



Investec Group Overview

January 2020

The information in this presentation relates to the six months ended 30 September 2019, unless otherwise indicated.



Recap of the demerger rationale



Overview of Investec Bank and Wealth



Initiatives to enhance returns



Sustainable capital generation

Proposed demerger of Investec Asset Management (becoming Ninety One) from Investec Bank and Wealth

Conclusions of strategic review

- Investec Group comprises number of successful businesses with different capital requirements and growth trajectories
- Compelling current and potential linkages between the Banking and Wealth businesses (clear geographic and client overlap)
- Limited synergies between these businesses and Ninety One
- Demerger simplifies and focuses the Group to improve resource allocation, performance and growth trajectory

Demerger benefits for Investec Bank and Wealth

Simplification and focus to improve returns

- **Capital discipline:** A more disciplined approach to capital allocation, particularly where businesses are non-core to overall long-term growth and capital strategy, such as reducing the non-core equity investments portfolio in South Africa
- **Driving growth:** Multiple initiatives to boost medium term growth, including delivering a more holistic, client-centric Specialist Banking offering, leveraging the investment in the UK private bank through client growth, and expanding Wealth & Investment's financial planning capabilities
- **Improved cost management:** reducing cost to income ratio through moderating investment spend, cost savings (including central costs) and top line growth
- **Greater connectivity:** Building on compelling linkages between the Bank and Wealth businesses and across geographies
- **Digitalisation:** Further developing digital capabilities, delivering an enhanced high-tech, high-touch proposition and greater connectivity and efficiency across businesses

Ninety One's post demerger DLC shareholder structure

- **c.55%** – Shareholders of Investec plc and Investec Limited (c.69% of shares held by Investec Group distributed to shareholders)
 - Shareholders will receive one Ninety One plc Share for every two Investec plc Ordinary Shares held and/or one Ninety One Limited Share for every two Investec Limited Ordinary Shares held
- **c.10%** – New / existing institutional and certain other investors, subject to Ninety One share sale*
- **c.15%** – Investec plc (10.7%) and Investec Limited (4.3%)
- **c.20%** – Management through Forty Two Point Two**

Financial effects

- Positive CET1 impact expected: On a pro-forma basis at 30 Sep 2019, Investec plc uplift of c.1.3% to 12.0%^, and Investec Limited uplift of c.0.6% to 12.3%^
- Combined dividend capacity of Ninety One / Bank & Wealth expected to be unchanged and, based on proposed dividend policies, aggregate level of dividends received by shareholders will be initially comparable to scenario with no demerger
- Transaction costs of at least £56m, including advisory, underwriting and other transaction costs of c.£37m and tax costs of c.£19m
- The net proceeds to Investec of the Ninety One Share Sale will strengthen the capital position, support growth plans, and cover costs and tax relating to demerger and Share Sale
- Accounting treatment: Investec's remaining minority holding in Ninety One will be recognised as an investment held at fair value through Equity. Fair value movements will be recognised in equity (not through profit or loss). Dividend income will be recognised in investment income.

Timetable

- Announcement of the demerger: 14th September 2018
- Publication of Ninety One Registration Document: Friday 31st January
- General Meetings and Court Meeting for Shareholders to vote on proposals: Monday 10th February
- Publication of Ninety One Prospectus: Monday 2nd March
- Admission of Ninety One Shares to LSE and JSE: Monday 16th March

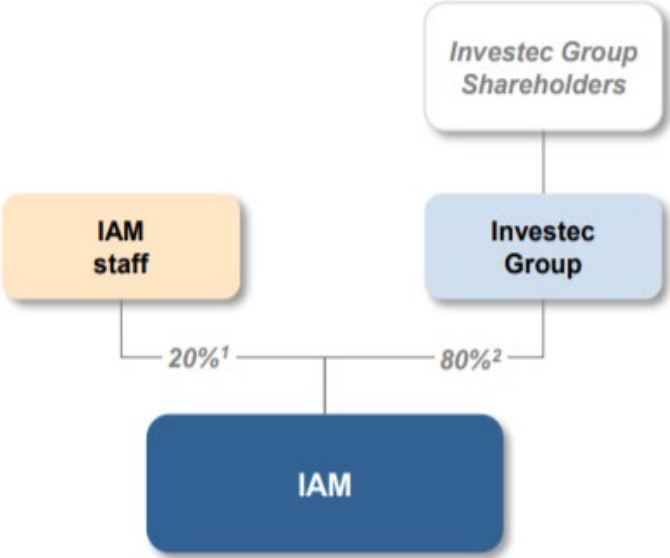
*The proposed sale of c.10% of the total issued share capital of Ninety One by Investec plc and Investec Investments to institutional and certain other investors.

**The investment vehicle through which management and directors of Ninety One participate in the business.

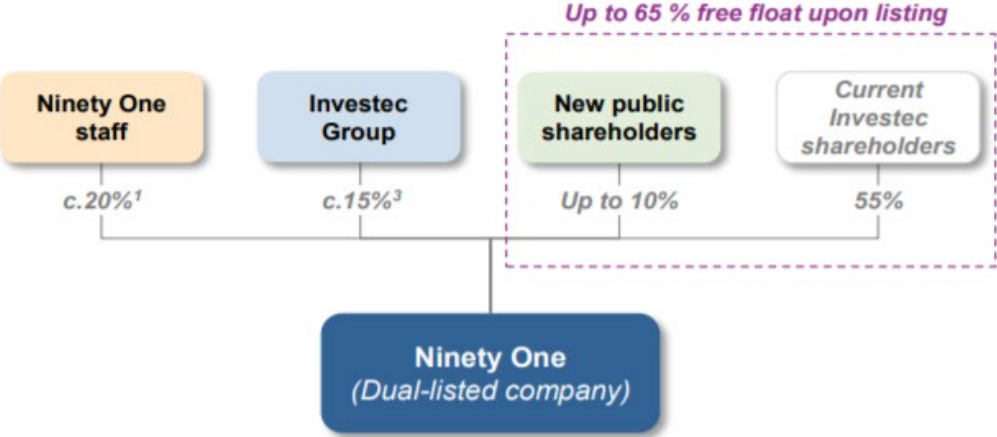
^Investec plc CET1 ratio of 12.0% shown before the deduction of foreseeable dividends and Investec Limited CET1 ratio of 12.3% shown including unappropriated profits.

Structure for the demerger

Current structure



Proposed structure (post demerger, listing and placing by Investec)



Notes: 1. Through Forty Two Point Two, senior management participate in a 20% (less 1 share) stake in the business (which may increase following implementation of the Proposals, as set out in the Circular); 2. 80% (plus 1 share); 3. Representing approximately 4.3% held by Investec Ltd and 10.7% held by Investec plc

Overview of Investec post demerger: Bank and Wealth



A domestically relevant, internationally connected specialist banking and wealth management group

2
Principal geographies

2
Core areas of activity

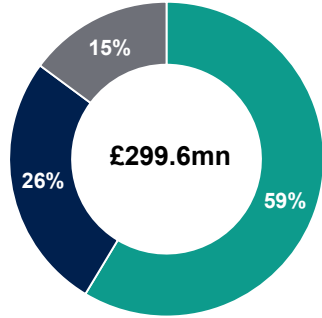
8,000+
Employees

£25bn
Core loans

£32bn
Customer deposits

£57bn
Third party FUM

Six months to 30 September 2019
Adjusted operating profit*



■ SA Bank ■ UK Bank ■ Wealth & Investment SA and UK

Corporate / Institutional / Government / Intermediary

Private client (HNW / high income) / charities / trusts

Specialist Banking

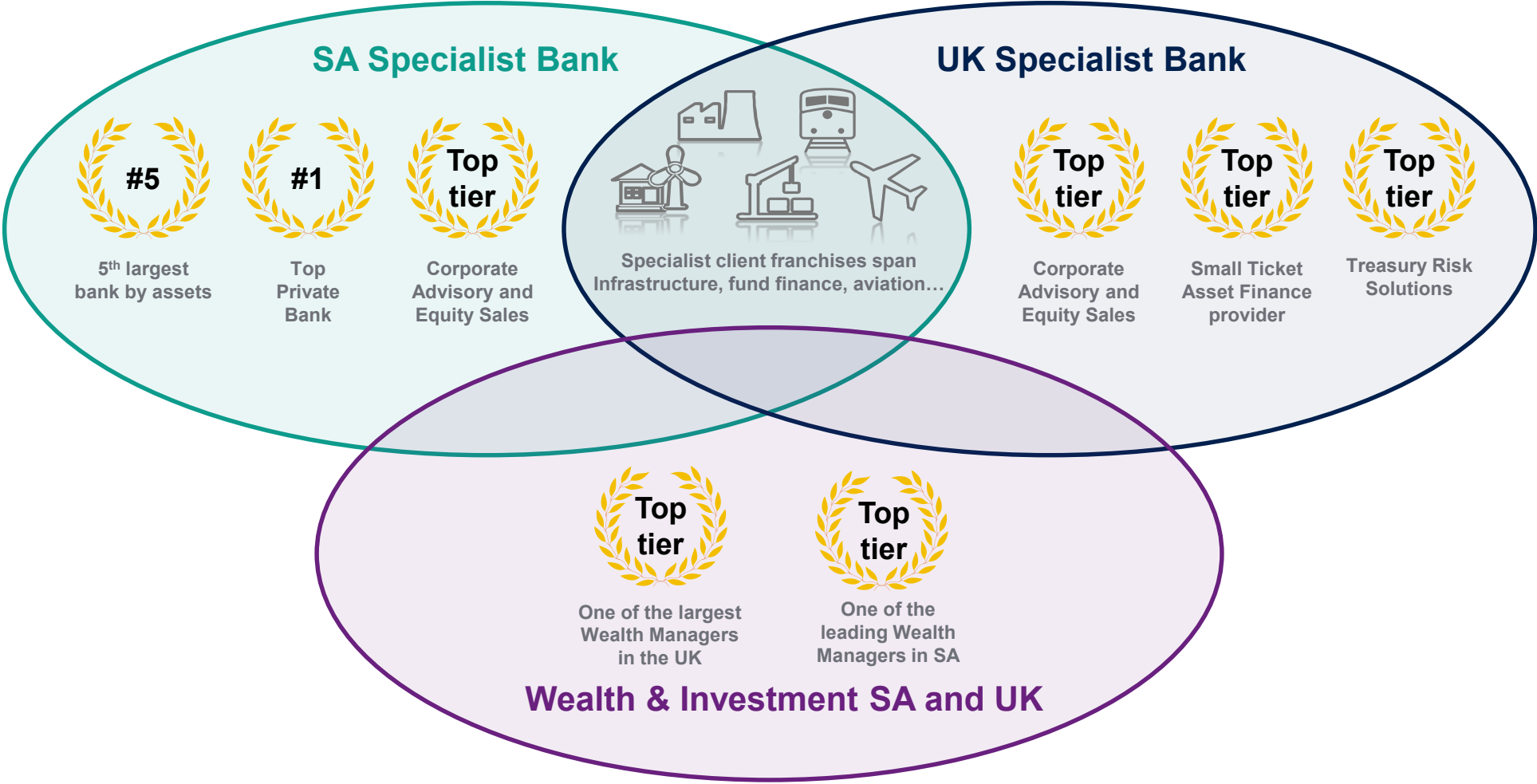
- Lending
- Transactional banking
- Treasury solutions
- Advisory
- Investment activities
- Deposit raising activities
- Funds

Wealth & Investment

- Discretionary wealth management
- Investment advisory services
- Financial planning
- Stockbroking / execution only

*Operating profit before group costs and before goodwill, acquired intangibles and strategic actions, less profit attributable to other non-controlling interests. Excludes IAM.

We have market-leading specialist client franchises



We are not all things to all people: we serve select niches where we can compete effectively

