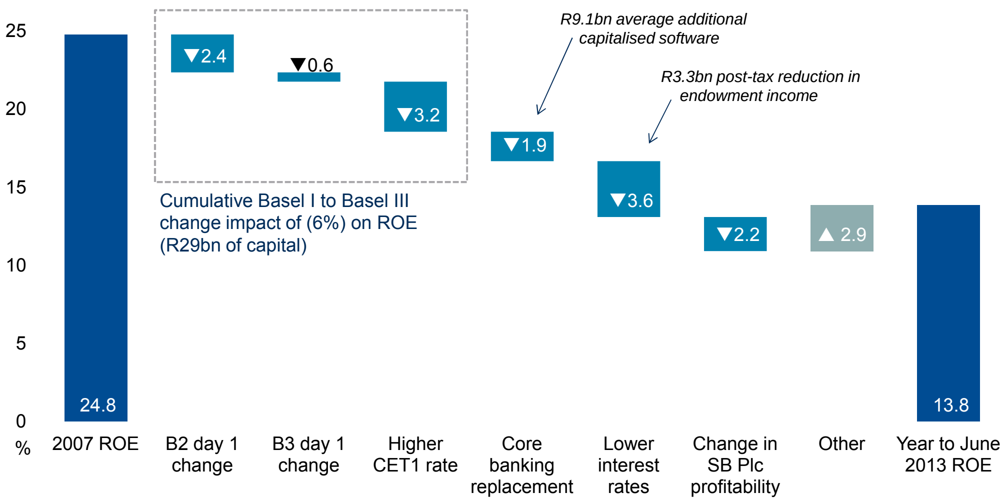
Testing times require a plan, focus and execution

- 2016 is the focal point of our medium-term plan
  - Compliance with fully phased-in B3 capital rules
  - Clear line of sight for liquidity rules
  - Completed core banking replacement
    - High water mark of capital deduction
    - First year of full amortisation
  - Acceptable sustainable ROE
- 2016 plan based on three pillars
  - Performance in the changed environment
  - Business model transition
  - Culture and execution plans

Performance in the changed environment

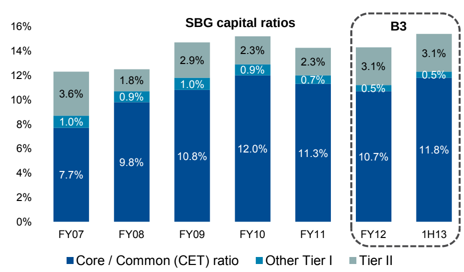
ROE reconciliation

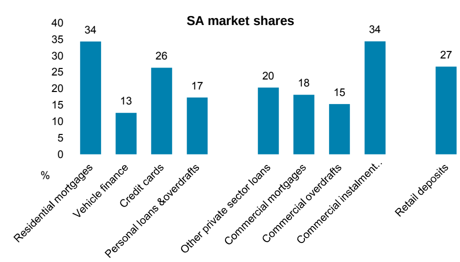
Standard Bank group ROE, FY07 to 12 months ended June 2013



Source: Standard Bank

SBG positioning

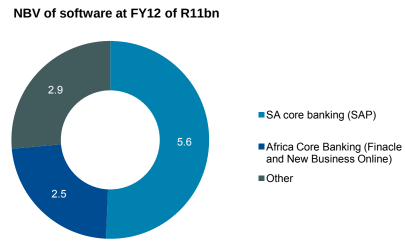




- Successfully transitioned to Basel 3 with appropriate capital ratios
- CIB risk-weighted asset growth constrained
- Appropriate market shares in SA in most product segments
- Superior asset, revenue and earnings growth in African subsidiaries
- African footprint sufficient for sustained growth with strong CIB franchises
- Negative earnings run-rate in PBB ROA reducing
- Standard Bank Plc costs reduced as planned

 Sources: Standard Bank, UBS

Core banking replacement



- SBG has structural charges from the replacement of our core banking systems
  - SA core banking intangible asset net of amortisation expected to peak at R10bn in 2016
  - Amortisation of intangible asset will impact profit
  - ~ 2 – 3% impact on ROE of our core banking replacement across South Africa and Africa

- 15 – 30 year old legacy systems need to be retired and replaced
- New digital channels and products to support the demands of our customers and clients
- Cheaper origination and servicing costs
- Improved customer acquisition and cross-sell
- Enablement of effective and efficient processes
  - Extract scale benefits on the standardised applications
  - Improve seamless cross-border processing of transactions
- Anticipated to be delivered through 8 releases completing in 2016
- 7m access account customers migrated onto this platform

