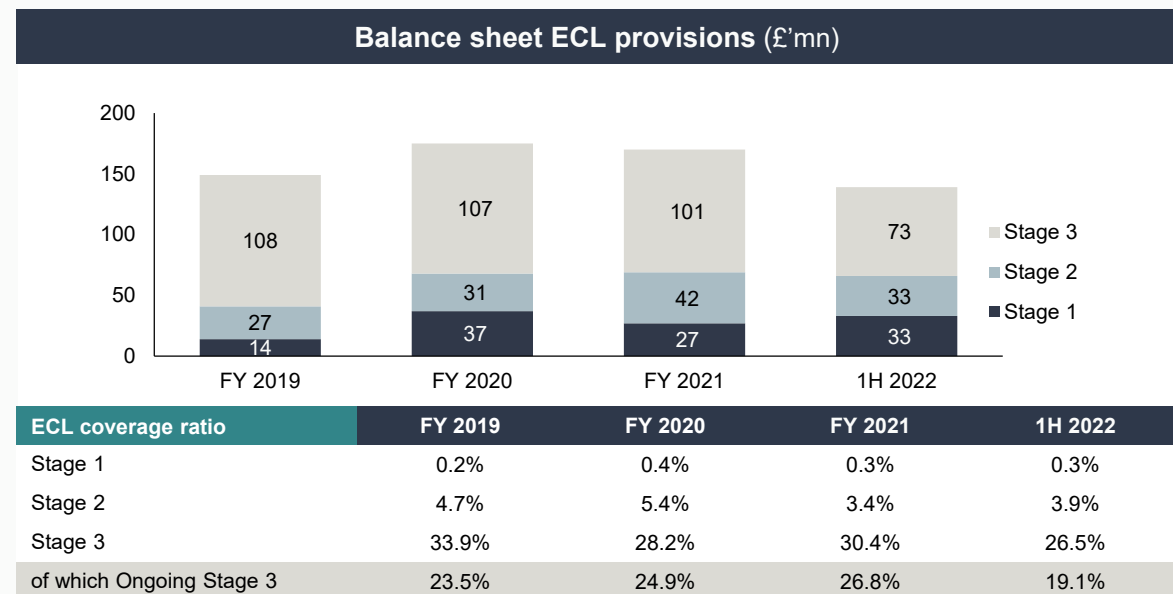


ECL charge breakdown

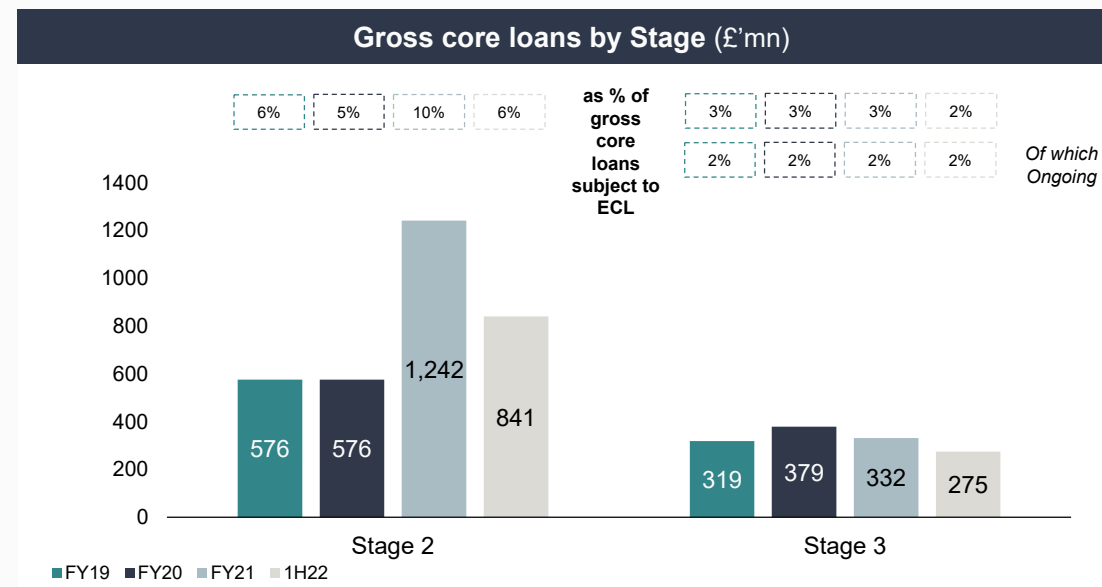


Asset quality metrics

Asset quality metrics reflect the solid performance of core loans to date



- Overall coverage for Stage 1 and Stage 2 remains elevated at 30 September 2021, reflecting the ongoing uncertainty arising from the COVID-19 pandemic. A slight reduction in coverage reflects the transfer of loans back to Stage 1 from Stage 2 resulting from the updated forward-looking macro-economic scenarios
- At 31 March 2021, an ECL overlay amounting to £16 million was considered appropriate to account for latent risk in the performing portfolio as well as to capture the significant level of judgement required in the application of the macro-economic scenarios. At 30 September 2021, the updated macro-economic scenarios resulted in a material release of ECL on the performing book as a result of the improved actual macro-economic factors and despite an increased weighting to the downside of the economists' updated scenarios. As such, the existing ECL overlay has been maintained at £16 million and a new management overlay of £5 million has been introduced to capture the ongoing uncertainty in the UK operating environment and to offset modelled releases that aren't deemed fully reflective of the uncharted territory currently being navigated.



- Overall asset quality improved due to a 17.2% reduction in Stage 3 gross core loan exposure from £332 million at 31 March 2021 to £275 million or 2.1% of gross core loans subject to ECL at 30 September 2021
- The decrease in Stage 2 loans was driven by the transfer of loans back to Stage 1 resulting from the updated forward-looking macro-economic scenarios
- In line with regulatory and accounting bodies guidance, exposures that have been granted COVID-19 relief measures such as payment holidays are not automatically considered to have been subject to a significant increase in credit risk and therefore do not alone result in a transfer across stages
- At 30 September 2021, 1.0% of gross core loans exposure was under some form of COVID-19 relief, compared to the peak of 13.7% in June 2020.

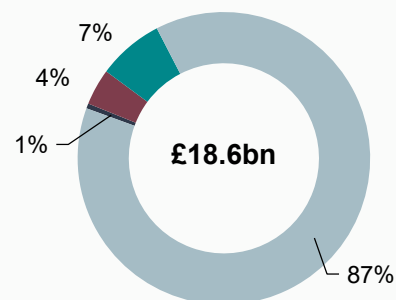
Diversified funding strategy

- Investec plc's **funding consists primarily of customer deposits**
- The bank adopts a conservative and prudent funding strategy
- Investec plc is not subject to the Banking Reform Act ring-fencing requirements which are applicable to all large UK deposit takers, as it falls below the £25bn of core deposits de minimis threshold
- Investec plc has **no MREL requirement in excess of its minimum capital requirements**

Conservative and prudent funding strategy

- 1 Maintaining a high base of high-quality liquid assets
- 2 Diversifying funding sources
- 3 Limiting concentration risk
- 4 Low reliance on wholesale funding
- 5 Maintaining a stable retail deposit franchise

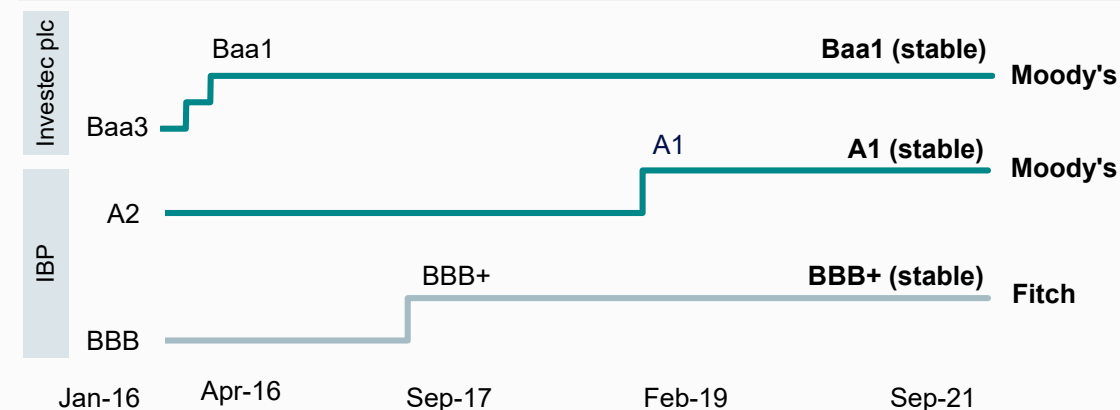
Select funding sources



£'mn	30 Sept 2021
Customer deposits	16 702
Debt securities in issue	1 573
Subordinated Liabilities	763
Liabilities arising on securitisation of other assets	104
Total	19 142