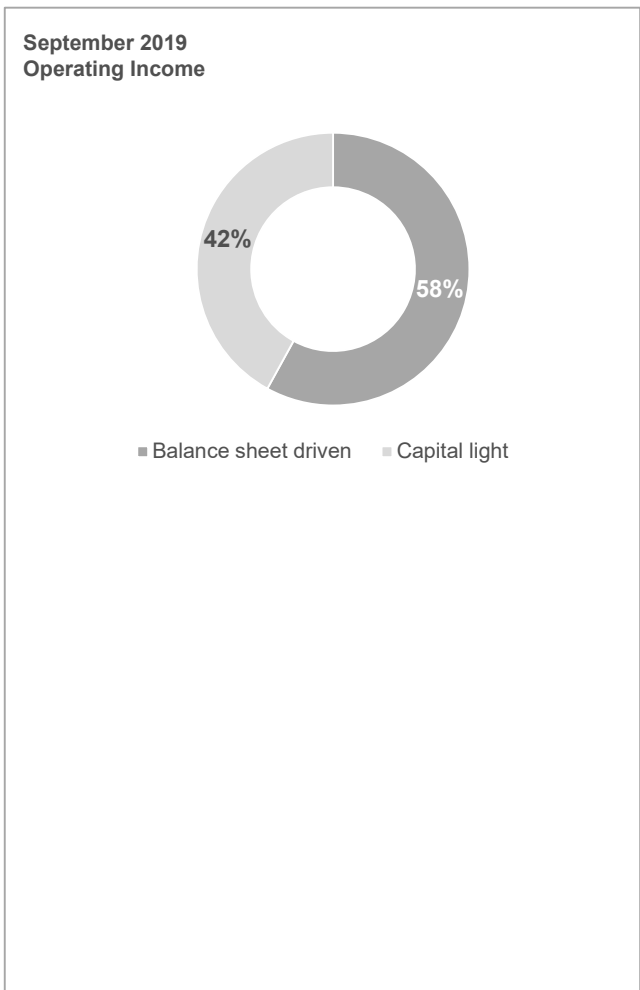
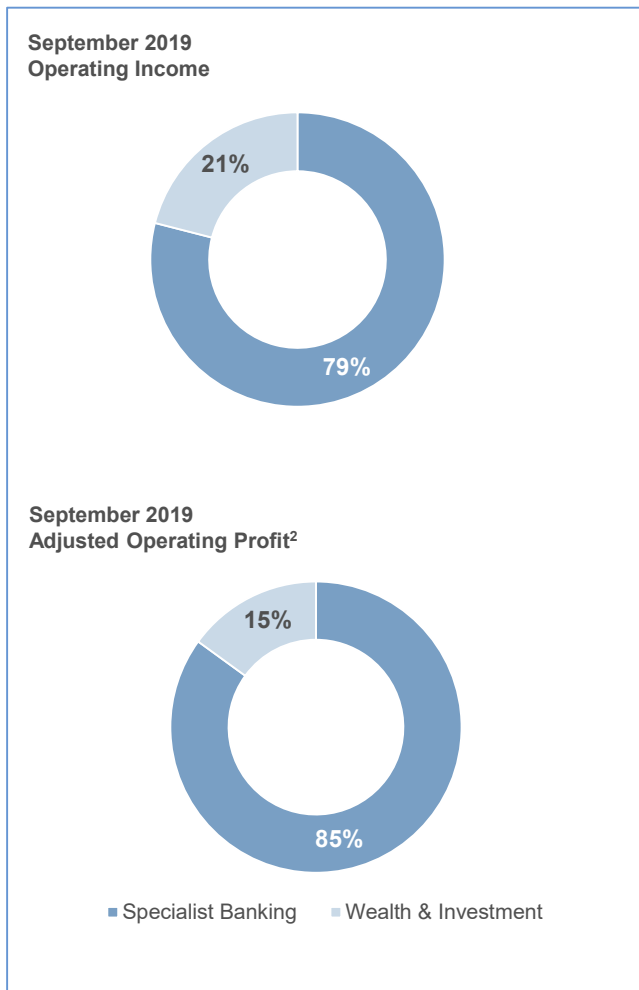
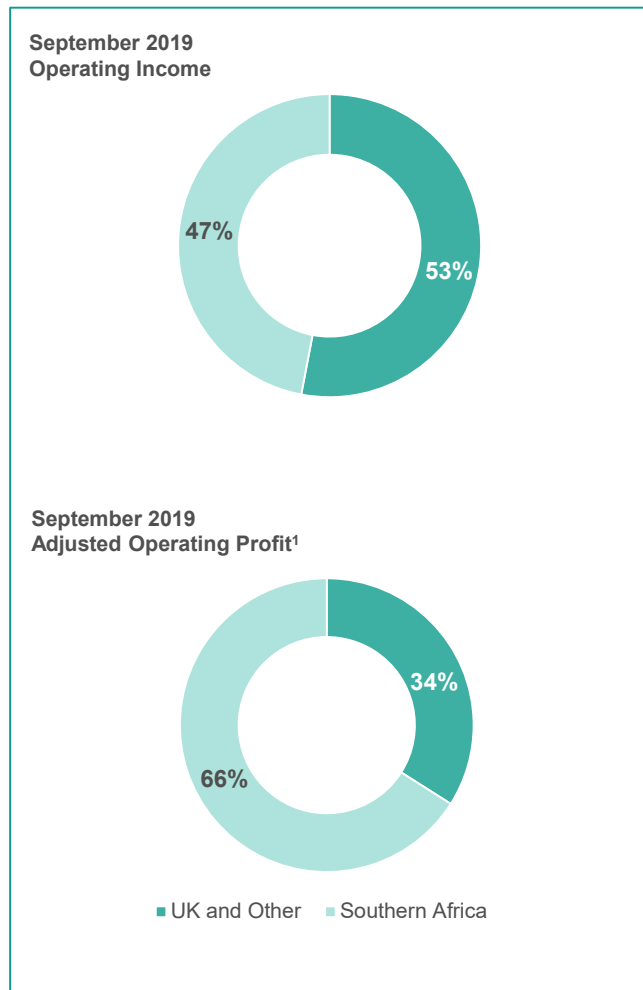
We have a diversified mix of businesses



Geography

Business

Income stream



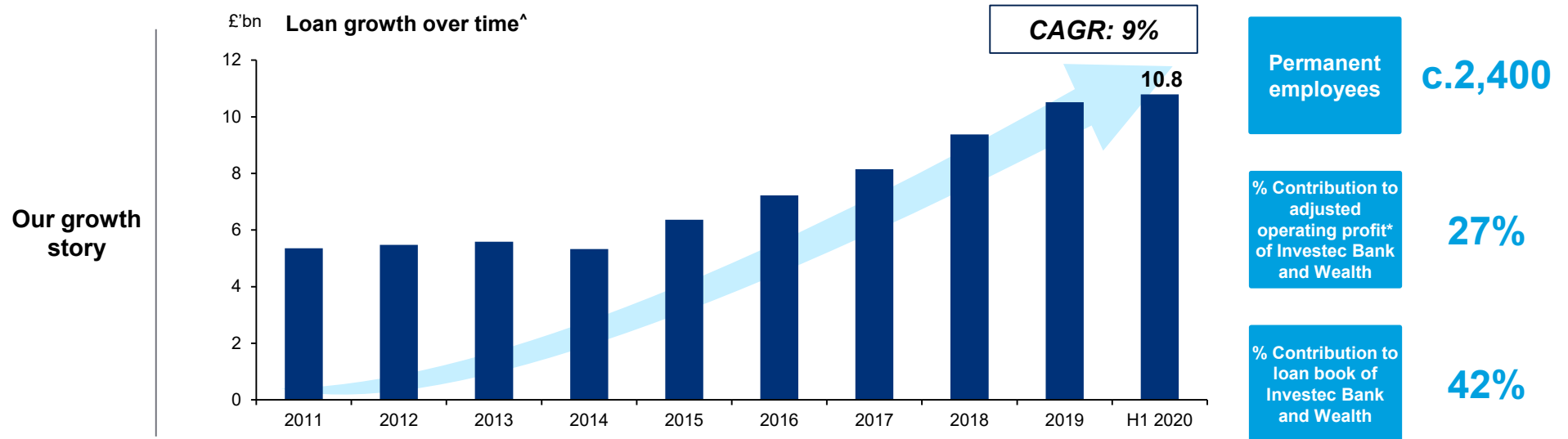
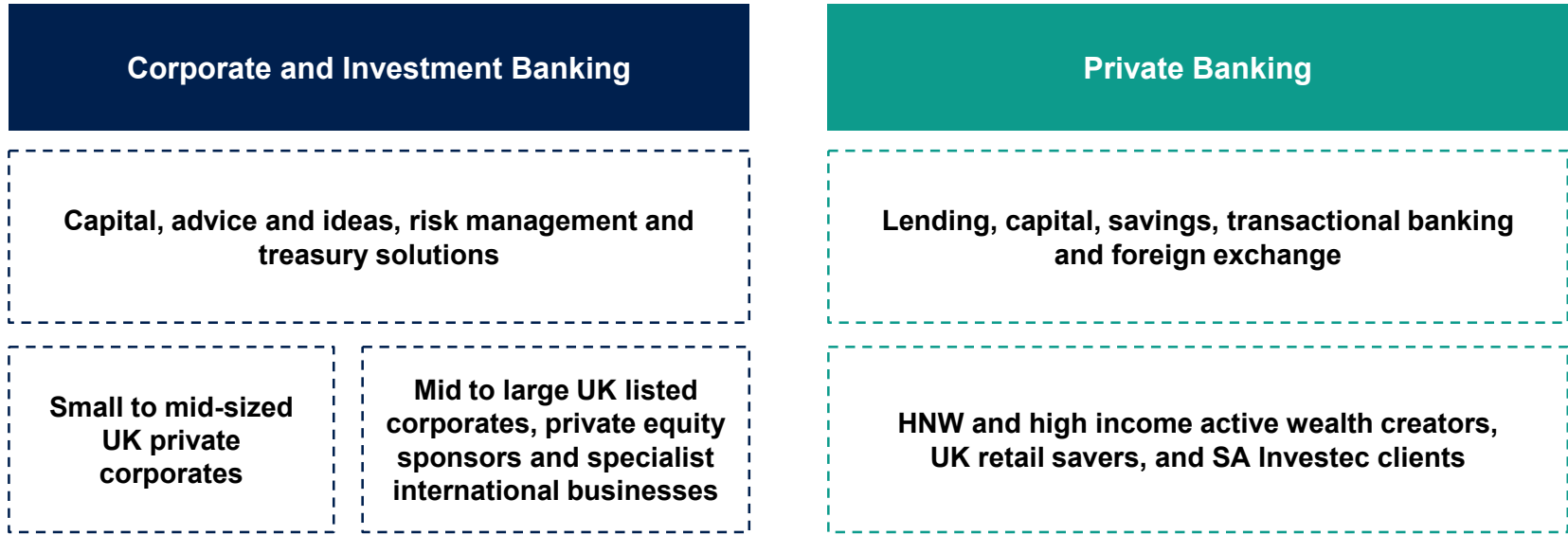
Diversified geographic business model with growing capital light revenues

¹ Operating profit before goodwill, acquired intangibles and strategic actions, less profit attributable to other non-controlling interests.

² Operating profit before group costs, goodwill, acquired intangibles and strategic actions, less profit attributable to other non-controlling interests.

UK Specialist Bank overview

Domestically relevant in the UK, internationally connected

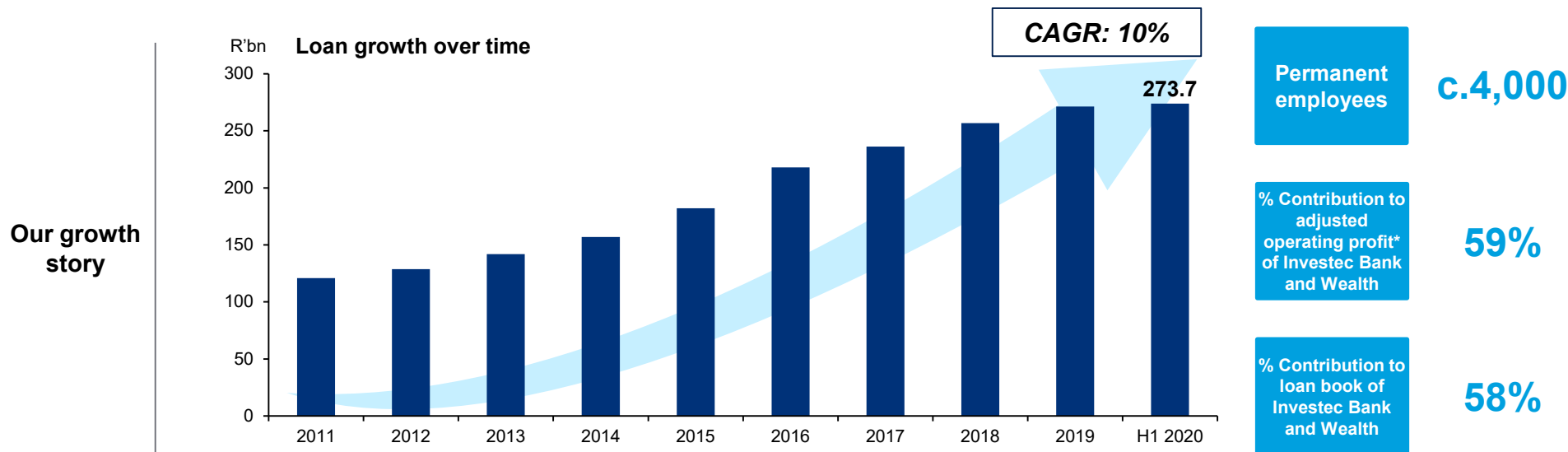


[^]Loan growth shown above on an ongoing basis (excluding UK Specialist Bank legacy assets and businesses sold), except for FY 2019 and H1 2020 which are on statutory basis.

*Operating profit before group costs, goodwill, acquired intangibles and strategic actions, less profit attributable to other non-controlling interests.

SA Specialist Bank overview

	Corporate and Institutional Banking	Private Banking	Investec for Business	Investment Banking and Principal Investments
Our offering	Global markets, various specialist lending activities, institutional equities	Lending, transactional banking, property finance, savings	Import and trade finance, working capital finance, asset finance, transactional banking	Advisory, debt, ECM, client led private equity, property development, property fund management
Our clients	Corporates (mid to large size), intermediaries, institutions, government and SOEs	HNW, professionals and emerging entrepreneurs	Smaller and mid-tier corporates	Corporates, institutions, property partners



*Operating profit before group costs, goodwill, acquired intangibles and strategic actions, less profit attributable to other non-controlling interests.