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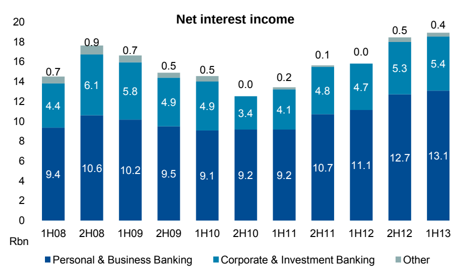
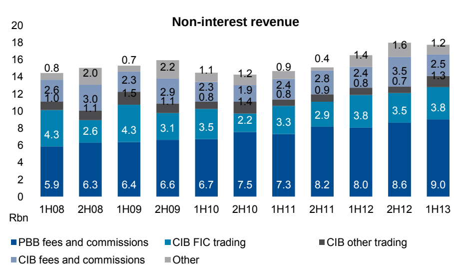
SBG revenue





- PBB delivering sustainable revenue growth since 2H10
  - Net interest income driven balance sheet growth, asset mix change and asset re-pricing
  - Non-interest revenue impacted by competitive positioning
- CIB operating in substantially changed regulatory environment
  - Capital utilisation even more important consideration of revenue generation

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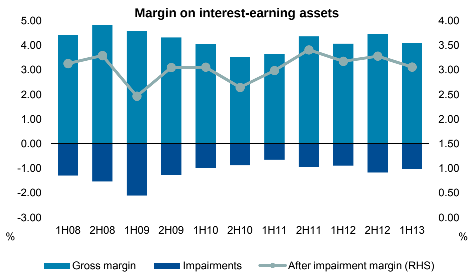
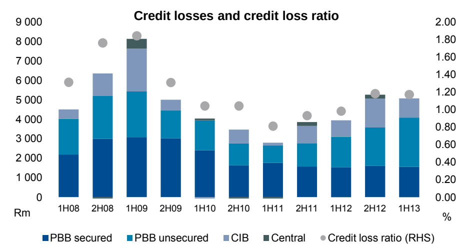
Source: Standard Bank

NII margin before and after impairments, make up of credit losses





- Gross margin has recovered from material negative endowment impact experienced in 2009 and 2010
- Margin after credit costs stable in spite of higher impairments in 2H12 and 1H13
- PBB credit losses shifting from low-growth secured portfolio to higher growth unsecured lending
- CIB credit losses impacted by legacy investment banking book
- Current credit loss ratio higher than through the cycle expectation

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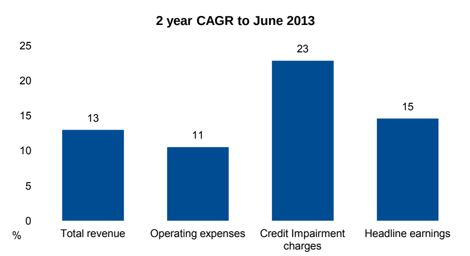
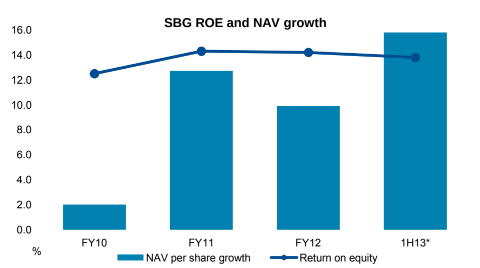
Standard Bank

Source: Standard Bank

Relative operational performance





- SBG achieving operational leverage through cost control...
- ...partly offset by higher impairment charges
- Overall earnings growth has been reasonable over the last two years
- Standard Bank's ROE static but reasonable NAV per share growth

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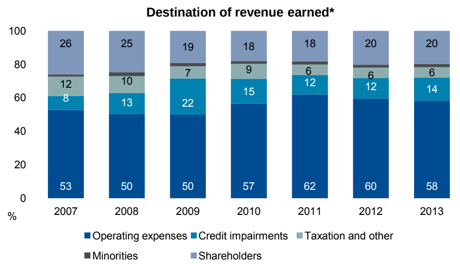
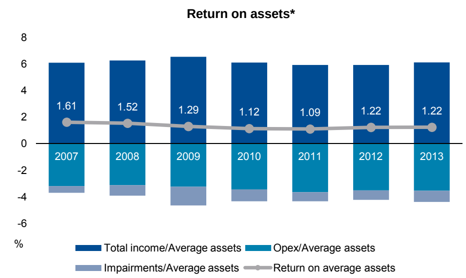
Standard Bank