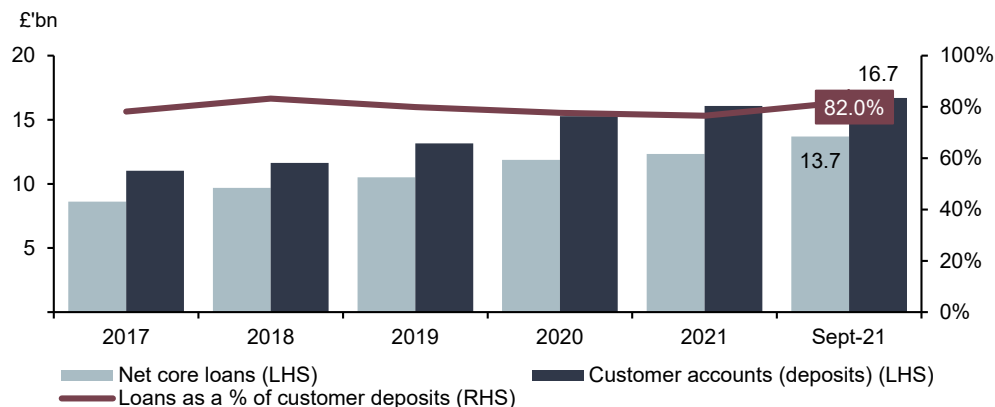
Credit Ratings

- Investec plc's long-term issuer rating was upgraded by Moody's from Baa3 to Baa2 in February 2016, and then to Baa1 in April 2016. This rating was affirmed on 19 October 2021, and the outlook remains stable.
- On 19 October 2021, Moody's also affirmed IBP's long-term deposit rating at A1 (stable outlook).
- On 14 July 2021, Fitch affirmed IBP's long-term Issuer Default Rating (IDR) at BBB+ and revised the outlook to stable (from negative). This rating was affirmed on 12 August 2021.
- Through the previous financial crisis, Investec plc and IBP retained an investment grade rating.

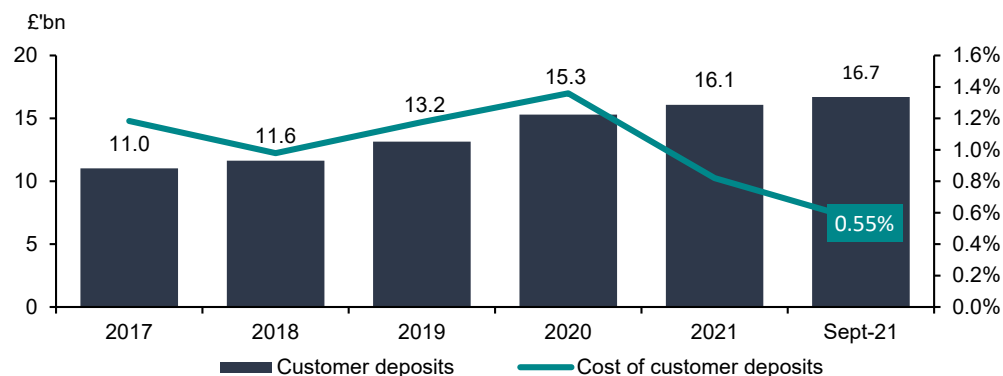


Primarily customer deposit funded with low loan to deposit ratio

Fully self funded: conservative loan to deposit ratio



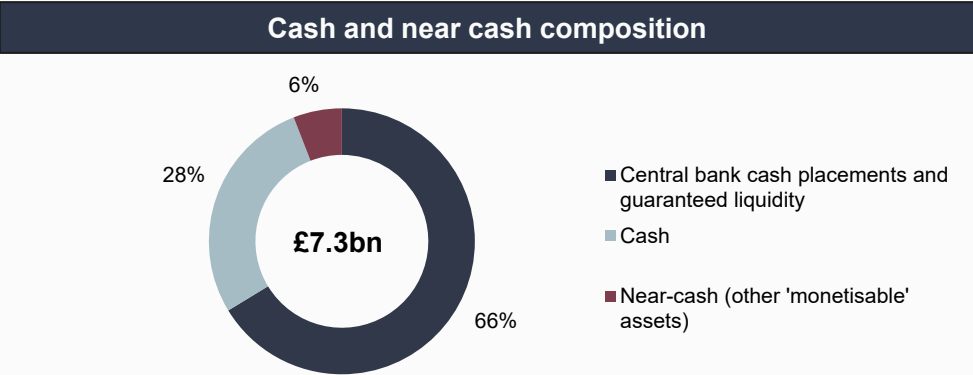
Increase in customer deposits over time despite reduction in cost of customer deposits



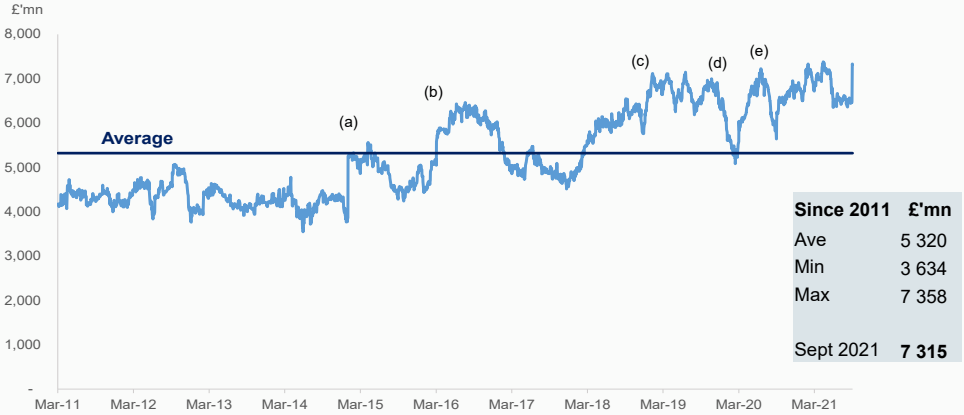
- Loans as a percentage of customer deposits remains conservative at 82.0%
- Customer deposits have grown by 51.5% (9.7% CAGR) since 2017 to £16.7bn at 30 September 2021
- Low usage of central bank funding schemes** as a proportion of funding mix. Current TFSME drawings are **£1,200mn** which we expect to refinance well in advance of maturity in September/October 2025
- Increase in retail deposits and very **little reliance on wholesale funding**. Significant portion of UK customer deposits form part of the FSCS eligibility framework
- Fixed and notice deposits make up majority of customer deposits and our customers display a strong 'stickiness' and willingness to reinvest in our suite of term and notice products
- Investec plc's **customer deposits have consistently increased over many years and remain resilient** in spite of an **overall reduction of cost of customer deposits** and through the volatility in the market due to the COVID-19 pandemic
- Customer deposits are dynamically raised through diversified, well established channels
- During 1H22, the cost of raising customer deposits has considerably decreased in line with trends in the market in the months following the cut in bank rate by the BoE in March 2020. We have also remained focused on reducing the operational cost of raising those customer deposits by migrating to a lower cost digital product base

Maintaining robust surplus liquidity

- We **maintain** a high level of readily available, high-quality **liquid assets** – targeting a minimum cash to customer deposit ratio of 25%. These balances have increased since 2011 (£4.4bn) to £7.3bn at 30 September 2021 (**representing 43.8% of customer deposits**)
- At 30 September 2021, the **Liquidity Coverage Ratio** reported to the Prudential Regulatory Authority for Investec plc was **284%** and the **Net Stable Funding Ratio¹** was **127%** – both metrics well ahead of current minimum regulatory requirements