Our offering

- Wealth management
- Discretionary investment management
- Stockbroking

Our clients

- Private clients
- Charities
- Trusts

Our distribution channels

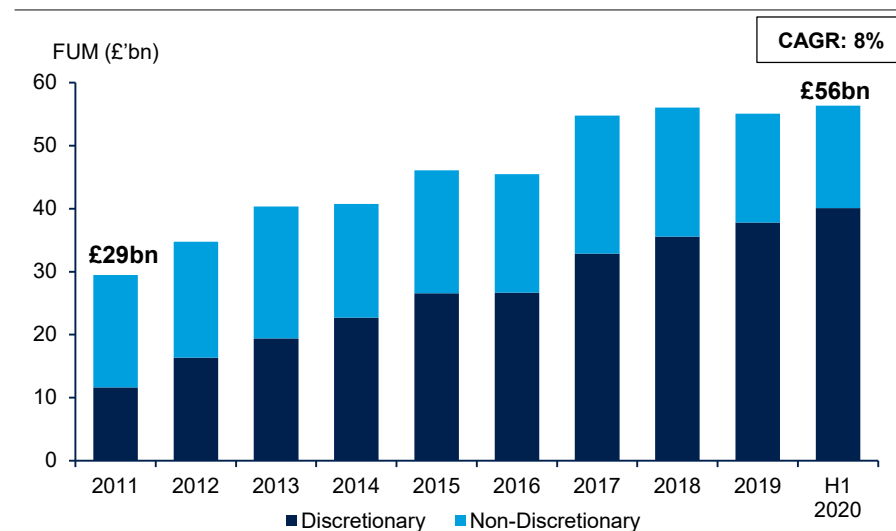
- Direct
- Intermediaries
- Investec Private Bank
- International
- Digital

International recognition

UK and Other

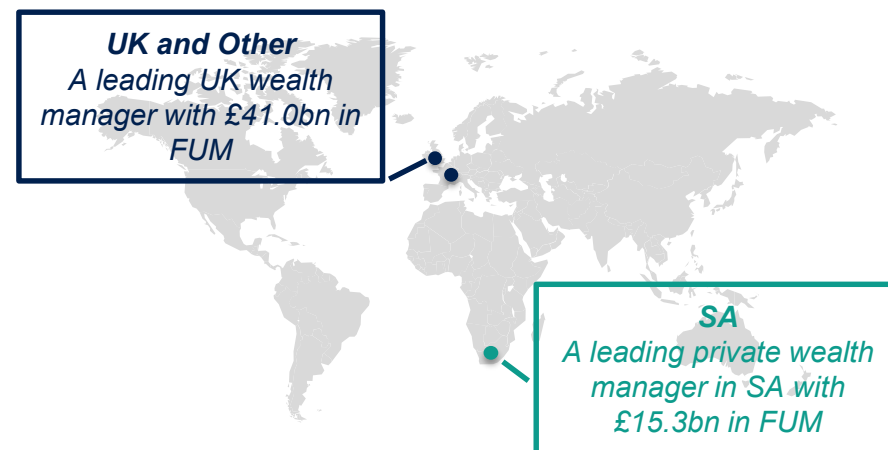
SA

FUM development



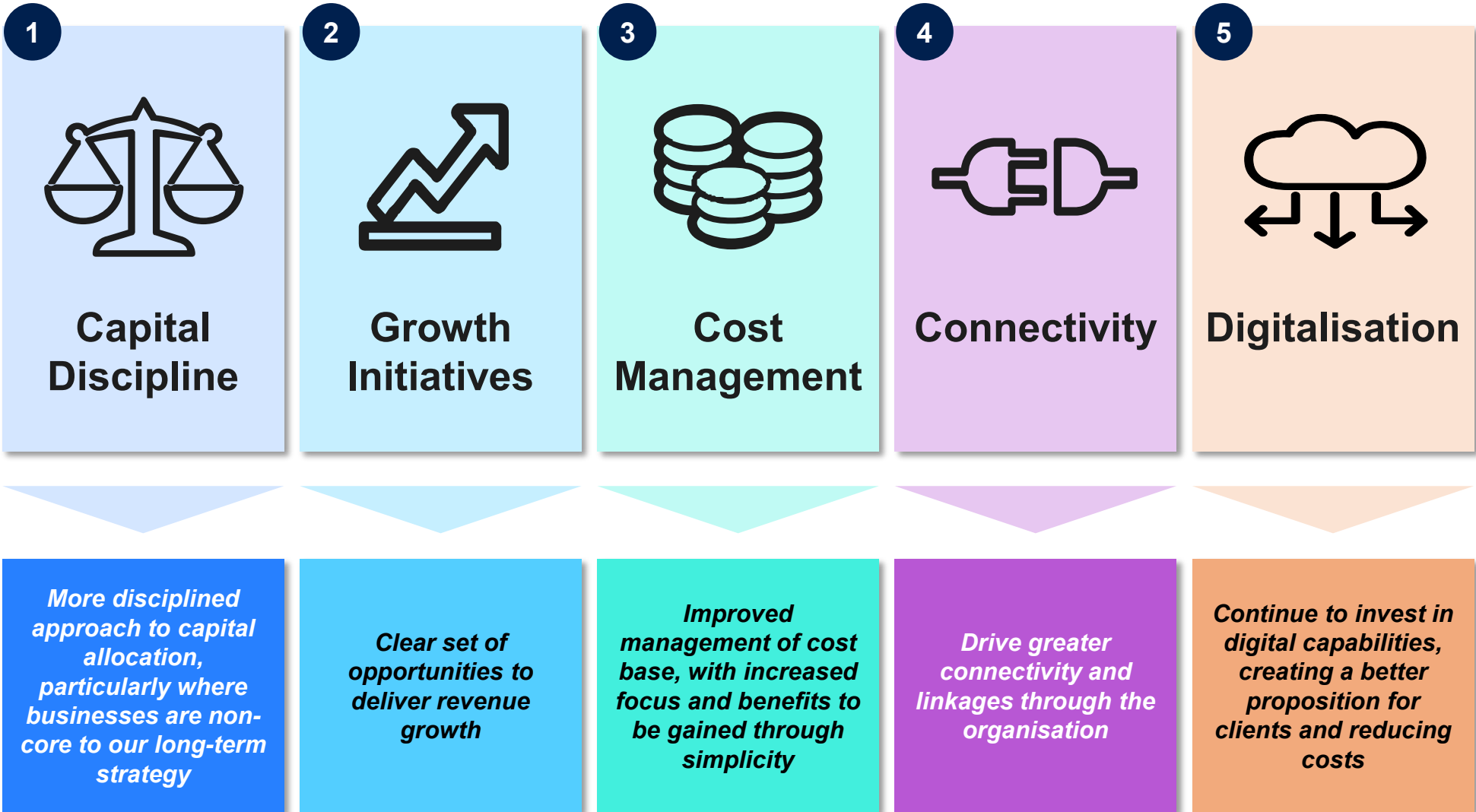
International presence

IW&I manages c.£56bn of FUM globally



Our initiatives to enhance shareholder returns

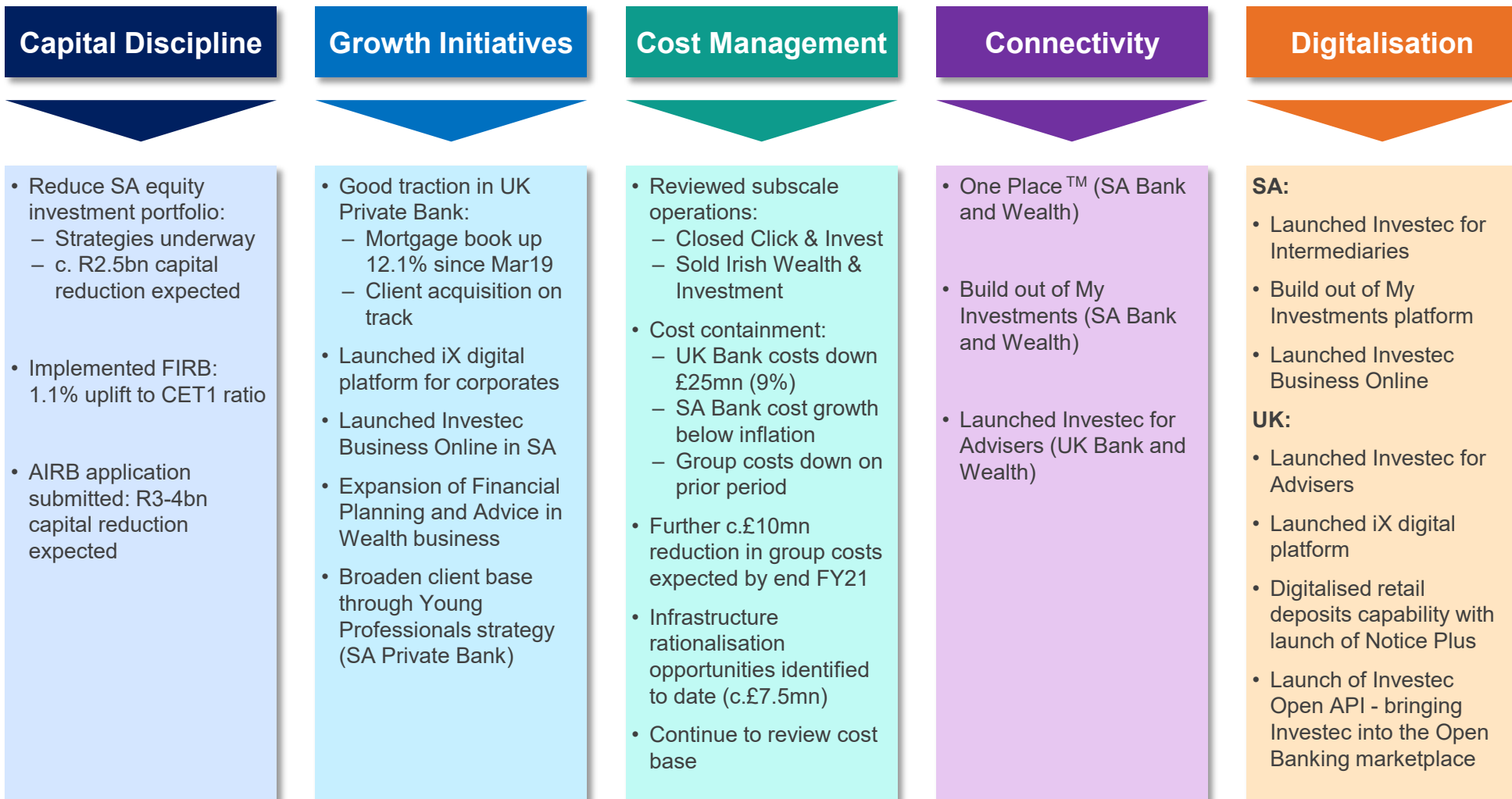
We are focused on five key initiatives to enhance returns for shareholders



Enhancing returns for shareholders

Our initiatives to enhance shareholder returns (cont.)

Progress on our five key initiatives – H1 2020



Enhancing returns for shareholders

Clear set of financial targets underpins our objectives

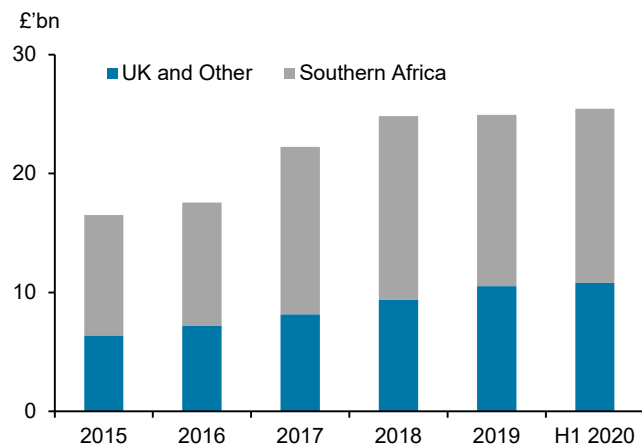
Which we aim to deliver on over three years by end of FY2022

<i>Metric:</i>	FY 2019	H1 2020	Medium-term target	Commentary**
ROE	12.0%^	10.7%	12% to 16%*	UK Combined Target: 11% to 15%* UK Bank Target: 10% to 13% SA Combined Target: 15% to 18%* SA Bank Target: 14% to 16%
Cost to Income Ratio	66.8%^	66.9%	< 63%	UK Bank Target: < 65% UK Wealth Target: 73% to 77% SA Bank Target: 49% to 52% SA Wealth Target: < 70%
Investec Limited CET1^^	11.6% (FIRB)# 10.5% (Standardised)	11.6% (FIRB)	> 10%	<i>Capital adequacy target range of between 14% and 17% on a consolidated basis for Investec plc and Investec Limited</i>
Investec plc CET1^^	10.8%	10.7%	> 10%	
Dividend Payout Ratio	<i>n.a.</i>	<i>n.a.</i>	30% to 50%	

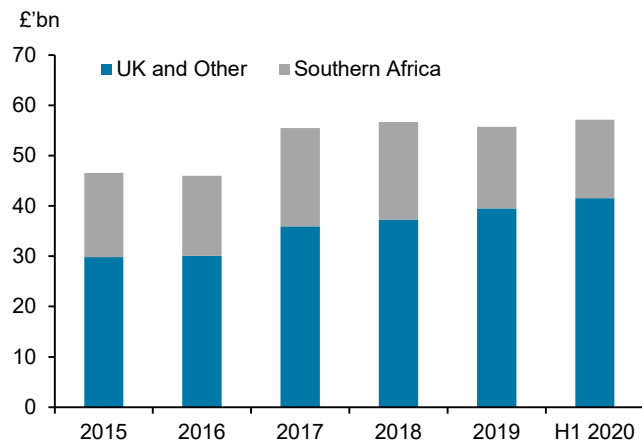
^Restated per slide 42. *Target takes into consideration Group Central Costs. **All SA targets are set in Rands. ^^As reported including IAM. # On a pro-forma basis, had the Foundation Internal Ratings Based (FIRB) approach been applied as of 31 March 2019 (Investec Limited received regulatory approval to adopt the FIRB approach, effective 1 April 2019).

Strong growth in key earnings drivers...