Sources: Standard Bank, bank financial statements

Work to be done in improving returns





- Income statement growth has been satisfactory over the last few years but utilisation of resources to achieve revenue is too high
- Progress has been made in 2012 and 2013 to reduce costs required to earn revenue...
- ...but credit impairment costs have been disappointing over the last year
- Return on assets below 2007 levels but higher than post-crisis levels

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* 12 months to 30 June

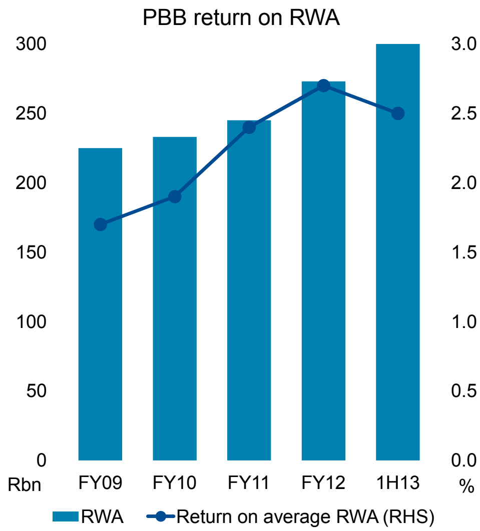
Source: Standard Bank

Standard Bank

Business model transition

Standard Bank

PBB business model transition



- It is all about the customer
- The future is mobile/digital
- The customer is a segment of one
- Full value chain transition – front to back
- Balance the ‘here and now’ with the ‘hybrid’ future
- Proliferation of non-bank competitors
- Appropriate technology is a sustainable differentiator
- Market share of the right customers
- Leverage strong business/commercial banking platform

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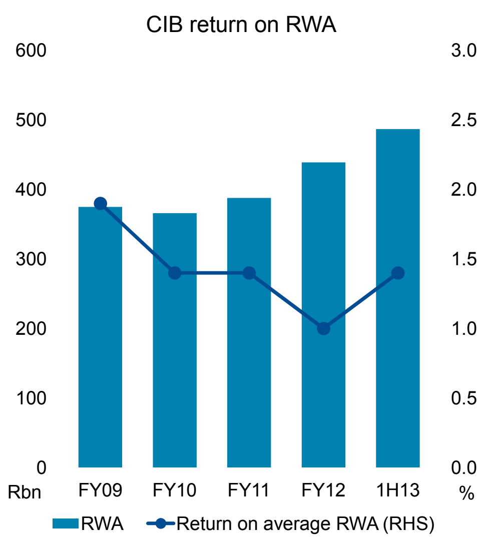
CIB business model transition



- Optimise capital deployment and increase ROE
  - Less long-dated complex derivatives
  - Less private equity
  - Focus on transactional banking
- Digitalisation of trading and transactional banking
- Improved risk distribution
- Africa-specific sector expertise in power and infrastructure, oil and gas, metals and mining, telecoms and primary capital markets
- Increased flow in FIC business and risk mitigation
- Focused client engagement model

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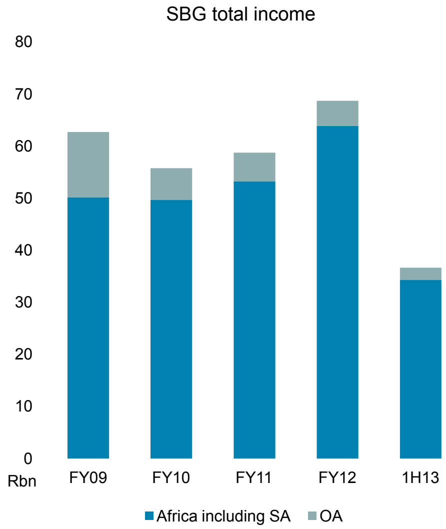
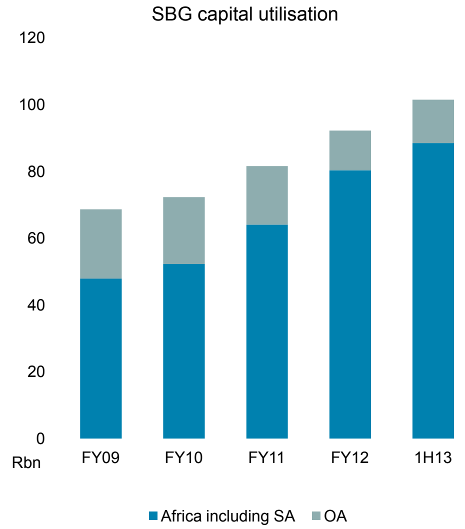
From emerging market to Africa-focused