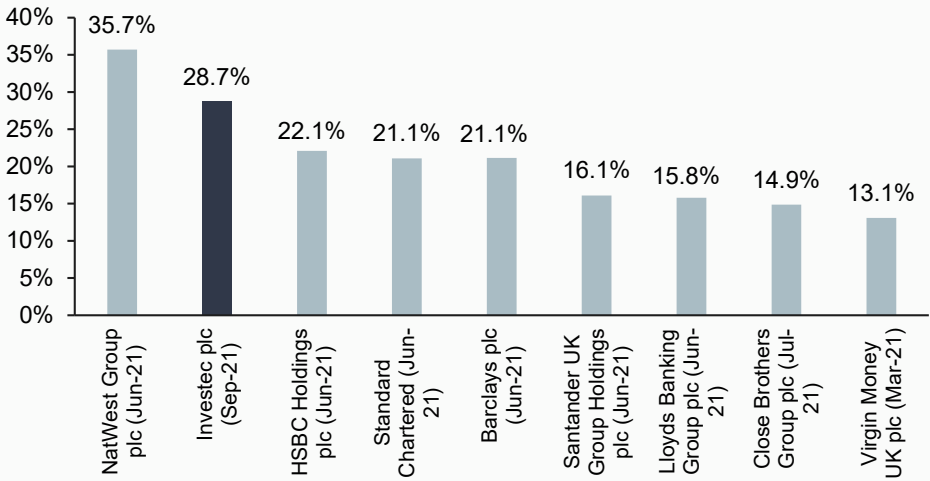


High level of cash and near cash balances



(a) Impacted by sale of group assets; (b) Prudent increase in cash pre Brexit referendum; (c) Pre-funding ahead of loss of Irish deposits; (d) Prior to the onset of the COVID-19 pandemic, cash and near cash reduced to business-as-usual level as we paid out the Irish deposits that we had already pre-funded; (e) COVID-19 pandemic

Liquidity buffer: Cash and near cash as a proportion of total assets

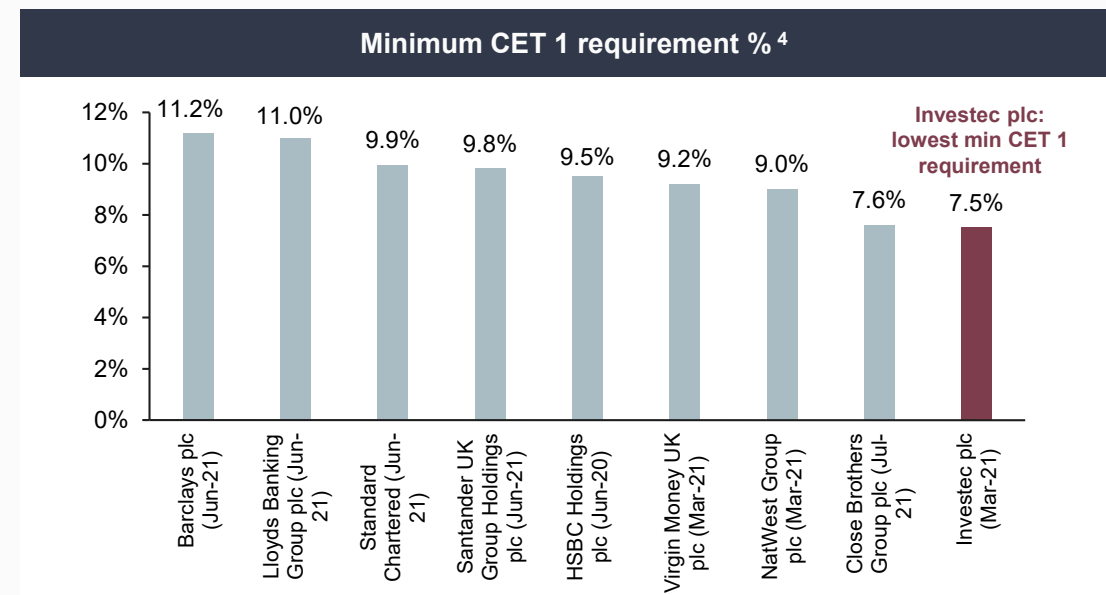


Sound capital ratios in excess of internal and regulatory minimums

Robust headroom of 3.4% above the MDA threshold as at 30 September 2021

Capital ratios: Investec plc			
	30 Sept 2021	31 Mar 2021	Target
Common equity tier 1 (as reported)	10.9%	11.0%	>10%
Common equity tier 1 ('fully loaded') ¹	10.5%	10.5%	
Tier 1 (as reported)	12.5%	12.7%	>11%
Total capital ratio (as reported pro-forma ⁵)	14.6%/16.6%	14.9%	14% to 17%
Leverage ratio ² – current	7.7%	7.8%	>6%
Leverage ratio ² – 'fully loaded' ¹	7.3%	7.4%	
Leverage ratio ² – current UK leverage ratio framework ³	8.7%	9.0%	

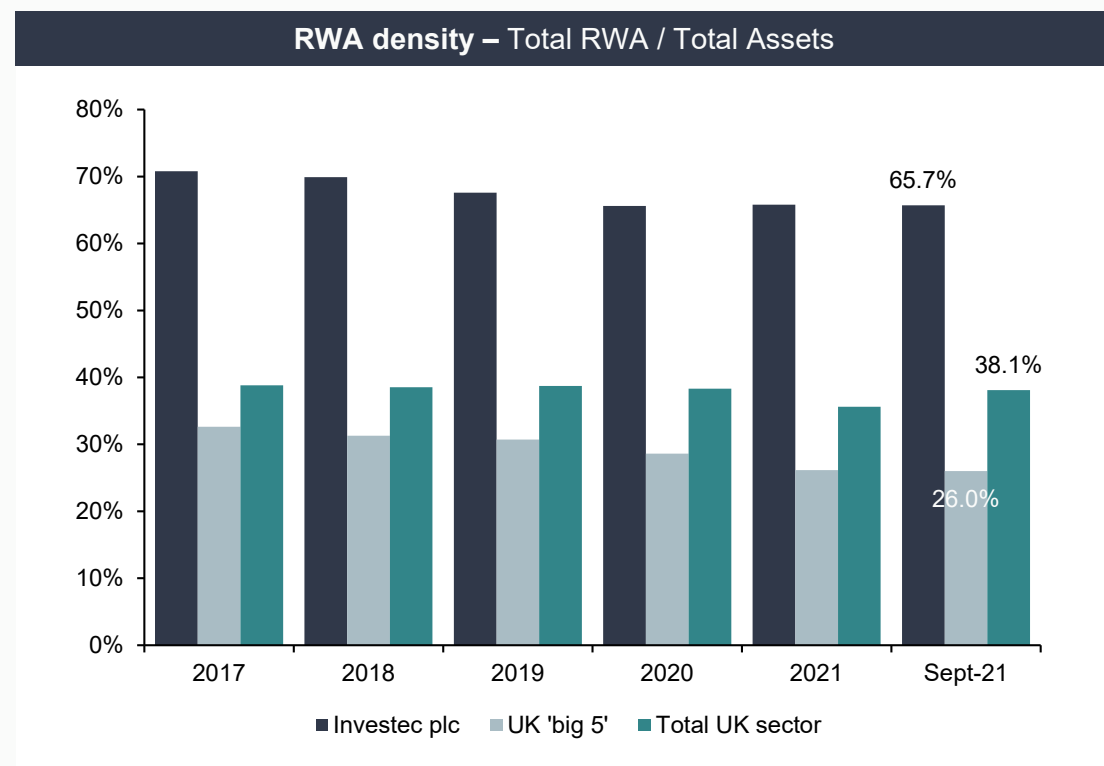
- Investec holds capital in excess of regulatory requirements and internal capital targets and intends to perpetuate this philosophy and ensure that it remains well capitalised
- The bank has never required shareholder or government support and we have never missed a preference share or AT1 instrument coupon payment
- As Investec plc is a financial holding company and Investec Bank plc (IBP) is its most significant entity, the Investec plc resolution strategy is expected to be driven and determined by the resolution strategy for IBP. In March 2021, the Bank of England confirmed the preferred resolution strategy for IBP remains 'modified insolvency'. And the MREL requirement is set as equal to IBP's Total Capital Requirement (Pillar 1 + Pillar 2A)