Net core loans and advances

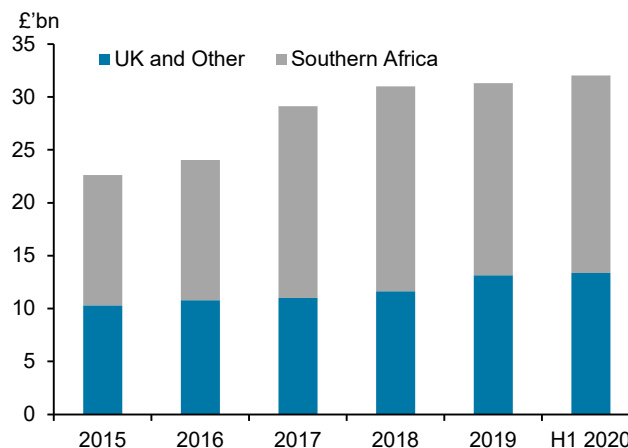


FUM

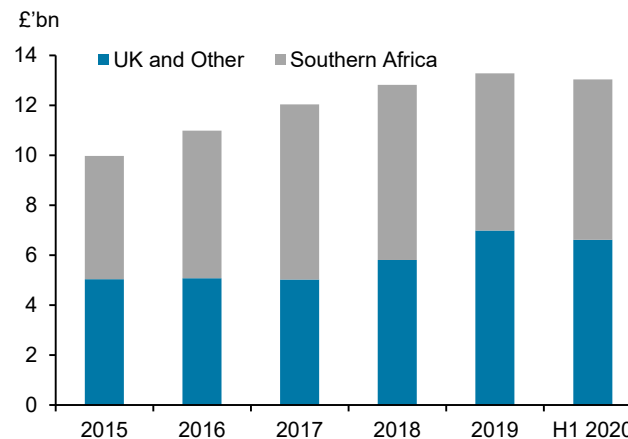


...supported by robust balance sheet

Customer deposits



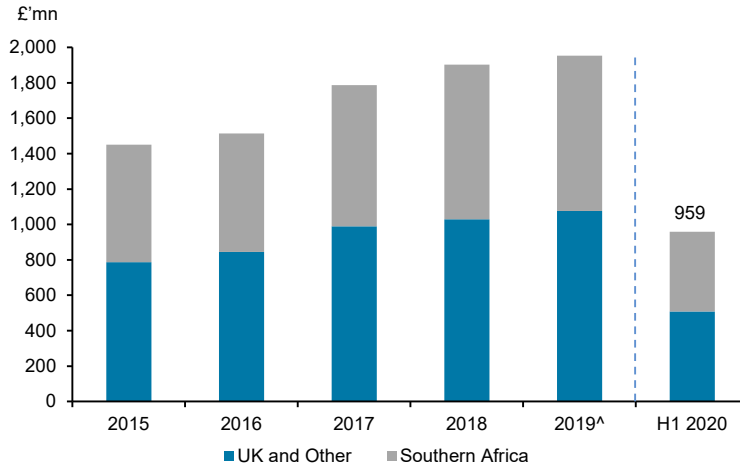
Cash and near cash balances



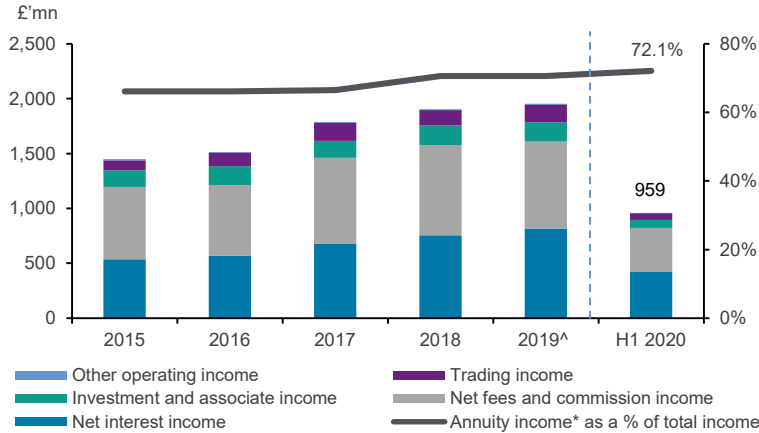
- We have **strong momentum** across our businesses, underpinned by our high-quality client franchises
- Net core loans and advances have grown from **£16.5bn** in 2015 to **£25.4bn** in H1 2020, a **CAGR of 10%**
- Customer deposits have grown from **£22.6bn** in 2015 to **£32.0bn** in H1 2020, a **CAGR of 8%**
- FUM has increased from **£45.6bn** in 2015 to **£57.1bn** in H1 2020, a **CAGR of 5%**
- **Robust balance sheet**, with significant portion of cash and near cash balances (**£13.0bn at H1 2020**)

Summary of Bank and Wealth key financials (cont.)

Resulting in a growing revenue base

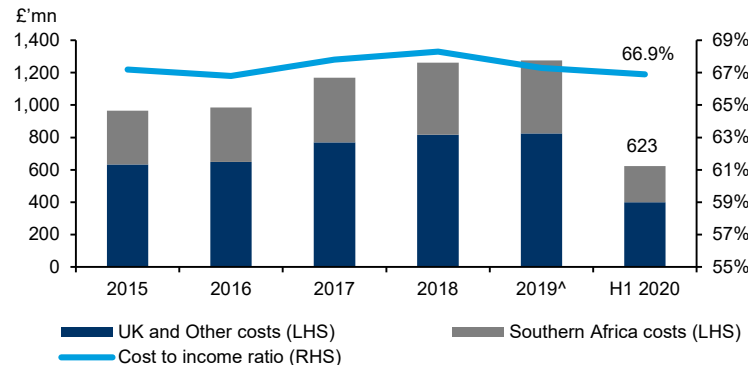


We have **delivered strong growth** in our revenue base, with over **50%** generated in the UK



We have a **defensive business model** that supports a **stable recurring income base** and earnings through varying market conditions

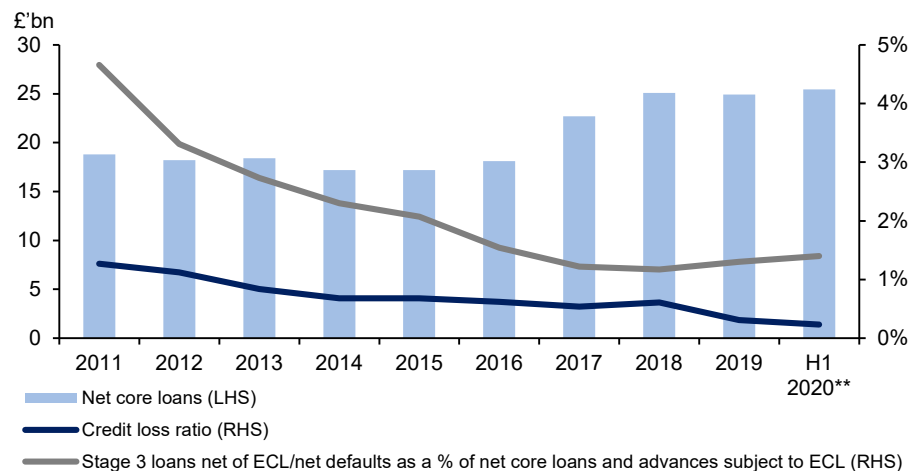
Our cost to income reflects investment



We have made **strategic investments** to build a highly **scalable platform** – focus is now on **leveraging this investment**

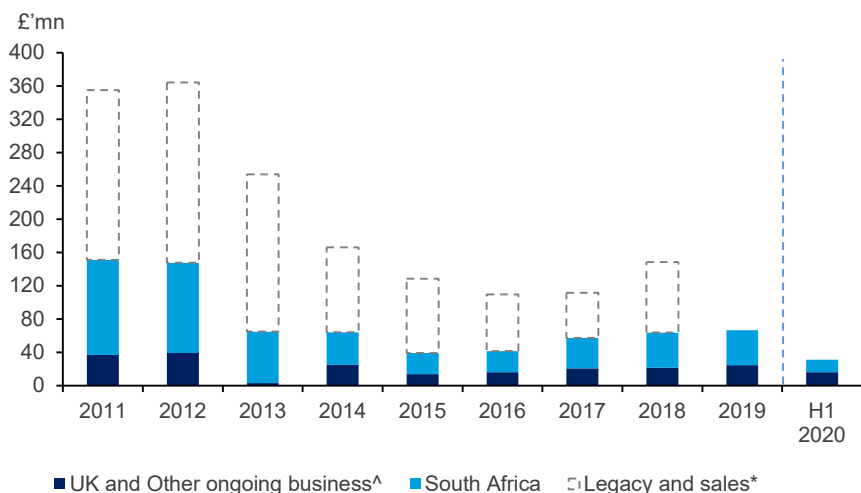
Asset quality has improved over recent years

Core loans and credit loss ratio

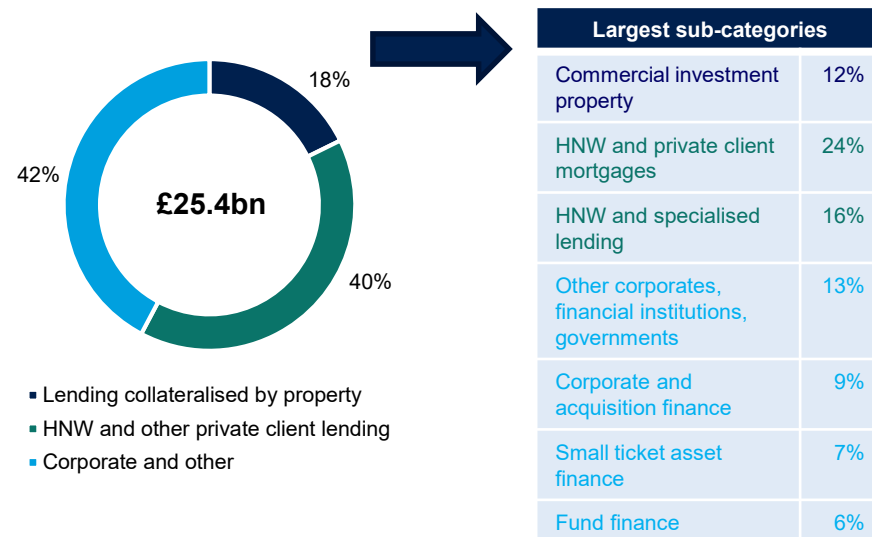


- **Asset quality has improved** as the legacy portfolio has been managed down (less than 0.5% of global loan book)
- Ongoing portfolio continues to have **low levels of impairments and defaults**
- **Annualised credit loss ratio of 0.23%** in H1 2020 (March 2019: 0.31%)
- Stage 3 net of ECL as a percentage of net core loans was **1.4%** in H1 2020 (March 2019: 1.3%)

Expected credit loss (ECL) impairment charges



Core loan analysis (H1 2020)



**Annualised. ^Where the ongoing business excludes the UK Specialist Bank legacy assets and businesses sold for financial years 2011 to 2018. Information for March and September 2019 is based on statutory results. *Refers to the remaining UK legacy business and Group assets that were sold in the 2015 financial year.

Bank and Wealth ROE

Committed to FY2022 target of 12% - 16% ROE



1. Shown on Rand currency basis using SA effective tax rate of 15.7%; 2. Does not include equity investments residing in our franchise client businesses and utilises effective portfolio tax rate; 3. Using UK effective tax rate of 17.1%; 4. Relates to the transactional banking and mortgage offering component of the Private Bank. 5. Equity reduced by £159.1mn and corresponding reduction on goodwill (associated with the gain on sale of Carr Sheppards and subsequent goodwill recognised on acquisition of Rensburg Sheppards). Applying this adjustment, Bank & Wealth ROE would be 11.2%, with Investec plc ROE at 8.3%. Using the Wealth & Investment tax rate of 24.6%. 6. Using Bank and Wealth tax rate; Investec Limited shown on a Rand basis.

Financial

Solid operational performance against challenging backdrop

- Results in line with pre-close trading update
- Adjusted operating profit* of £373.6mn (1.7% down; in line in neutral currency)
- 4.0% decrease in adjusted EPS to 28.9p
- Basic EPS down 10.5% impacted by strategic actions
- ROE of 13.1%
- Dividend per share: 11.0p (in line with prior period)

Strong client franchises

- Substantial net inflows (£3.5bn) and growth in AUM[^] (up 6.4%) in Asset and Wealth management businesses
- Loan book growth (up 2.0%) supported by lending franchises in the Specialist Bank and deposits up 2.3%

Performance affected by

- Lower investment banking fees
- Base effects of liability management exercise (UK) and translation gains (SA) in prior period

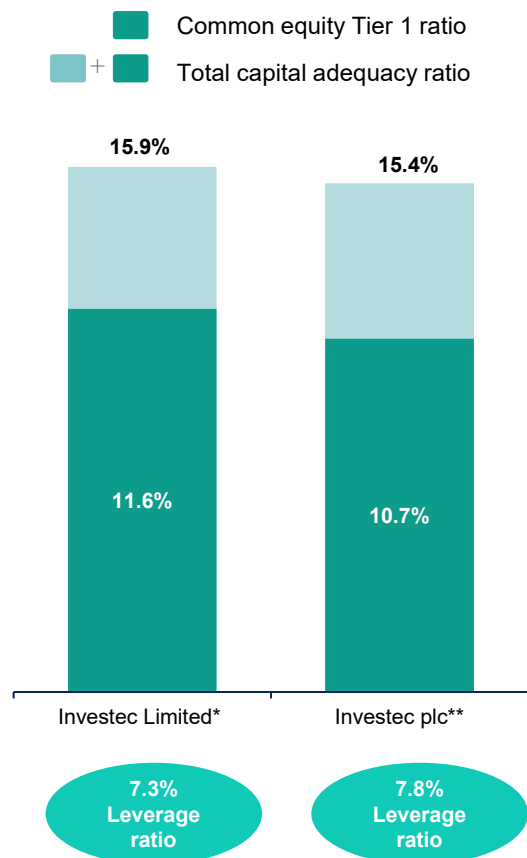
Strategic and operational

- **Demerger on track** – Shareholder Circular published 29 November 2019
- **Decisive action taken in Bank and Wealth business**
 - Closure of Click & Invest
 - Closure and rundown of Hong Kong direct investments business
 - Sale of Irish Wealth & Investment business
- **Focused on cost containment**
 - UK Specialist Bank reduced costs by £25mn (9.1%)
 - To date, identified Group cost savings (c.£10m), and infrastructure rationalisation opportunities (c.£7.5m) for Bank and Wealth by end FY2021
- **Capital management**
 - Converted to FIRB** in SA (1 Apr 2019) – 1.1% uplift to Investec Limited CET1 ratio
 - Successful implementation of AIRB** would result in R3-4bn reduction in required capital (c.1% CET1 ratio uplift)
 - Anticipate c.R2.5bn reduction in required capital from strategies to reduce the equity investment portfolio
 - No further share dilution through issuances to staff incentive schemes

Simplify, focus and grow with discipline

Healthy capital position

H1 2020 as reported, including IAM*



Existing capital generation supports growth and dividends

Positive capital generation across all three core businesses

- All businesses are capital self-sufficient
- Post demerger:
 - Combined dividend capacity of Bank and Wealth and Asset Management (becoming Ninety One) expected to be unchanged and, based on proposed dividend policies, the aggregate level of dividends will be initially comparable to a scenario with no demerger
 - Bank and Wealth dividend policy of 30% to 50% payout ratio
 - Asset Management (becoming Ninety One) ordinary dividend policy of 50% payout ratio plus special dividend of any surplus capital^
 - Continued capacity for Bank and Wealth RWA growth of c.8-10% p.a. (c.7%-8% UK Bank, c.8-10% SA Bank)
 - Maintain appropriate capital adequacy / buffer across Investec plc and Investec Limited
 - Dividends from the Wealth & Investment business continue to be passed through to shareholders
 - Managing down our non core equity investments portfolio, releasing material capital and offering optionality

Well capitalised, lowly leveraged balance sheet with improving capital generation

*Includes unappropriated profits, which, if excluded, would lower Investec Limited's CET1 ratio by 49bps. **Before the deduction of foreseeable charges and dividends as required under the CRR and EBA technical standards. The impact of this deduction of £37mn would lower Investec plc's CET1 ratio by 24bps. ^Ninety One is expected to only retain after tax earnings sufficient to meet current or expected changes in its regulatory capital requirements and investment needs, as well as a reasonable buffer to protect against fluctuations in those requirements. Subject to the approval of the Ninety One Boards, it is expected that the remaining balance of after tax earnings, after taking into account any specific events, would be returned to Ninety One shareholders through payment of a special dividend.