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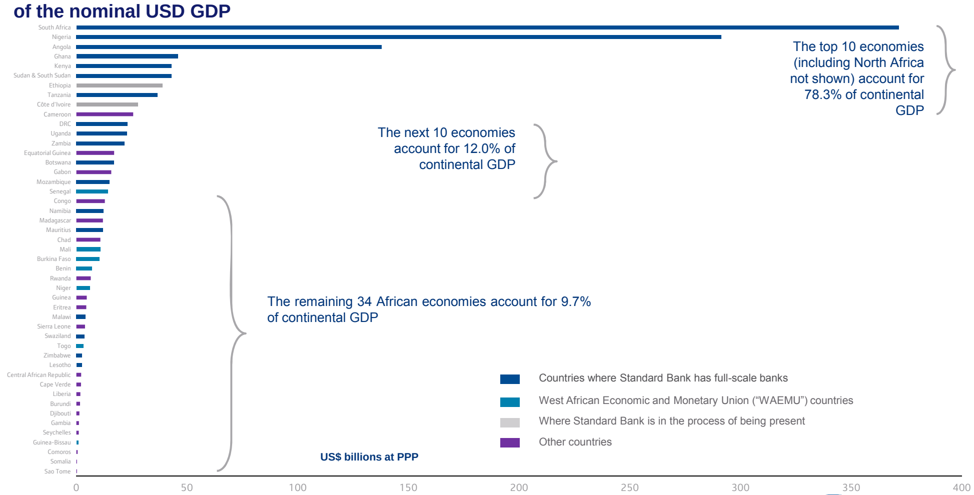
SBG's network already covers countries that comprise over 80% of Sub-Saharan African GDP

The nominal GDP of the African countries where SBG has banks, accounts for 50.6% of the entire continent's official nominal USD GDP. **In Sub-Saharan Africa, countries in which SBG has banking presence account for 80.1% of the nominal USD GDP**



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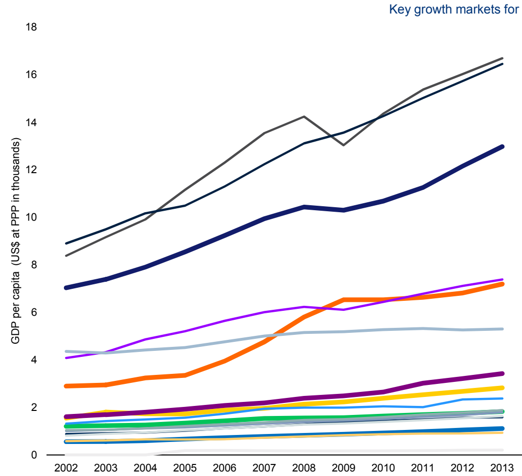
Source: Economist Intelligence Unit

Per capita growth has been strong in key countries, yielding higher standards of living and income

There has been a sustained upward trend in GDP per capita in the African countries where SBG has presence, which we would expect to translate into higher standards of living and greater consumption



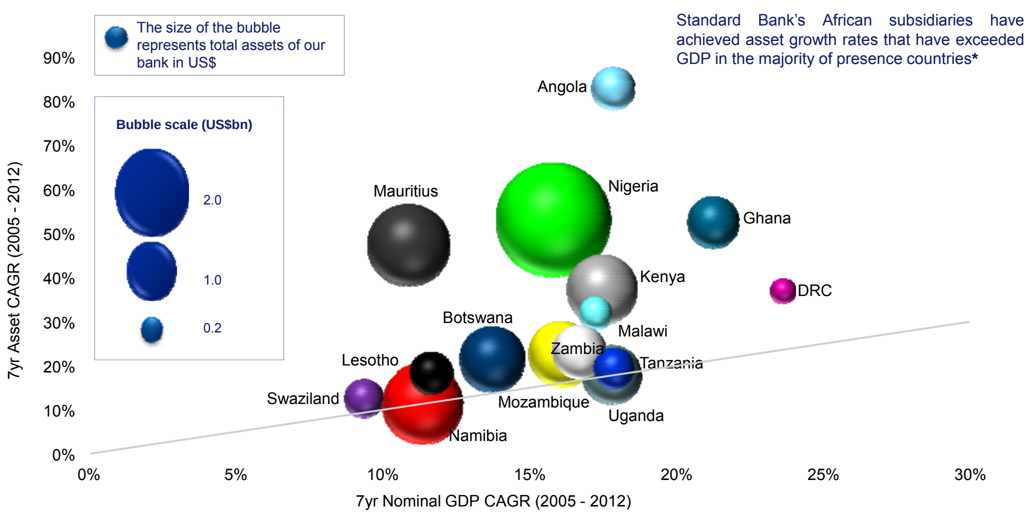
Key growth markets for Standard Bank Group