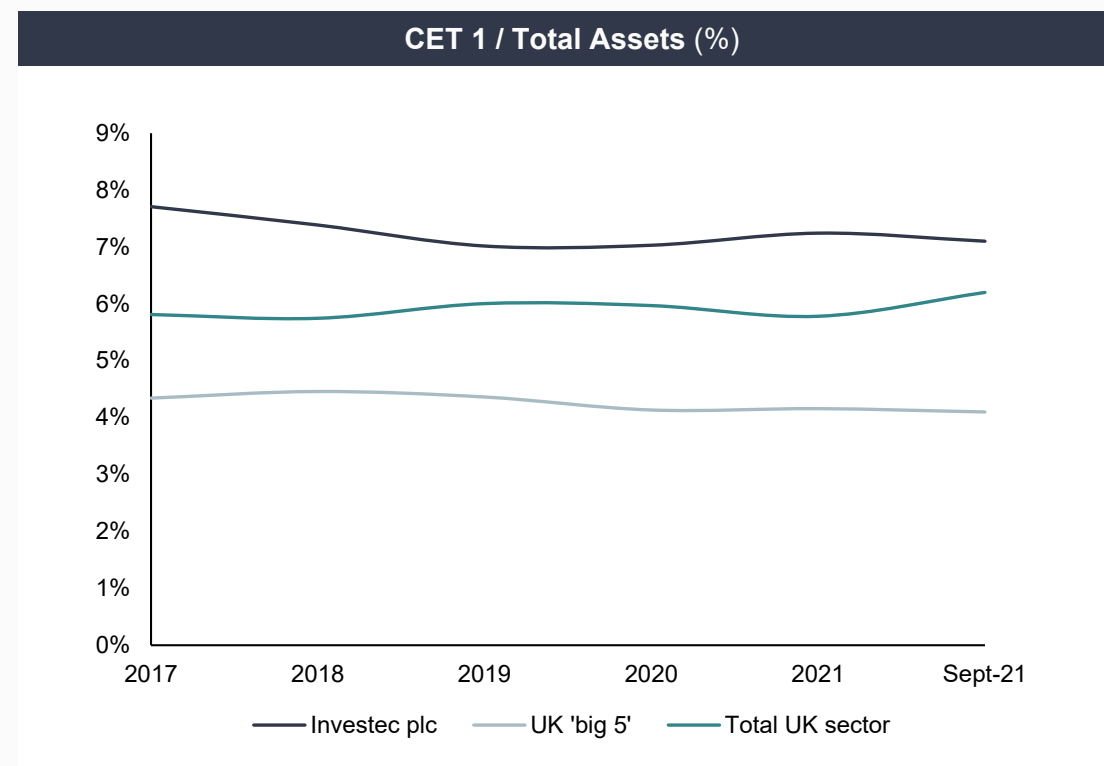
- Under our current capital requirements, Investec plc CET 1 regulatory minimum is 7.5%⁵ while Investec plc's reported ratio was 10.9% at 30 September 2021, providing a 3.4% surplus relative to the regulatory minimum before buffers (which are also allowed to be used in times of stress)
- Investec plc's minimum CET1 requirement at 30 September 2021, calculated using the same methodology as at 31 March 2021, is 7.5% comprising a 4.5% Pillar 1 minimum requirement, a 0.46% Pillar 2A requirement, a 2.5% Capital Conservation Buffer (CCB) and a 0.03% Countercyclical Capital Buffer (CCyB)
- Investec plc continues to have the lowest PRA prescribed Pillar 2A capital requirement of all UK holding companies shown above

We inherently hold more capital per unit of risk

As we use the standardised approach for RWA calculations, our capital ratios are not directly comparable with peers

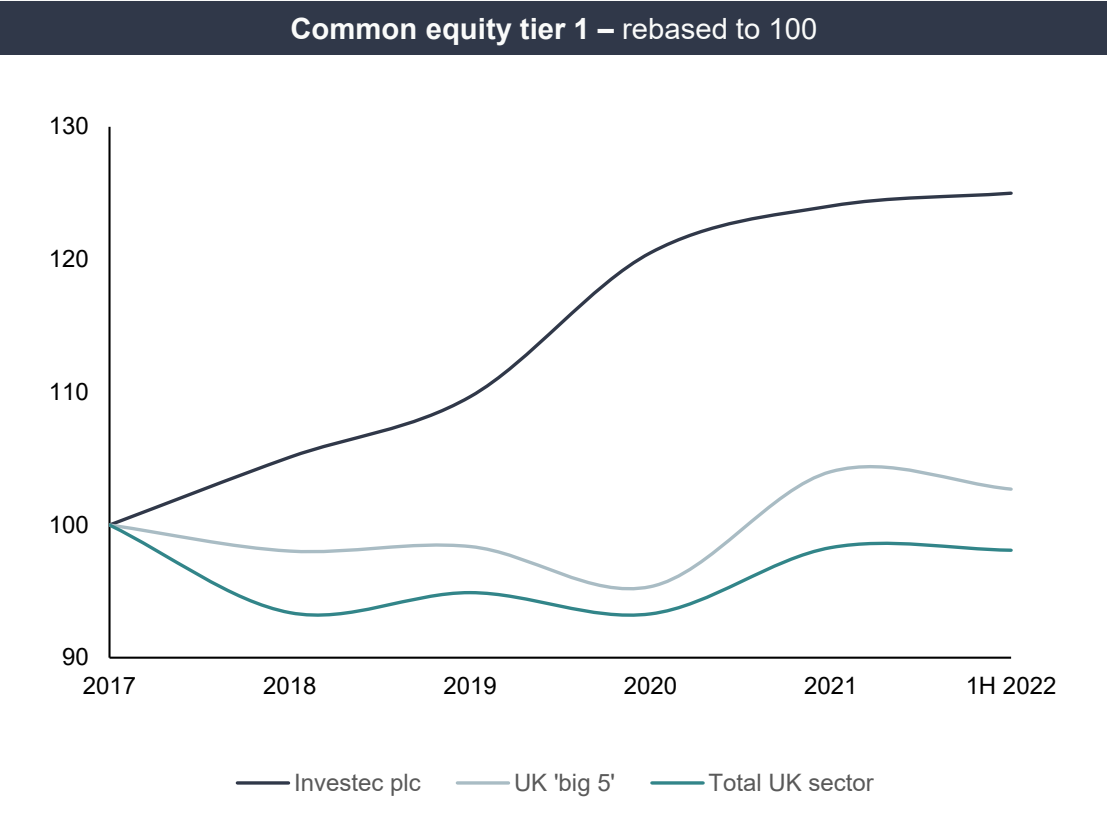
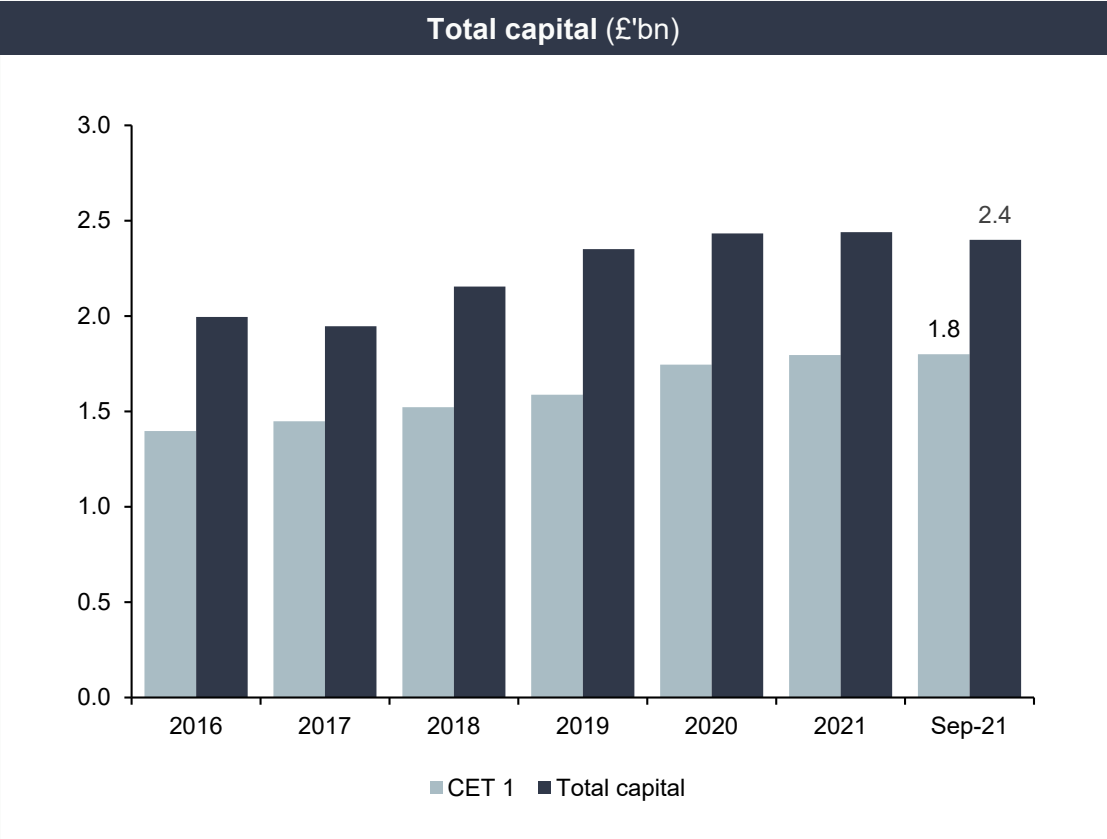