Summary and closing

Recap on demerger rationale

- **Simplification and greater focus to enhance the long-term prospects** of both businesses
- **Opportunity to build on linkages** between the Specialist Bank and Wealth & Investment businesses

Overview of Investec Bank and Wealth

- **International specialist bank with leading market positions** in select niches
- One of the **leading private client wealth managers** in the UK and SA
- Ability to leverage cross-border platforms – **domestically relevant and international networked**

Highlight initiatives to enhance returns

- More disciplined approach to **capital allocation**
- **Clear set of growth and cost initiatives**
- Drive greater **connectivity** and continue to **invest in digital capabilities**

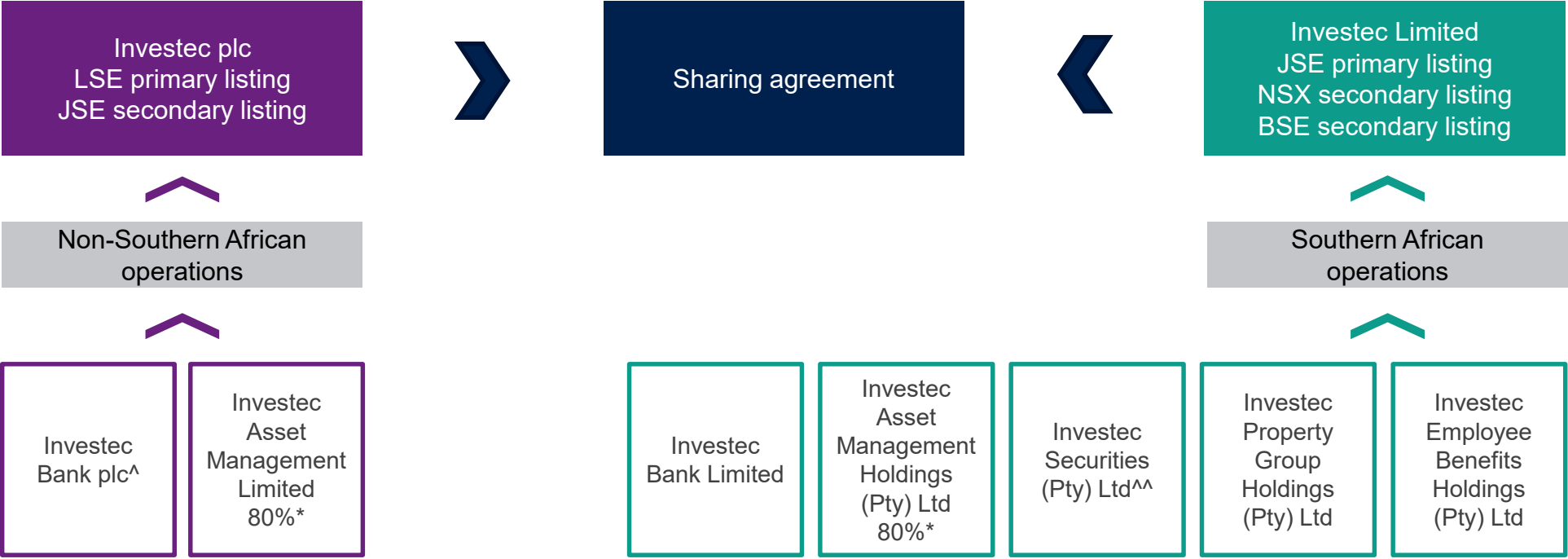
Demonstrate sustainable organic capital generation

- All businesses are **self-sufficient**
- **Existing capital generation supports growth and dividends**
- **Maintain appropriate capital adequacy / buffer** across Investec plc and Investec Limited

Appendix



Dual Listed Company (DLC) structure



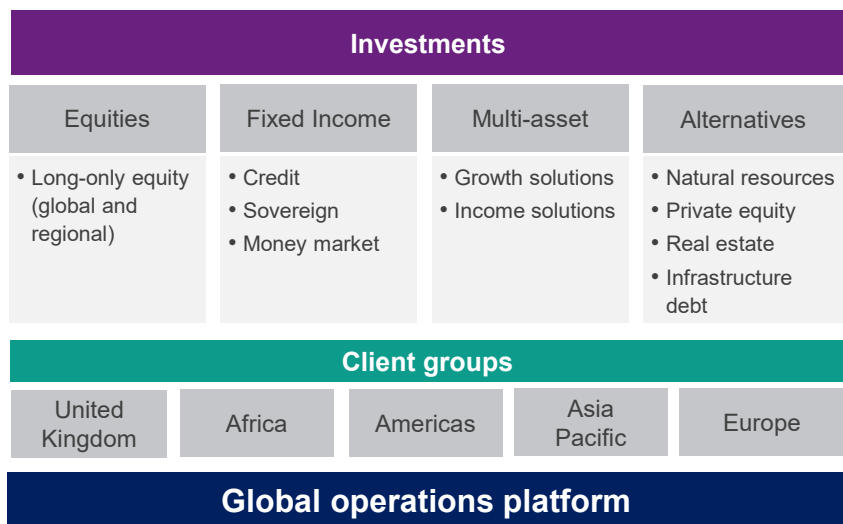
- Investec plc and Investec Limited are **separate legal entities and listings**, but are bound together by contractual agreements and mechanisms
- Investec operates as if it is a **single unified economic enterprise**
- Shareholders have **common economic and voting interests** as if Investec plc and 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

[^]Houses the Specialist Bank and Wealth & Investment businesses.

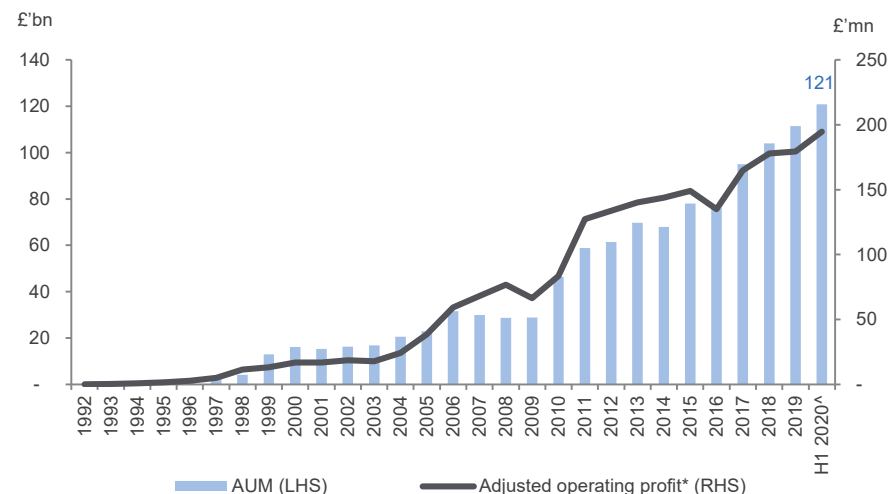
*Senior management in the company hold 20% minus one share.

^{^^}Houses the Wealth & Investment business.

Organisational Structure



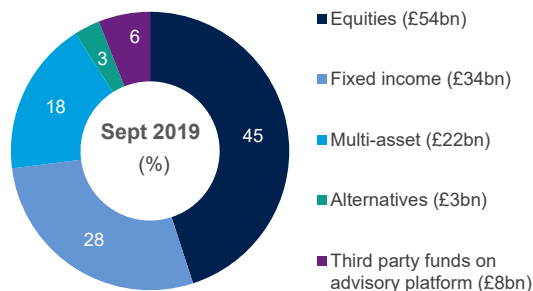
Growth in profit and AUM



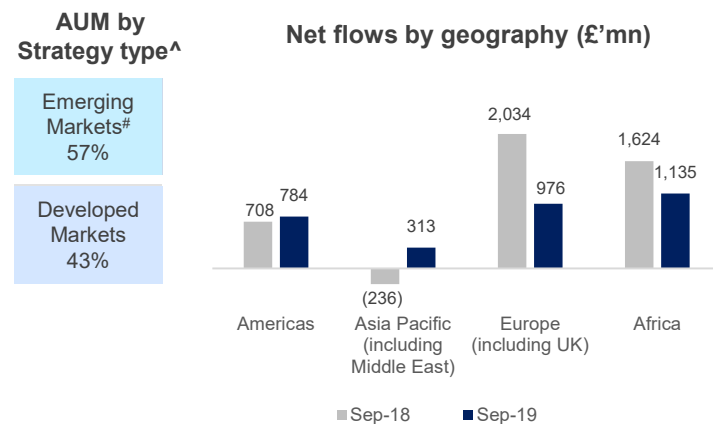
Salient information for FY2019

- AUM of £120.8bn at 30 September 2019 (up 8.4% from £111.4bn at 31 March 2019)
- Operating margin: 31.5%
- Average income yield earned on funds under management: 53bps
- Net flows in funds under management as a % of opening funds under management: 5.8% (5-year average of c.4%)

AUM by asset class

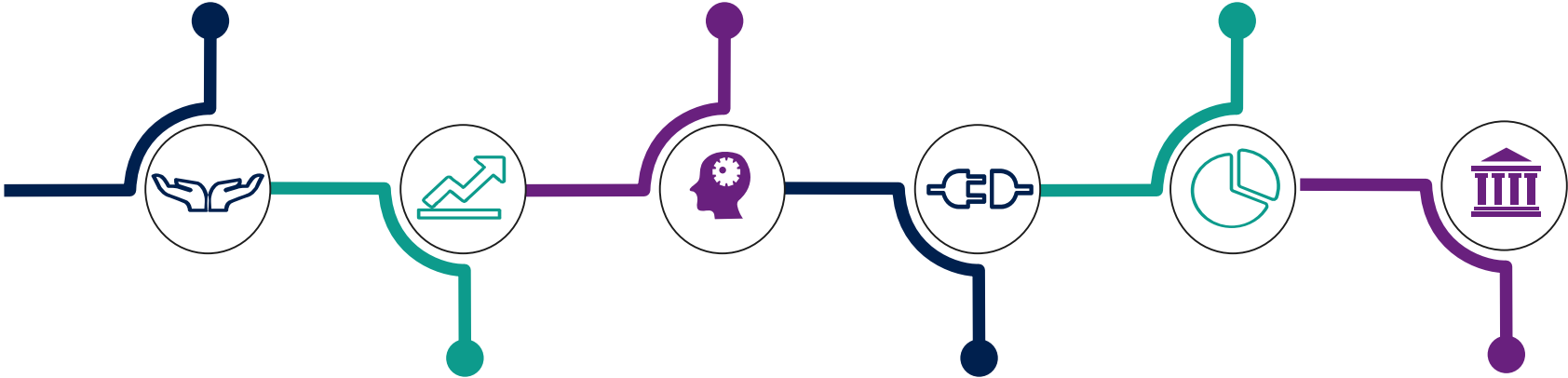


Where we operate



We have evolved our business model and are strategically well positioned

- **Simplified and de-risked** our business as a basis from which to grow
- **Fully invested Private Banking franchise** with a clear market opportunity set to realise benefits of increased scale
- **Improved revenue mix** – client-driven, high annuity and increased capital light



- Achieved **considerable scale in our competitively positioned Corporate and Investment Banking franchises** with sustainable growth opportunities