	Middle class % of population (2010)	Youth (<24yrs) % of population (2010)
Angola	13.2%	63.8%
Nigeria	9.9%	63.1%
Ghana	19.8%	57.5%
Kenya	16.8%	61.2%
Mozambique	8.1%	70.1%
South Africa	19.8%	48.9%
Uganda	2.6%	66.6%
Namibia	9.1%	55.7%
Sudan (South)	N/A	N/A
Zambia	5.6%	66.2%
Botswana	29.3%	55.0%
Lesotho	11.1%	53.3%
Malawi	4.5%	65.3%
Mauritius	N/A	N/A
Swaziland	9.4%	59.3%
Tanzania	2.9%	64.2%
Zimbabwe	N/A	N/A

Standard Bank

*PPP = Purchasing power parity
Source: Economist Intelligence Unit, African Development Bank

Asset growth of Standard Bank's Rest of Africa operations



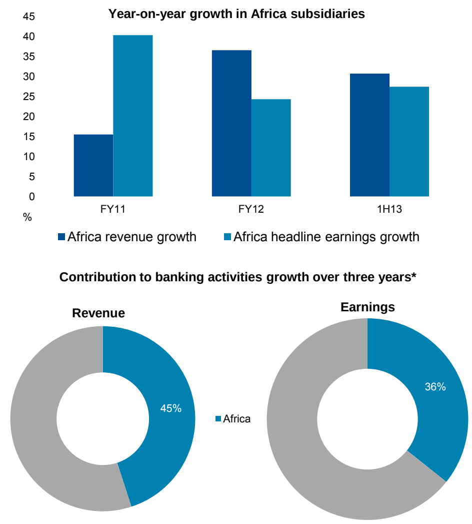
Zimbabwe is excluded due to unreliable data available as a result of hyperinflation; South Sudan a new operation.

Angola only opened its first branch in 2010, therefore the data used is only for one year (2011-2012)

Source: Economist Intelligence Unit, Africa Finance

Standard Bank

African subsidiaries performance over three years – revenue and earnings



- Strong growth from African subsidiaries over the last few years...
- ...providing a significant boost to overall group growth over the last three years
- Opportunity remains to generate superior growth particularly from west African subsidiaries (Nigeria, Angola) in retail and business banking

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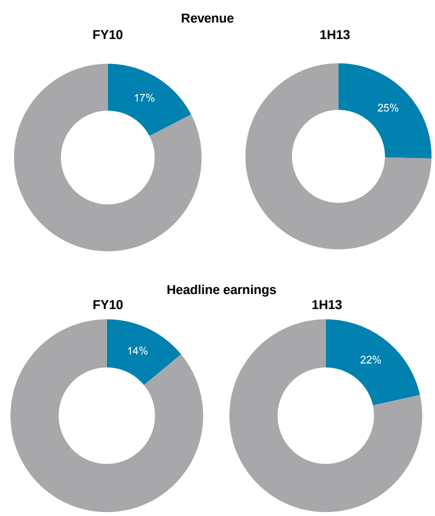
* To June 2013

Source: Standard Bank

Growing contribution from Rest of Africa subsidiaries



- Rest of Africa now provides 17% of group capital, 25% of group revenue, and 22% of group earnings
- Proportion from Rest of Africa expected to grow over time

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Source: Standard Bank

Culture and execution plans

Standard Bank

A culture of confidence and excellence

- Trust, confidence and integrity remain the foundation
- Improved accountability for cost management and profitability
- Make and remain focused on the big calls in a fast changing environment
- Agility, rapid and frequent deployment at the fringes
- End-to-end business models for CIB and PBB within one bank
- Commerciality in all we do
  - We are the custodians of shareholder funds

Conclusion

- Our Outside Africa restructuring is largely complete with mainly a London business model, a deleveraged balance sheet and surplus capital
- We are an Africa-focused group with the growth engine of our group benefitting from the Rest of Africa
  - We have well-established on-the-ground banks in the high growth markets Angola, Nigeria, Ghana, Kenya and Mozambique
  - We have appropriate access to other important markets through our rep offices in South Sudan, Ethiopia and Cote d'Ivoire
  - We have good and ever improving links to China
- We need to improve our productivity
  - Efficiency of revenue generation needs to improve, and we are working hard to lower operating and credit costs
- We are preparing for the digital revolution through our core banking replacement
- Our core franchises are mostly well positioned and we have good focus on customers
- We have simplified our management structures and teams
- Our staff are engaged and motivated
- We are focused on improving our ROE

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