- We use the **standardised approach** for our RWA calculations – while peers are largely on the advanced approach
- The result is that our **RWA density at 65.7% is above** the sector average of 38.1%
- Our **RWA density is more than 2x higher** than the 'big 5' UK peers



- We **hold more CET 1 to our total assets than our peer group** – primarily as a result of higher RWA density from using the standardised approach
- Our **CET 1 / Total assets is 7.1%** - which is 140bps higher than the UK sector on a similar measure

Strong internal capital generation



- Investec has **strong organic capital generation** and has not required recourse to government or shareholders
- CET 1 and total capital levels have both grown robustly** at c.4% CAGR each since 2017
- Investec plc's CET 1 has grown faster** (c.4% CAGR) than both the sector (flat) and the UK 'big 5' (c.1% CAGR) since 2017

Where the UK 'big 5' banks include HSBC, NatWest, Lloyds, Barclays and Standard Chartered (source: Thomson Reuters - All adjusted to GBP) and the Total UK sector is per the Bank of England (source: <https://www.bankofengland.co.uk/statistics/banking-sector-regulatory-capital/2020/2020-q2>). Peers are shown at the June 2021 period as this is the closest match to the period under review (Investec plc's 30 September half year-end).

Further information and peer analysis



UK Specialist Banking: private clients

Now positioned for accelerated growth

Franchise

Large addressable market

90,000 UK individuals meet the target criteria*

Fully invested

Invested in talent, platforms, marketing and digital

Growing to plan

Book growth | 35.2% 4yr CAGR

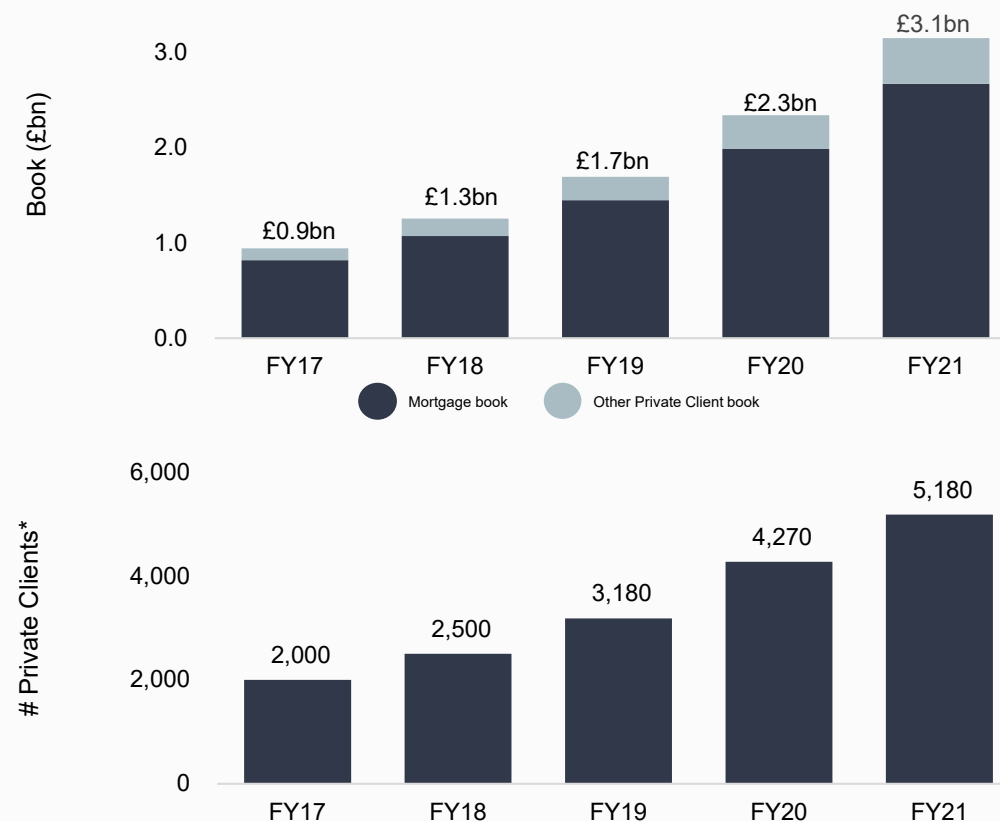
Private client growth | 26.9% 4yr CAGR

Award winning products



2019
Private bank of the year

Growth



UK Specialist Banking: private companies

Scale of this underserved market represents significant opportunity for growth

Franchise

Scale of UK private companies market

20,000 UK private companies identified as potential new corporate clients

Breadth of solutions

Full suite of banking products for this significant underserved community

Growing to plan

Book growth | 20.7% 4yr CAGR

Asset Finance client growth | 9.8% 4yr CAGR

Award winning products

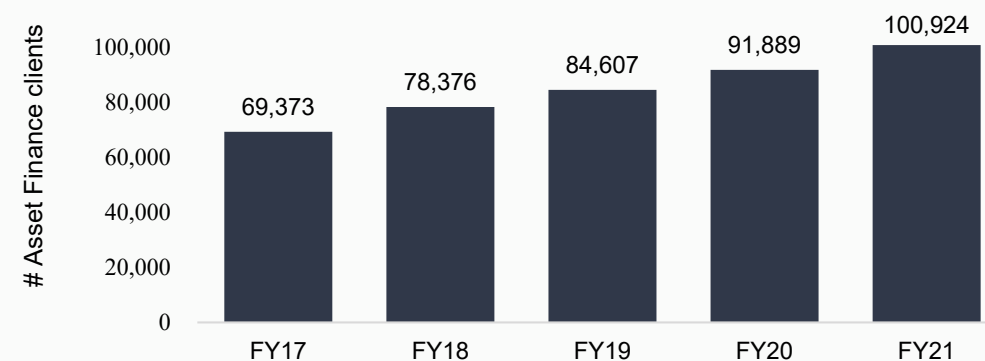
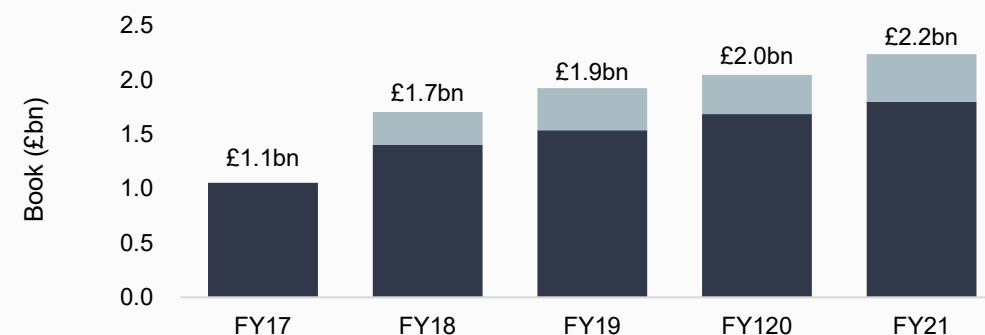


Winner - Best Leasing & Asset
Finance Provider ('19 - '21)



Winner - Best Business
FX Provider ('21)

Growth



UK Specialist Banking: private equity

Low capital, low cost intensity model for growth



Franchise

Large addressable market

c. 200 Funds active across the UK, Benelux and DACH regions

Fully integrated

Scale & diversified client proposition – capital & advice

Growing to plan

Book growth | 4.9% 4yr CAGR

Average revenue per client & average # products per client growing

Award winning products



Investec named 'Bank of the Year' at the 2020 & 2019 Real Deals Private Equity Awards.