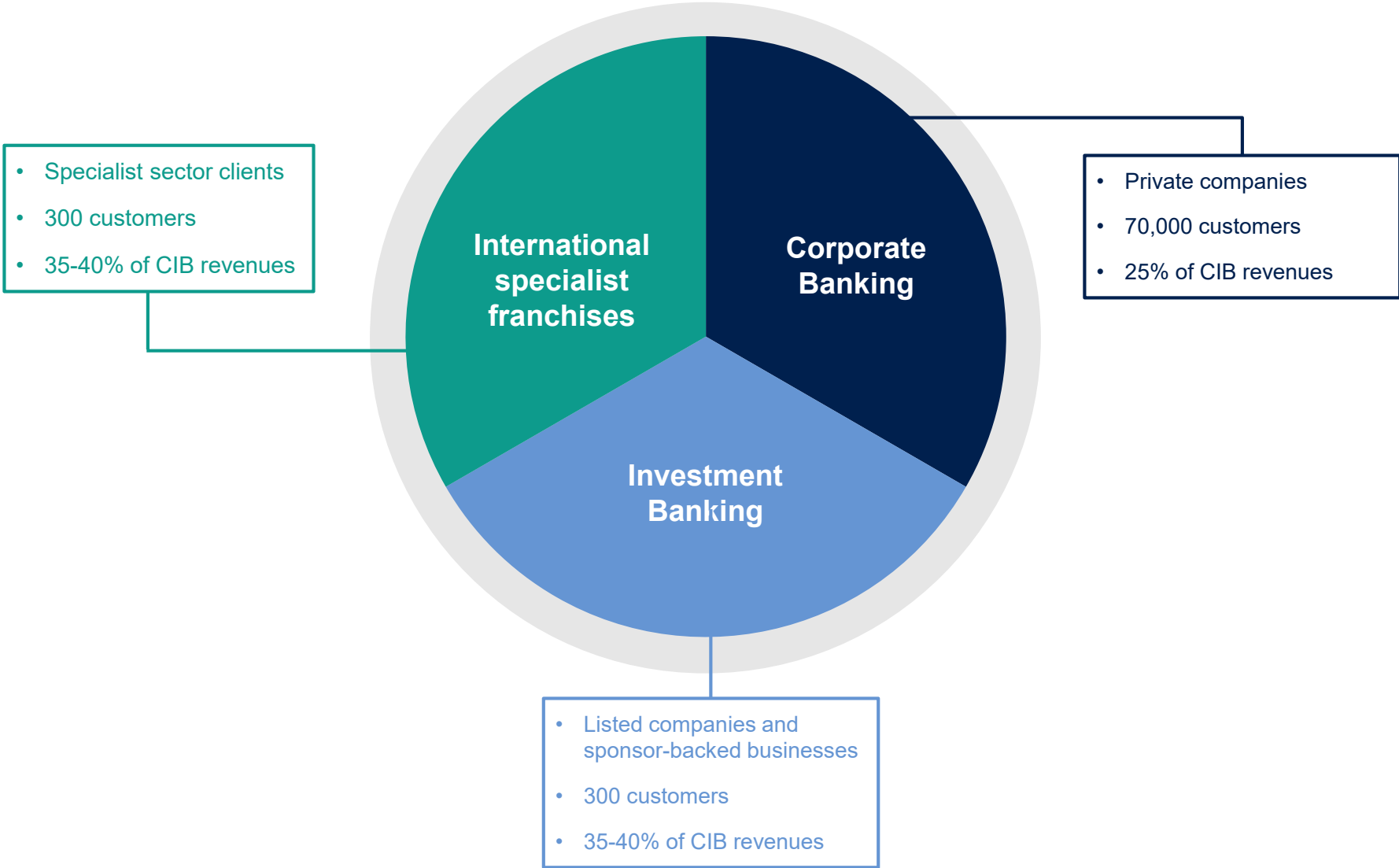
- **Enhanced connectivity** across the businesses with strong potential for further collaboration

- Going forward:
- Strong **growth strategies**
 - Focusing on **cost discipline**
 - Improving **returns**
 - Delivering sustainable organic **capital generation**

Well positioned for future growth

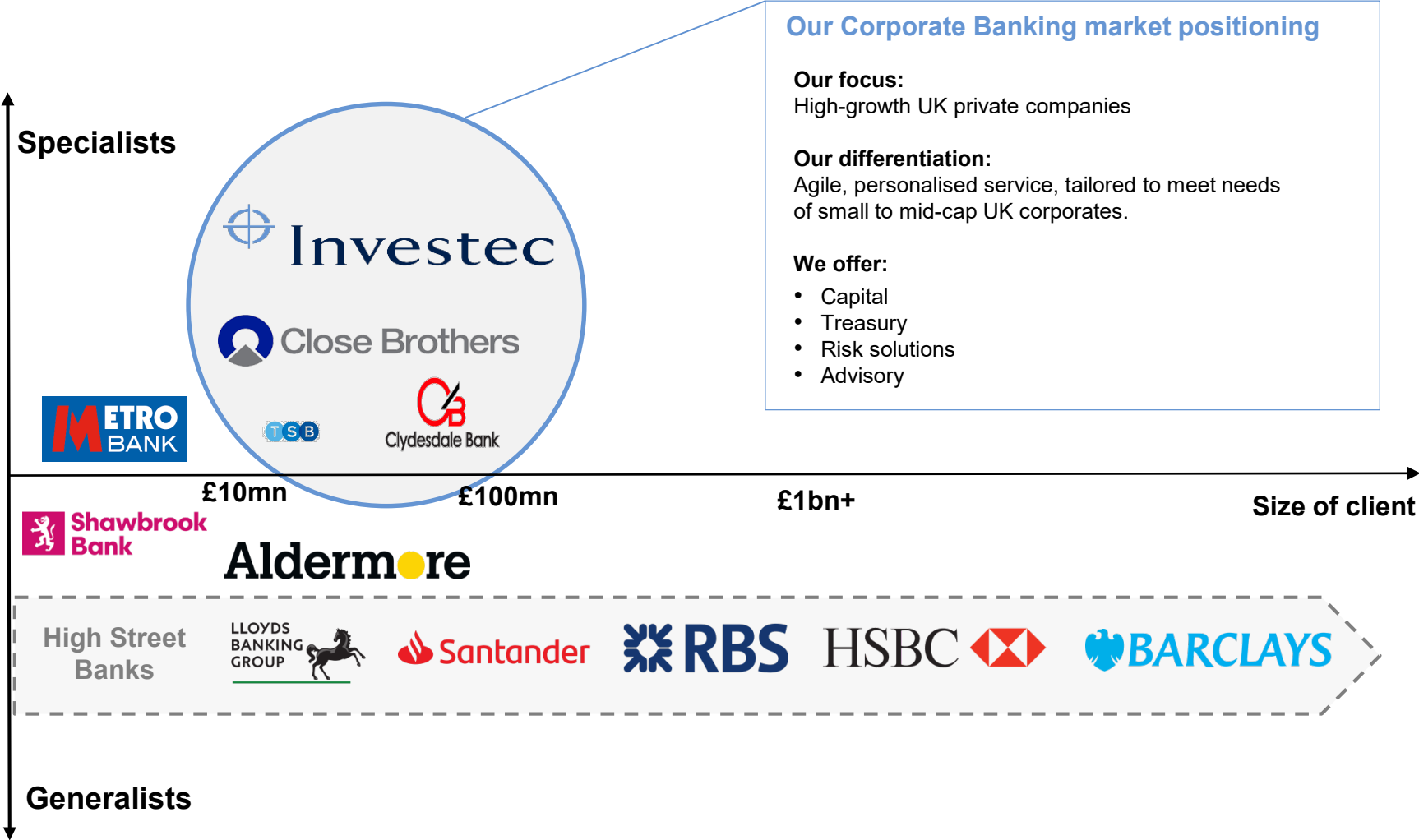


Established, full-service CIB offering



A leading, client-centric UK mid-market SME proposition

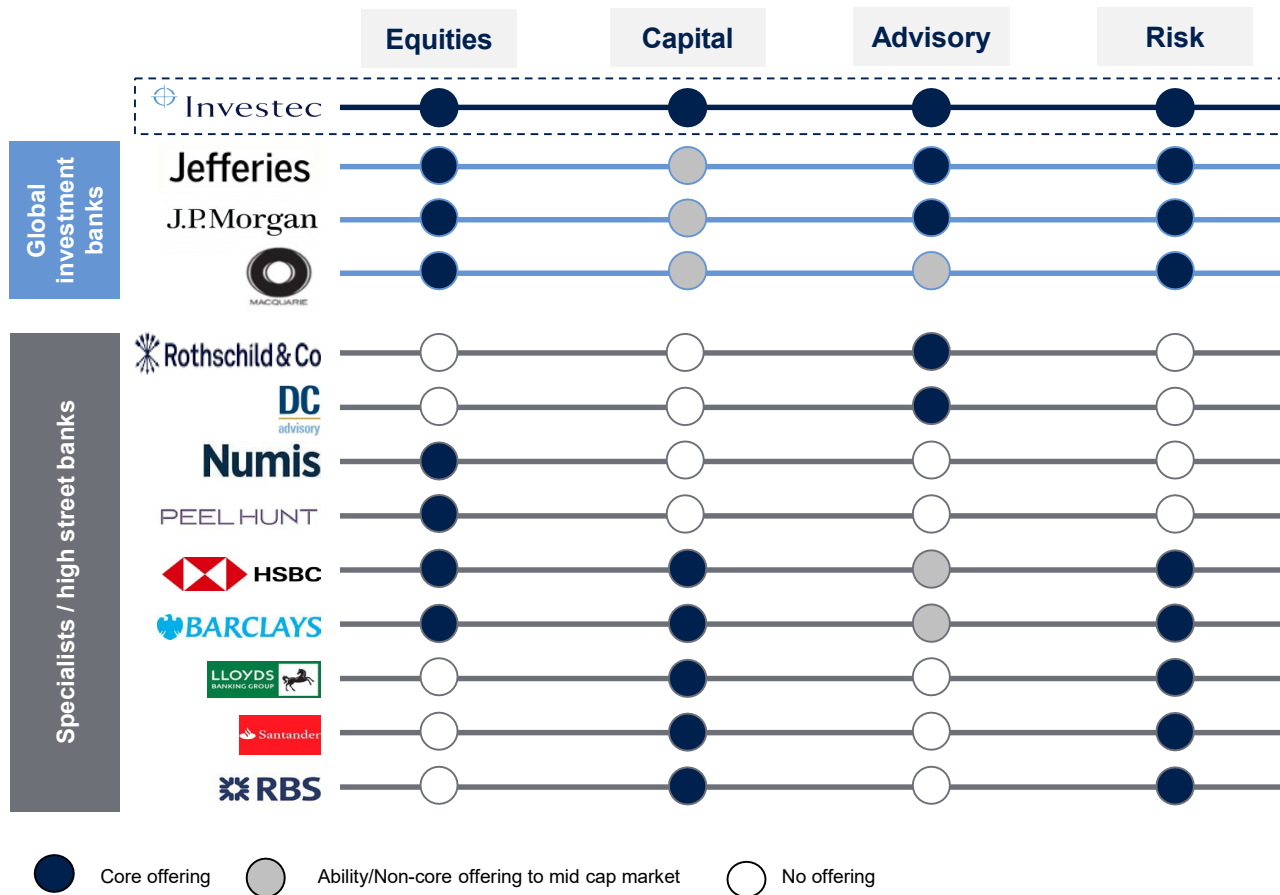
Delivering a 'private banking' experience with investment banking quality of advice and service



Tailored offering to meet the needs of UK mid-market

Boutique service with 'bulge bracket' capability and award-winning franchises

- Tailored offering to meet the needs of UK mid-market corporates and financial sponsors
- We offer the **capabilities of the global investment banks** to the **UK mid-market**, where the global investment banks typically do not focus
- We compete with the specialists and high street on the **breadth of our capabilities and personalised service**



FTSE 250 brokerings
Top 3
in market

Ave. return achieved on IPOs
+218%
(Top 3 in market)

Combined IB transaction value
£20bn
across M&A and ECM in 2018⁽¹⁾

In 2018, advised on over
1/3
of all UK public M&A by value⁽¹⁾

Extel 2019 research rank
#1
in Technology & Insurance

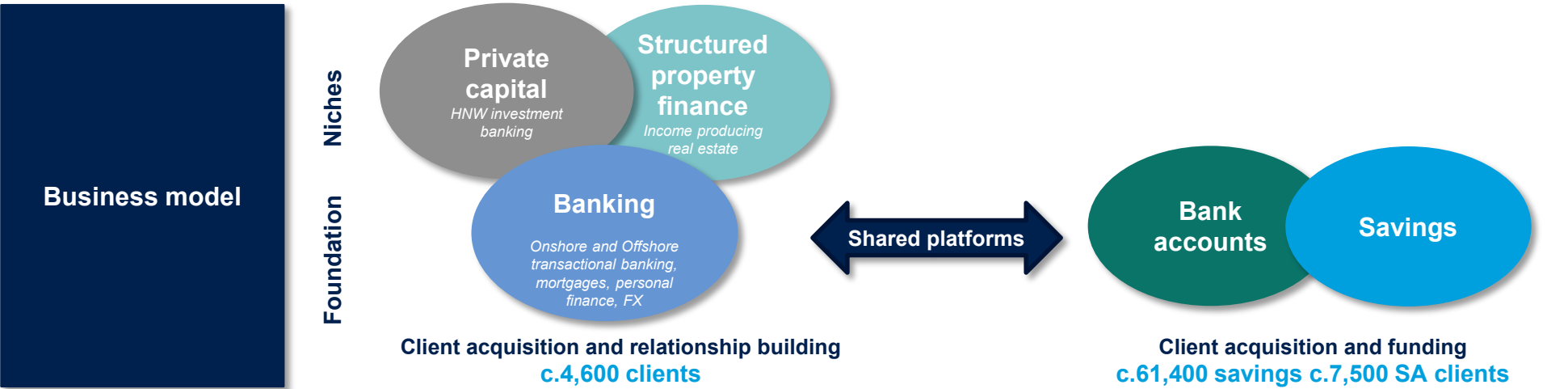
Extel 2019 research rank
Top 3
in 8 out of 14 sectors covered

Net increase in broking clients
+18
in H1 20 (top in UK market)

UK market share rank
Top 10
in FTSE 250 (incl. bulge brackets)

UK Private Banking overview

Our value proposition	HNW offering <ul style="list-style-type: none"> • Client led (not product) • High touch, relationship based • Expertise and speed 	Retail offering <ul style="list-style-type: none"> • Product led • High tech, digital, self service • Innovative products
Ambition	<ul style="list-style-type: none"> • To build an aspirational HNW private bank which facilitates wealth creation integrated with wealth management 	
Clear target market	<ul style="list-style-type: none"> • Largely UK HNW active wealth creators 	<ul style="list-style-type: none"> • UK retail savers • SA Investec clients who do not meet our HNW criteria