Growth



UK Specialist Banking: listed companies

Market leading broker poised for further growth

 Franchise

Top ranked UK Broker

Raised £3.5bn in equity fundraisings across 30 corporate clients in FY21

Breadth of capabilities

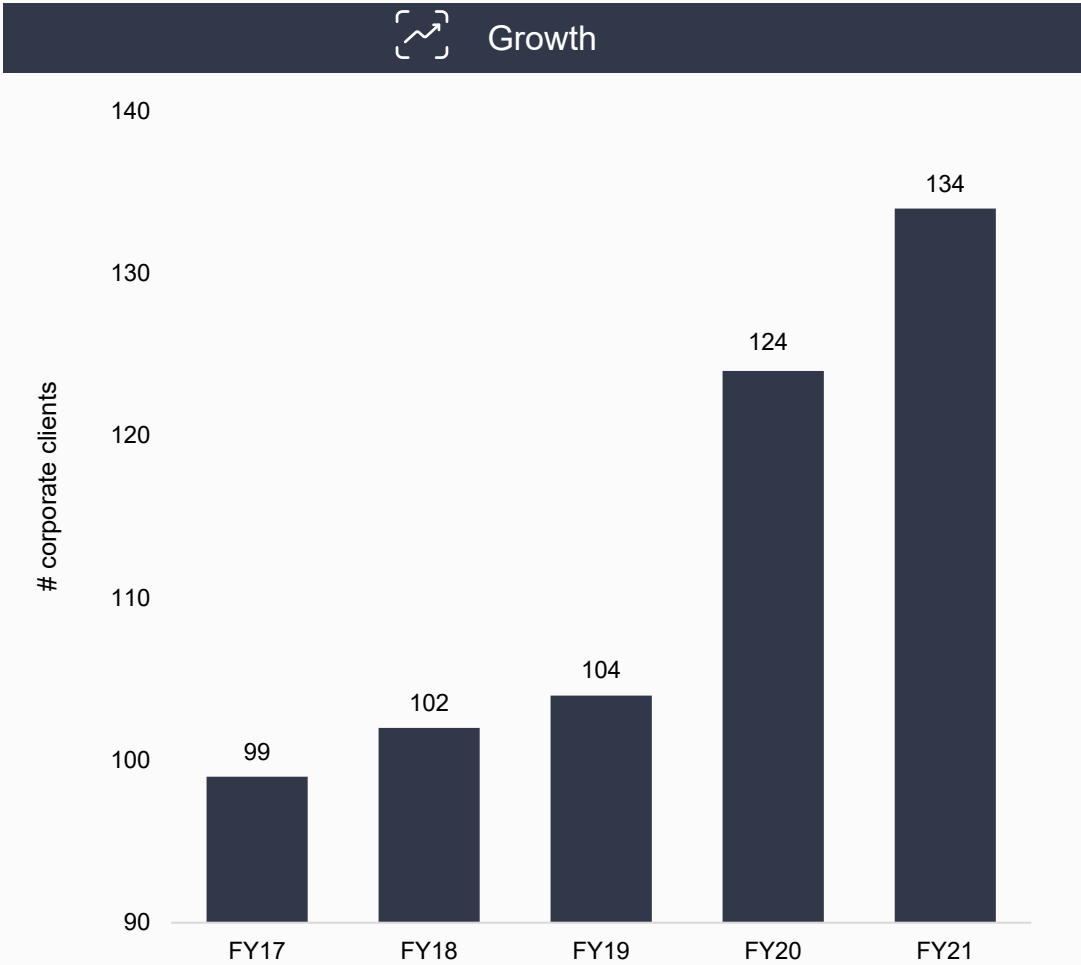
‘Not just a broker’ – 39% multi-product clients

Growing to plan

Corporate client growth | 7.9% 4yr CAGR

Institutional Investor 2020

1 st	Corporate Broking team (2019: 4 th)	1 st	6 top-ranked analysts More than any other Broker
1 st	Research team in 7 sectors (2019: 1 st in 2 sectors)	2 nd	Equity Sales team (2019: 3 rd)



UK Specialist Banking: specialist industry groups

Deep sector expertise in our award-winning specialist areas



Aviation

Recognised international leader

Market recovery opportunity

Global airlines & lessors

Current book size	>	£390mn
Debt Fund AUM	>	£417mn
Equity Fund AUM	>	£108mn
Client numbers	>	31



Power & Infrastructure Finance

US & UK strength

Strong thematic growth

Corporates & funds

Current book size*	>	£759mn
Client numbers*	>	100



Real Estate

UK-focused

Resilient target market

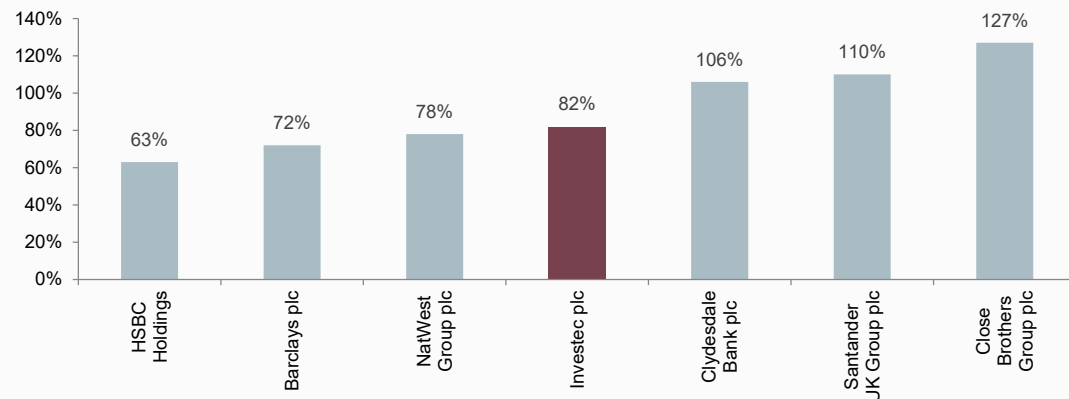
Individuals, corporates & funds

Current book size**	>	£2.1bn
Client numbers**	>	93

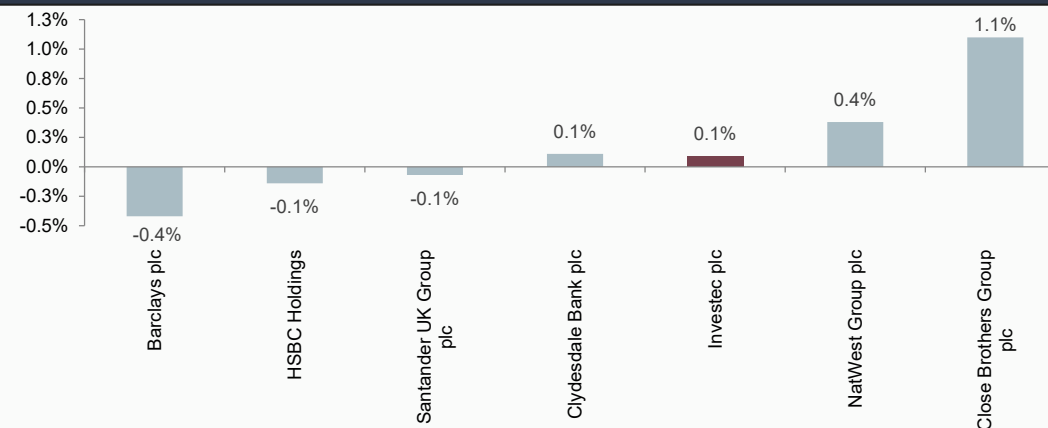


Investec plc: peer group comparisons

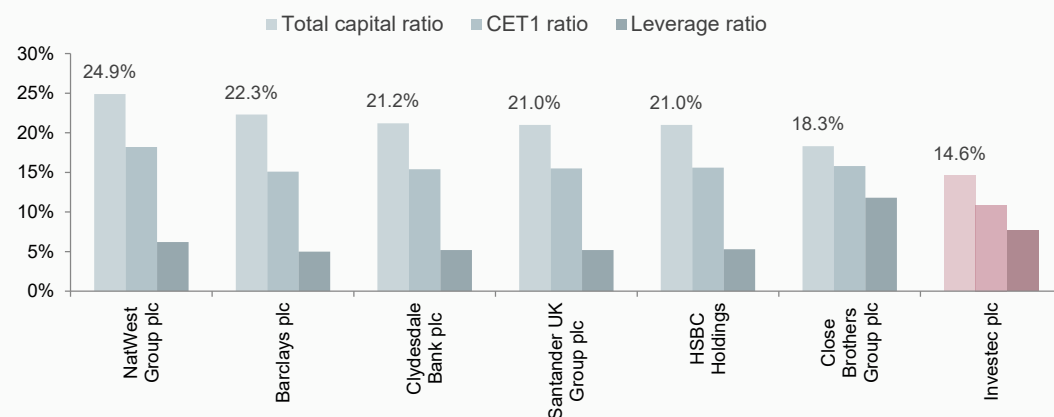
Funding: Loans and advances to customers as a % of customer deposits (smaller number is better)