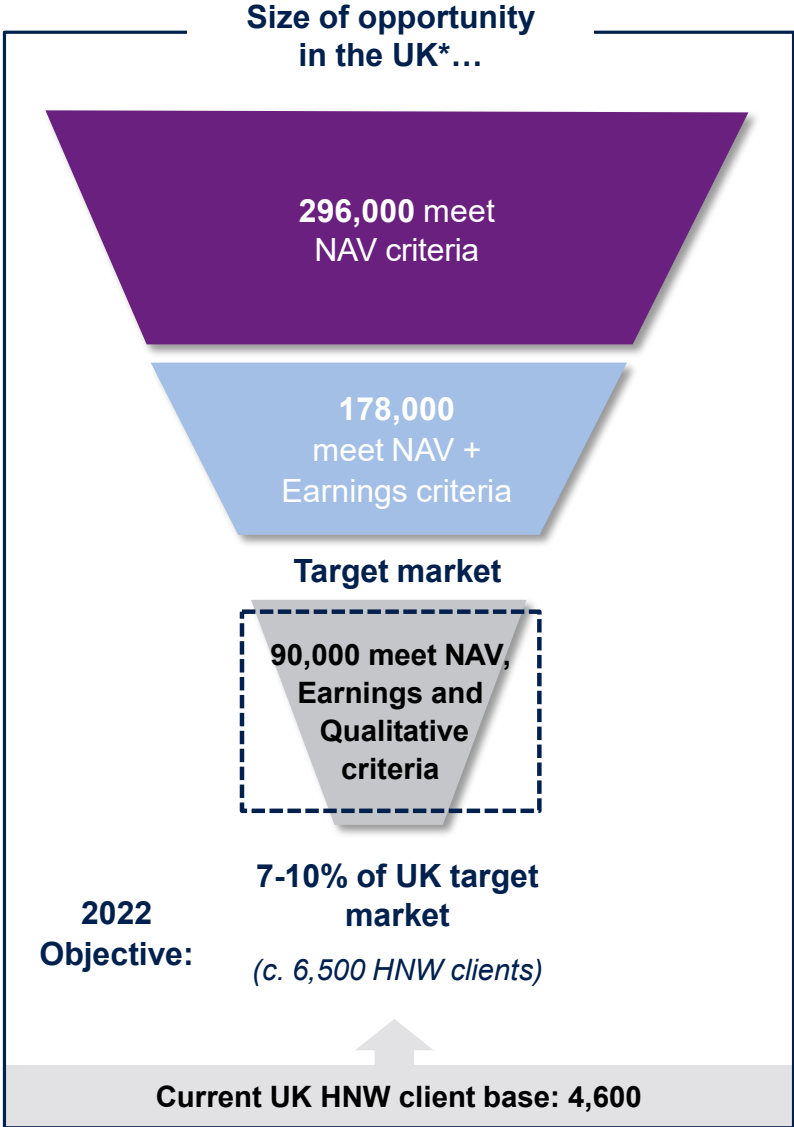


Offering	Lend	Transact	Save	Transact	Save
Channels	Banker	Digital	Telephone (GCSC*)	Digital	Telephone (GCSC*)
Target client	Quantitative Income £300k+ and NAV £3mn+			Qualitative Active, wealth creators, time poor	
				Mass affluent UK retail savers and High Income SA Investec clients who do not meet HNW criteria	

Our proposition is aligned with a clearly defined target client base



Allows us to deal directly with clients, avoiding restrictive regulations requiring the broader retail market to deal via an IFA



*Source: As per research from Scorpio, Oliver Wyman Ltd and Investec's Private Banking marketing team. Client numbers as of September 2019.

Traditional Retail Banks

For customers that need a homogenous product



- High volume and low price
- Low flexibility
- Impersonal and product-led
- Time consuming and bureaucratic

A different kind of private bank

For clients that need a risk-partner to grow their wealth



- Primarily capital-led, with transactional banking and savings capability
- Flexible but rigorous lending criteria
- Not constrained by minimum client AUM
- Individual tailored service within a niche market seeking wealth creation
- Refreshingly human with high service level – ability to deal with complexity and execute quickly

Traditional Private Banks

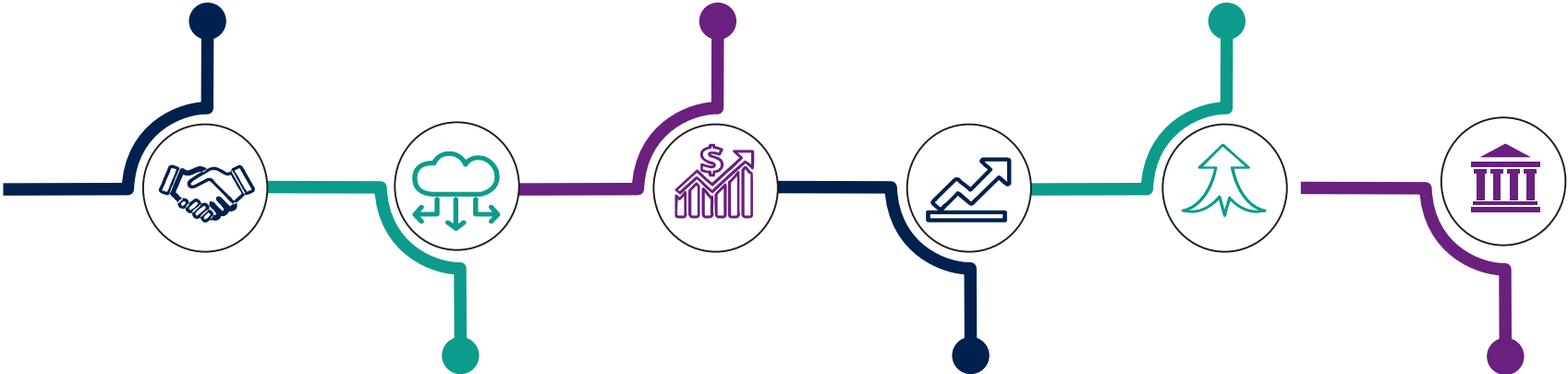
For clients that need wealth preservation



- Primarily investment-led
- Low volume, high price
- Focused on wealth preservation
- High minimum AUM thresholds for clients

We have a specialised niche offering to a select target market

- Invested in our business, sustainably growing our client base and franchise
- Deepening our existing client relationships and client acquisition through the collaboration of product offerings
- We have a number of growth initiatives
- Maintaining cost efficiency with low cost to income ratios



- Strong technology and digital platforms underpin our high-tech and high-touch offering
- Continuous investment to maintain leading position (One Place, Investec Life, Transactional Banking)
- Our growth initiatives and strong franchise support our solid revenue base
- Maintaining sound capital ratios and low credit loss ratios through varying market conditions
- Enhancing our capital light revenue base
- Disciplined capital allocation
- We remain focused on improving ROE

Well positioned for future growth

Strong franchise value and leading market position in our niche markets

Our value proposition

- Diversified client-centric offering
- Sustainable growth driven through collaboration between business units

Ambition

- To be a top tier corporate and institutional bank

Clear target market

- Corporates (mid to large size), intermediaries, government and SOEs

Global Markets

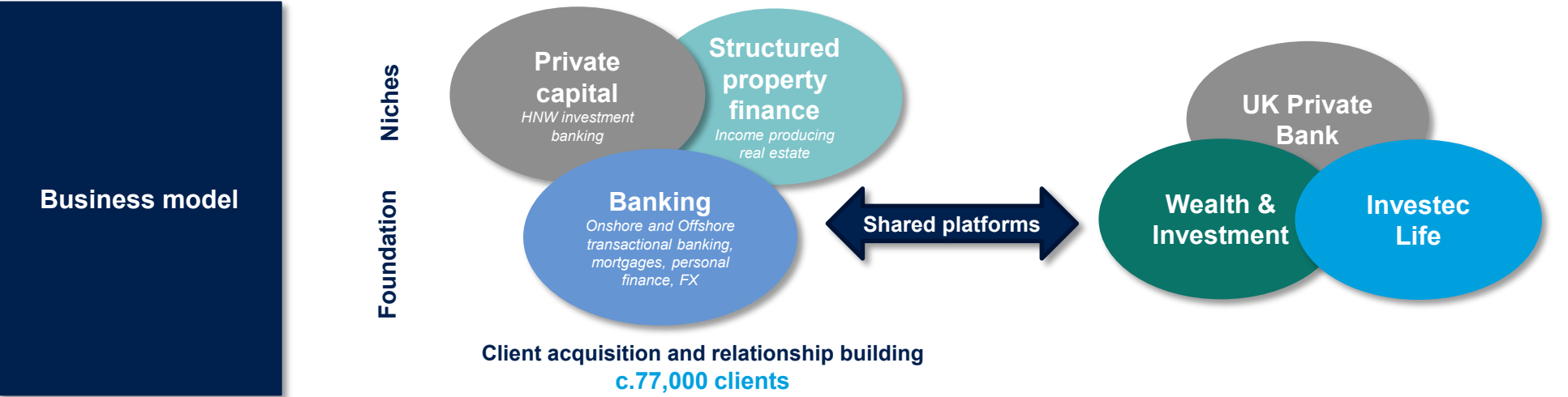
- Well-established, award-winning franchises across:
 - Trading (FICC, Equities, ECM and DCM)
 - Investment products
 - Treasury solutions and sales
 - Credit investments
- Built sustainably through organic growth and diversification into new markets

Specialised Lending

- Tailored offering and deep relationships with our target markets – large to mid-tier corporates and private equity funds
- Differentiated through deep sector expertise and international reach
 - Leveraged finance
 - Supplier finance
 - Power and infrastructure finance
 - Fund finance
 - Aviation finance
 - Export and agency finance
- Award-winning specialist franchises by innovating alongside our clients

SA Private Banking overview

Our value proposition	<ul style="list-style-type: none"> • Bank, borrow, save and invest in One Place
Ambition	<ul style="list-style-type: none"> • To be a leading domestic and international Private Bank
Clear target market	<ul style="list-style-type: none"> • HNW individuals, emerging entrepreneurs, professionals



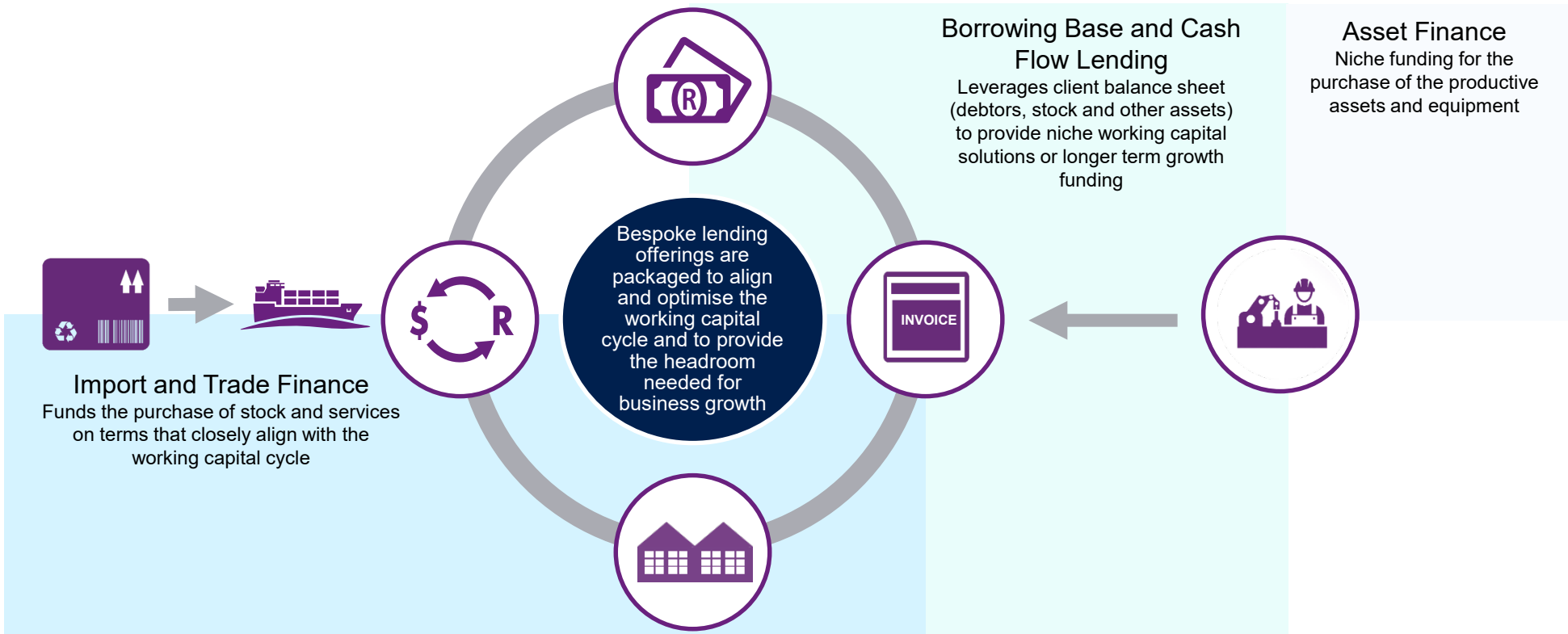
Offering	Lend	Transact	Save	Protect	Invest
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Channels	Banker	Digital	Telephone (GCSC*)
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*Global client service centre.