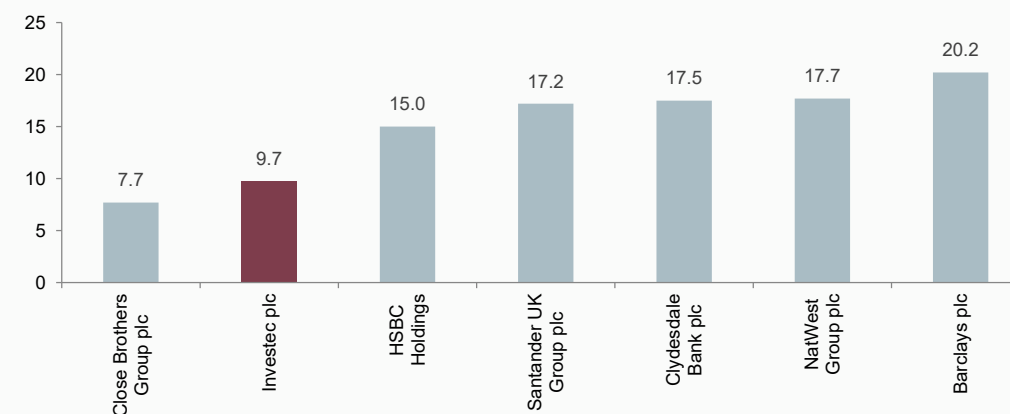
Credit loss ratio: ECL impairment charges as a % of average core loans and advances (smaller number is better)



Capital ratios* (larger number is better)



Gearing ratio: Assets/Equity (smaller number is better)

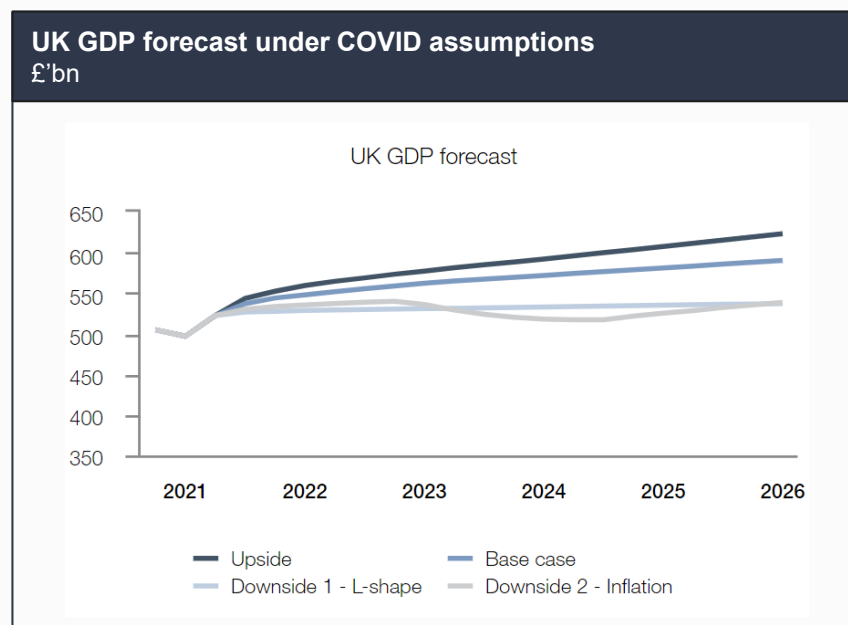


Appendix



IFRS 9 macro economic scenario forecasts

- For Investec plc, four macro-economic scenarios are used in the measurement of ECL. These scenarios incorporate a base case, an upside case and two downside cases.
- As at 30 September 2021 the base case was updated to represent the latest economic outlook that envisaged the continued recovery from the COVID-19 pandemic. In light of the latest global developments, an adjustment was made to the composition of the downside scenarios. An Inflation scenario was introduced to capture the emergence of risks related to rising prices. This scenario replaced the Fiscal crisis scenario which was used at 31 March 2021, whilst the L-shape scenario remains in place, albeit updated for the latest economic data
- In addition to a reassessment of the macro-economic scenarios, a review of the scenario weightings also took place to take into account the latest economic developments and the changes to the scenarios. On this basis, the scenario weightings stood at 10% upside, 50% base case, 20% L-shape and 20% Inflation. On balance, the skew of risks remained to the downside



Macro-economic scenarios	Upside %	Base case %	Downside 1 L-shape %	Downside 2 Fiscal crisis %
UK				
GDP growth	5.2	4.1	2.2	2.2
Unemployment rate	3.7	4.4	6.7	6.7
House price growth	6.7	4.2	2.3	(3.9)
BoE – Bank rate (end year)	1.3	0.8	(0.4)	1.8
Euro area				
GDP growth	4.2	3.2	1.1	1.1
US				
GDP growth	5.0	3.7	2.4	1.9
Scenario weighting	10	50	20	20

Investec plc: salient financial features

Key financial statistics	31 Sept 2021	31 Sept 2020	% Change	31 March 2021
Total operating income before expected credit loss impairment charges (£'000)	512 689	428 828	19.6%	946 400
Operating costs (£'000)	380 426	357 880	6.3%	766 367
Adjusted operating profit (£'000)	127 413	31 574	>100.0%	109 698
Earnings attributable to ordinary shareholder (£'000)	108 425	18 890	>100.0%	69 772
Cost to income ratio (%)	74.2%	83.4%		80.9%
Total capital resources (including subordinated liabilities) (£'000)	3 375 859	3 250 573	3.9%	3 277 938
Total equity (£'000)	2 613 354	2 460 268	6.2%	2 506 457
Total assets (£'000) ¹	25 468 465	24 492 221	4.0%	24 801 508
Net core loans (£'000)	13 692 364	11 978 740	14.3%	12 330 652
Customer accounts (deposits) (£'000)	16 701 989	15 644 774	6.8%	16 077 671
Loans and advances to customers as a % of customer deposits	82.0%	76.6%		76.7%
Cash and near cash balances (£'mn)	7 315 255	6 222 000	17.6%	6 856 694
Funds under management (£'mn)	44 704 000	38 018 000	17.6%	41 708 299
Total gearing ratio (i.e. total assets to equity)	9.7x	10.0x		9.9x
Total capital ratio	14.8%	14.9%		14.9%
Tier 1 ratio	12.7%	12.4%		12.7%
CET 1 ratio	11.1%	10.7%		11.0%
Leverage ratio	7.8%	7.8%		7.8%
Leverage ratio – 'fully loaded'	7.5%	7.4%		7.4%
Stage 3 exposure as a % of gross core loans subject to ECL	2.1%	3.0%		2.8%
Stage 3 exposure net of ECL as a % of net core loans subject to ECL	1.6%	2.2%		2.0%
Credit loss ratio	0.09%	0.60%		0.56%

Investec plc: income statement

£'000	31 Sept 2021	31 Sept 2020	% Change	31 March 2021
Interest income	344 247	356 054	-3.3%	701 220
Interest expense	(115 023)	(170 798)	-32.7%	(301 506)
Net interest income	229 224	185 256	23.7%	399 714
Fee and commission income	238 306	226 400	5.3%	501 794
Fee and commission expense	(7 279)	(6 513)	11.8%	(13 271)
Investment income	15 294	25 189	-39.3%	31 266
Share of post taxation profit of associates and joint venture holdings	6 785	2 227	>100%	10 829
Trading income arising from				
- customer flow	32 715	(20 081)	>(100%)	(11 025)
- balance sheet management and other trading activities	(9 861)	9 374	>(100%)	11 262
Other operating income	7 505	6 976	7.6%	15 831
Total operating income before expected credit loss impairment charges	512 689	428 828	19.6%	946 400
Expected credit loss impairment charges	(4 850)	(39 904)	-87.8%	(71 196)
Operating income	507 839	388 924	30.6%	875 204
Operating costs	(380 426)	(357 880)	6.3%	(766 367)
Operating profit before acquired intangibles and strategic actions	127 413	31 044	>100%	108 837
Impairment of goodwill	-	-		(11 248)
Amortisation of acquired intangibles	(6 482)	(6 414)	1.1%	(12 851)
Closure and rundown of the Hong Kong direct investments business	(597)	(2 158)	-72.4%	7 387
Operating profit	120 334	22 472	>100%	92 125
Profit before taxation	120 334	22 472	>100%	92 125
Taxation on operating profit before acquired intangibles and strategic actions	(12 167)	(5 337)	>100%	(24 243)
Taxation on acquired intangibles and strategic actions	258	1 225	-78.9%	1 029
Profit after taxation	108 425	18 360	>100%	68 911
Profit / Loss attributable to non-controlling interests	-	-		-
Earnings attributable to shareholder	108 425	18 890	>100%	69 772

Investec plc: balance sheet

£'000	31 Sept 2021	31 March 2021
Assets		
Cash and balances at central banks	3 332 458	3 043 034
	1 526 435	1 385 471
Loans and advances to banks	1 486 577	2 065 232
Reverse repurchase agreements and cash collateral on securities borrowed	1 086 517	1 108 253
Sovereign debt securities	50 699	48 044
Bank debt securities	493 680	698 961
Other debt securities	628 646	773 333
Derivative financial instruments	457 478	281 645
Securities arising from trading activities	750 300	714 315
Investment portfolio	13 695 269	12 335 837
Loans and advances to customers	102 761	123 536
Other loans and advances	101 851	107 259
Other securitised assets	60 938	58 658
Interests in associated undertakings and joint venture holdings	91 024	110 750
Deferred taxation assets	36 173	58 174
Other assets	1 092 301	1 392 596
Property and equipment	170 369	185 502
Goodwill	249 836	249 836
Software	7 892	7 791
Other intangible assets	47 261	53 281
Total assets	25 468 465	24 801 508

Investec plc: balance sheet (continued)

£'000	31 Sept 2021	31 March 2021
Liabilities		
Deposits by banks	1 420 267	1 352 581
Derivative financial instruments	750 832	914 863
Other trading liabilities	42 364	49 055
Repurchase agreements and cash collateral on securities lent	158 810	157 357
Customer accounts (deposits)	16 701 989	16 077 671
Debt securities in issue	1 572 783	1 602 584
Liabilities arising on securitisation of other assets	104 215	108 281
Current taxation liabilities	17 708	36 862
Deferred taxation liabilities	-	19 984
Other liabilities	1 323 638	1 204 332
	22 092 606	21 523 570
Subordinated liabilities	762 505	771 481
	22 855 111	22 295 051
Equity		
Ordinary share capital	202	202
	806 812	806 812
	(139 159)	(134 185)
Share premium	(28 163)	(65 686)
Capital reserve	1 698 478	1 624 130
Other reserves	2 338 170	2 231 273
Retained income	24 794	24 794
Shareholder's equity excluding non-controlling interests	2 362 964	2 256 067
Additional Tier 1 securities in issue	250 000	250 000
Non-controlling interests in partially held subsidiaries	390	390
Total equity	2 613 354	2 506 457
Total liabilities and equity	25 468 465	24 801 508

Investec plc: segmental analysis of operating profit

For the year ended 30 September 2021 £'000	Wealth & Investment	Specialist Bank Private Banking	CIB & Other	Group Costs/ Group Investments	Total Group
Net interest income	436	30 546	198 242		229 224
Fee and commission income	173 390	404	64 512		238 306
Fee and commission expense	(345)	(14)	(6 920)		(7 279)
Investment income	5	(12)	5 247	10 054	15 294
Share of post taxation profit of associates and joint venture holdings	-	-	6 785		6 785
Trading income arising from	-	-	-		-
- customer flow	534	767	31 414		32 715
- balance sheet management and other trading activities	(115)	1	(9 747)		(9 861)
Other operating income	-	-	7 505		7 505
Total operating income before expected credit loss impairment charges	173 905	31 692	297 038	10 054	512 689
Expected credit loss impairment releases/(charges)	(2)	(560)	(4 288)		(4 850)
Operating income	173 903	31 132	292 750	10 054	507 839
Operating costs	(131 728)	(19 842)	(219 517)	(9 339)	(380 426)
Operating profit before acquired intangibles and strategic actions	42 175	11 290	73 233	715	127 413
Profit attributable to non-controlling interests	-	-	-	-	-
Adjusted operating profit	42 175	11 290	73 233	715	127 413
Selected returns and key statistics					
Cost to income ratio	76%	62.6%	73.9%	n/a	74.20%
Total assets (£'million)	1 056	24 237	20 419	175	25 468

Investec plc: segmental analysis of operating profit

For the year ended 30 September 2020 ¹ £'000	Wealth & Investment	Specialist Bank Private Banking	CIB & Other	Group Costs/ Group Investments	Total Group
Net interest income	1 597	14 013	169 646		185 256
Fee and commission income	153 389	327	72 684		226 400
Fee and commission expense	(385)	(58)	(6 070)		(6 513)
Investment income	47	-	25 142	-	25 189
Share of post taxation profit of associates and joint venture holdings	-	-	2 227		2 227
Trading income arising from					
- customer flow	323	538	(20 942)		(20 081)
- balance sheet management and other trading activities	102	2	9 270		9 374
Other operating income	-	-	6 976		6 976
Total operating income before expected credit loss impairment charges	155 073	14 822	258 933	-	428 828
Expected credit loss impairment releases/(charges)	(6)	(981)	(38 917)		(39 904)
Operating income	155 067	13 841	220 016	-	388 924
Operating costs	(126 190)	(16 989)	(204 493)	(10 208)	(357 880)
Operating profit before acquired intangibles and strategic actions	28 877	(3 148)	15 523	(10 208)	31 044
Profit attributable to non-controlling interests	-	-	530	-	530
Adjusted operating profit	28 877	(3 148)	16 053	(10 208)	31 574
Selected returns and key statistics					
Cost to income ratio	81%	115%	79%	n/a	83%
Total assets (£'million)	995	2 783	20 714	n/a	24 492

Investec plc: asset quality under IFRS 9

£'million	30 Sept 2021	31 March 2021
Gross core loans	13 831	12 501
Gross core loans at FVPL	684	512
Gross core loans subject to ECL¹	13 147	11 989
Stage 1	12 031	10 415
Stage 2	841	1 242
<i>of which past due greater than 30 days</i>	30	90
Stage 3	275	332
<i>of which Ongoing (excluding Legacy) Stage 3¹</i>	215	231
ECL	(139)	(170)
Stage 1	(33)	(27)
Stage 2	(33)	(42)
Stage 3	(73)	(101)
<i>of which Ongoing (excluding Legacy) Stage 3¹</i>	(41)	(62)
Coverage ratio		
Stage 1	0.3%	0.3%
Stage 2	3.9%	3.4%
Stage 3	26.5%	30.4%
<i>of which Ongoing (excluding Legacy) Stage 3¹</i>	19.1%	26.8%
Annualised credit loss ratio	0.1%	0.6%
ECL impairment charges on core loans	(6)	(65)
Average gross core loans subject to ECL	12 568	11 691
An analysis of Stage 3 gross core loans subject to ECL		
Stage 3 net of ECL	202	231
<i>of which Ongoing (excluding Legacy) Stage 3¹</i>	174	169
Aggregate collateral and other credit enhancements on Stage 3	208	235
Stage 3 as a % of gross core loans subject to ECL	2.1%	2.8%
<i>of which Ongoing (excluding Legacy) Stage 3¹</i>	1.6%	1.9%
Stage 3 net of ECL as a % of net core loans subject to ECL	1.6%	2.0%
<i>of which Ongoing (excluding Legacy) Stage 3¹</i>	1.3%	1.4%

¹ Our exposure (net of ECL) to the Legacy portfolio has reduced from £84 million at 31 March 2021 to £49 million at 30 September 2021. These assets are largely reported under Stage 3 and make up 21.8% of Stage 3 gross core loans. These assets have been significantly provided for and Stage 3 coverage for these Legacy assets remains high at 53.3%.

Investec plc: capital adequacy

£'million	30 Sept 2021 ¹	31 March 2021
Tier 1 capital		
Shareholders' equity	2 269	2 198
Non-controlling interests	-	-
Regulatory adjustments to the accounting basis	76	98
Deductions	(530)	(500)
Common equity tier 1 capital	1 815	1 796
Additional Tier 1 instruments	274	250
Tier 1 capital	2 089	2 070
Tier 2 capital	345	370
Total regulatory capital	2 434	2 440
Risk-weighted assets²	16 723	16 332
Capital ratios		
Common equity tier 1 ratio ²	10.9%	11.0%
Tier 1 ratio ²	12.5%	12.7%
Total capital ratio ² /Pro-forma ³	14.6%/16.6%	14.9%

¹ The capital adequacy disclosures for Investec plc include the deduction of foreseeable charges and dividends when calculating CET1 capital. These disclosures are different to the capital adequacy disclosures included in the Interim Report, which follow our normal basis of presentation and do not include this deduction when calculating CET1 capital. Investec plc's CET1 ratios would be 26bps (31 March 2021: 17bps) higher, on this basis. ² The CET1, Tier 1, total capital ratios and RWAs are calculated applying the IFRS 9 transitional arrangements (including the changes introduced by the 'quick fix' regulation adopted in June 2020). ³ The Pro-forma 30 September 2021 total capital ratio includes the proceeds of IBP's internal £350 million tier 2 subordinated loan issuance, dated 4 October 2021.