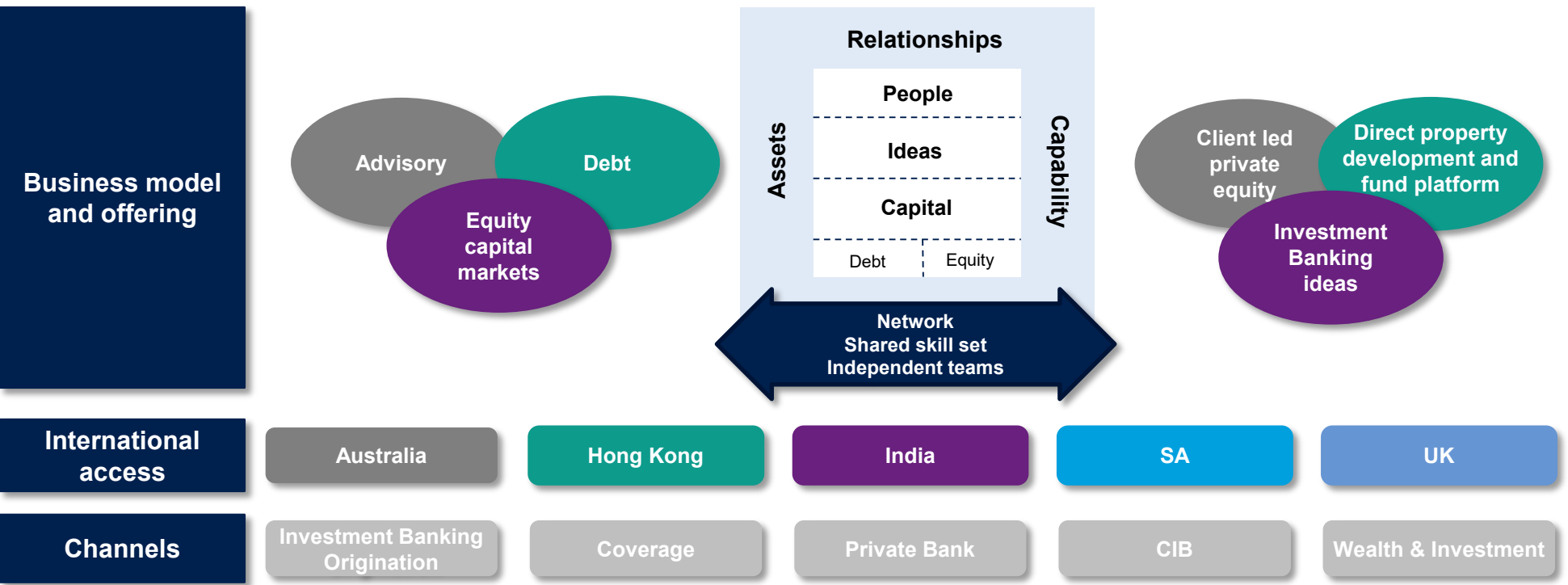
<p>Our value proposition</p>	<ul style="list-style-type: none"> Combining bespoke lending with Investec’s other transactional, advisory and investment offerings High-touch and high-tech tailored offering that affords simplicity to clients
<p>Ambition</p>	<ul style="list-style-type: none"> Develop an integrated niche offering to our target clients
<p>Clear target market</p>	<ul style="list-style-type: none"> Smaller and mid-tier corporates

Bespoke lending offerings for working capital optimisation and business growth



SA Investment Banking and Principal Investments overview

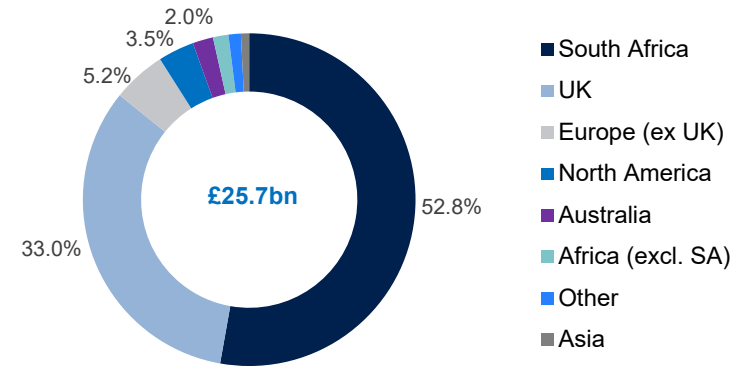
	Investment Banking	Principal Investment activities
Our value proposition	<ul style="list-style-type: none"> To leverage our capabilities, relationships and capital to deliver holistic solutions to our clients 	<ul style="list-style-type: none"> Focus on co-investment alongside clients to fund investment opportunities or leverage third party capital into funds that are relevant to our client base
Ambition	<ul style="list-style-type: none"> To be the leading Investment Bank with an international footprint 	<ul style="list-style-type: none"> Using our collective skill set to optimise capital allocation in principal investments and generate a high IRR on these investments
Clear target market	<ul style="list-style-type: none"> Corporates 	<ul style="list-style-type: none"> Corporates and institutions, property partners



Exposures in a select target market

- Credit and counterparty exposures are to a **select target market**:
 - High net worth and high income clients
 - Mid to large sized corporates
 - Public sector bodies and institutions
- The majority of exposures reside **in the UK and South Africa**
- We typically originate loans with the intent of holding these assets to maturity, and thereby developing a 'hands-on' and long-standing relationship with our clients

Gross core loans and advances by country of exposure

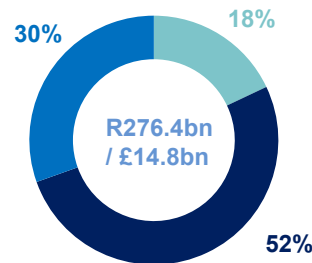


Gross core loans by risk category

South Africa

Corporate and other

Other corporate, institutional, govt. loans	17.5%
Acquisition finance	4.3%
Asset-based lending	3.2%
Project finance	2.3%
Fund finance	2.0%
Asset finance	1.1%
Resource finance	0.1%



Lending collateralised against property

Commercial property investment	14.6%
Commercial property development	1.8%
Residential property development	1.0%
Residential vacant land and planning	0.3%
Commercial vacant land and planning	0.3%

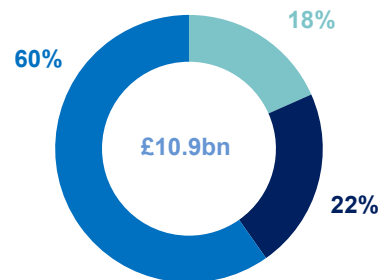
High net worth and other private client

HNW and private client - mortgages	27.6%
HNW and specialised lending	24.0%

UK & Other

Corporate and other

Acquisition finance	15.1%
Small ticket asset finance	14.9%
Fund finance	10.5%
Other corporate, institutional, govt. loans	6.3%
Project finance	4.4%
Asset-based lending	4.0%
Large ticket asset finance	2.7%
Resource finance	0.2%



Lending collateralised against property

Commercial property investment	8.8%
Residential investment	3.7%
Residential property development	2.9%
Commercial property development	1.9%
Residential vacant land and planning	0.4%
Commercial vacant land and planning	0.1%

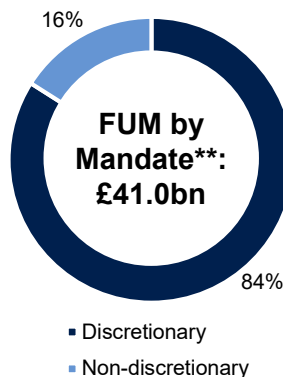
High net worth and other private client

HNW and private client - mortgages	18.7%
HNW and specialised lending	5.2%

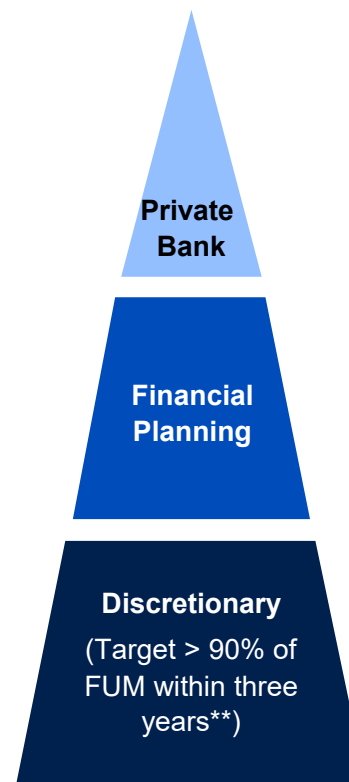
A leading UK private client manager, offering bespoke discretionary investment management services to a higher-end mass affluent and increasing high-net-worth client base

Key facts*

Total FUM	£41.0bn [^]
% UK Discretionary	84%
% UK Direct	c.84%
Operating margin	18.8%
Average yield	0.8%
Target Client	> £250k
# of UK Clients	c.60,000
# of UK Offices	15
# of UK IMs	c.360
# of UK FPs	38



Future growth drivers



- Focus on collaborating further with the UK Private Bank
- Continue to expand financial planning capability
- Develop ways to deliver this advice as a central component of our core offering
- Recruit high quality investment managers
- Further develop proposition to serve growing IFA channel

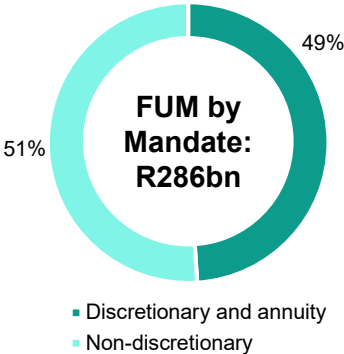
Well placed to benefit from evolving UK market

- Supportive demographic factors with continued growth in household wealth
- “Advice gap” post Retail Distribution Review (RDR) and Pension Freedoms underpinning strong demand for financial advice and long-term savings solutions
- Competitive market remains relatively fragmented, providing opportunities for potential consolidation
- Trend towards integrating technology-led solutions

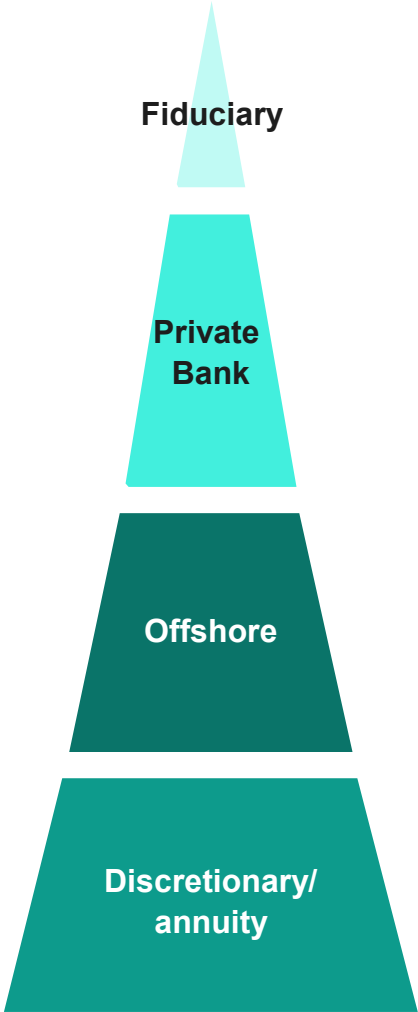
A leading private client manager in SA, providing domestic and offshore wealth management to an international-minded client base

Key facts*

Total FUM	R286bn
% Discretionary and annuity	49%
% of which is offshore	58%
% Direct	c.90%
Operating margin	32.3%
Average yield^	54 bps
Target Client	> R5mn
# of Clients	c.27,000
# of Offices	10
# of IMs	100



Future growth drivers



- Our wealth managers, working with our fiduciary and tax teams, are playing key roles in assisting clients with retirement and estate planning
- Increase collaboration with Private Bank which has a very similar target client base
- Developing single operating platform for SA and Swiss businesses to combine offshore proposition
- We continue to enhance all levels of access for our clients, augmenting our digital access and reporting, while retaining the increasingly important human touch

Well positioned to capitalise on market changes

- Increasing demand for “financial emigration” to offshore jurisdictions (e.g. Switzerland and UK markets)
- Growing appetite for non-domestic investment opportunities (e.g. global equities)
- Increasing demand for advisory services – significant shift in market landscape from stockbroking to discretionary portfolio management and further to holistic wealth management
- HNW investors focused on further diversifying portfolios

*Information as at 30 September 2019. ^A large portion of the funds under management are non-discretionary funds.

We measure up, but want to do more

External Group ESG rankings / ratings received since 1 April 2019



- 8th in the global diversified financial services sector



- Top 30 in the FTSE JSE responsible investment index



FTSE4Good

- Included in the FTSE UK 100 ESG Select Index (out of 641 companies in the FTSE All-Share Index)



- 1 of 43 banks and financial services in the STOXX Global ESG Leaders (total of 439 components)



- Top 6% scoring AAA in the financial services sector



- Score B against an industry average of B-

Our actions

UN CEO Alliance on Global Investment for Sustainable Development (GISD)



First bank in South Africa and 1 of the 8 banks in the UK to sign up to the Task Force for Climate Related Disclosures (TCFD)



Specific actions in Asset Management

- ESG integration
- Launch of specialist sustainability strategies
- Development of impact strategies

Our leadership is fully engaged with a series of global organisations committed to the advancement and implementation of sustainable development:



Dedicated sustainability teams within Bank and Wealth as well as Asset Management

The group remains committed to its objective to simplify and focus the business in pursuit of disciplined growth over the long-term. In this regard the following strategic actions have been effected:

- Proposed demerger of the asset management business
- Closure of Click & Invest which formed part of the UK wealth management business
- Sale of the Irish Wealth & Investment business
- Restructure of the Irish branch
- Sale of UK Property Fund
- Closure and rundown of the Hong Kong direct investments business.

We have elected to separately disclose the financial impact of these strategic actions as the financial impact from group restructures and the rundown of portfolios where operations have ceased. Due to the significant change in the nature of the entity's operations, we consider it appropriate to present the information on a like-for-like basis, resulting in reclassifications for related items which were previously included in operating income and operating costs in the income statement.

In addition, from 1 April 2019, as a result of amendments to IAS 12 Income Taxes, tax relief on payments in relation to Other Additional Tier 1 securities has been recognised as a reduction in taxation on operating profit before goodwill, acquired intangibles and strategic actions, whereas it was previously recorded directly in retained income. Prior period comparatives have been restated, increasing the profit after taxation for the six months to 30 September 2018 by £1.6 million and for the year to 31 March 2019 by £3.2 million.

Financial impact of strategic actions

£'000	Six months to 30 Sept 2019	Six months to 30 Sept 2018	Year to 31 March 2019
Closure and rundown of the Hong Kong direct investments business*	(49 469)	(26 909)	(65 593)
Financial impact of group restructures	4 178	6 234	(21 281)
Costs incurred in relation to proposed Asset Management demerger	(8 579)	-	(6 690)
Closure of Click & Invest	(4 020)	(3 483)	(14 265)
Sale of the Irish Wealth & Investment business	18 959	-	-
Restructure of the Irish branch	(1 265)	9 717	(326)
Sale of UK Property Fund	(917)	-	-
Financial impact of strategic actions	(45 291)	(20 675)	(86 874)