UBS 20TH ANNUAL SOUTH AFRICA FINANCIAL SERVICES CONFERENCE

The blurring of lines between insurance and banking

STANDARD BANK GROUP
/ OUR JOURNEY

155 YEAR OLD START UP

- Group strategic positioning
- Wealth strategy
    1. Why / Strategic opportunity
    2. What / Solutions
    3. How / Distribution
    4. Why will we succeed

UNIVERSAL
Financial Services
Organisation

UNIVERSAL FINANCIAL SERVICES ORGANISATION
/ WHAT DOES IT MEAN?

universal

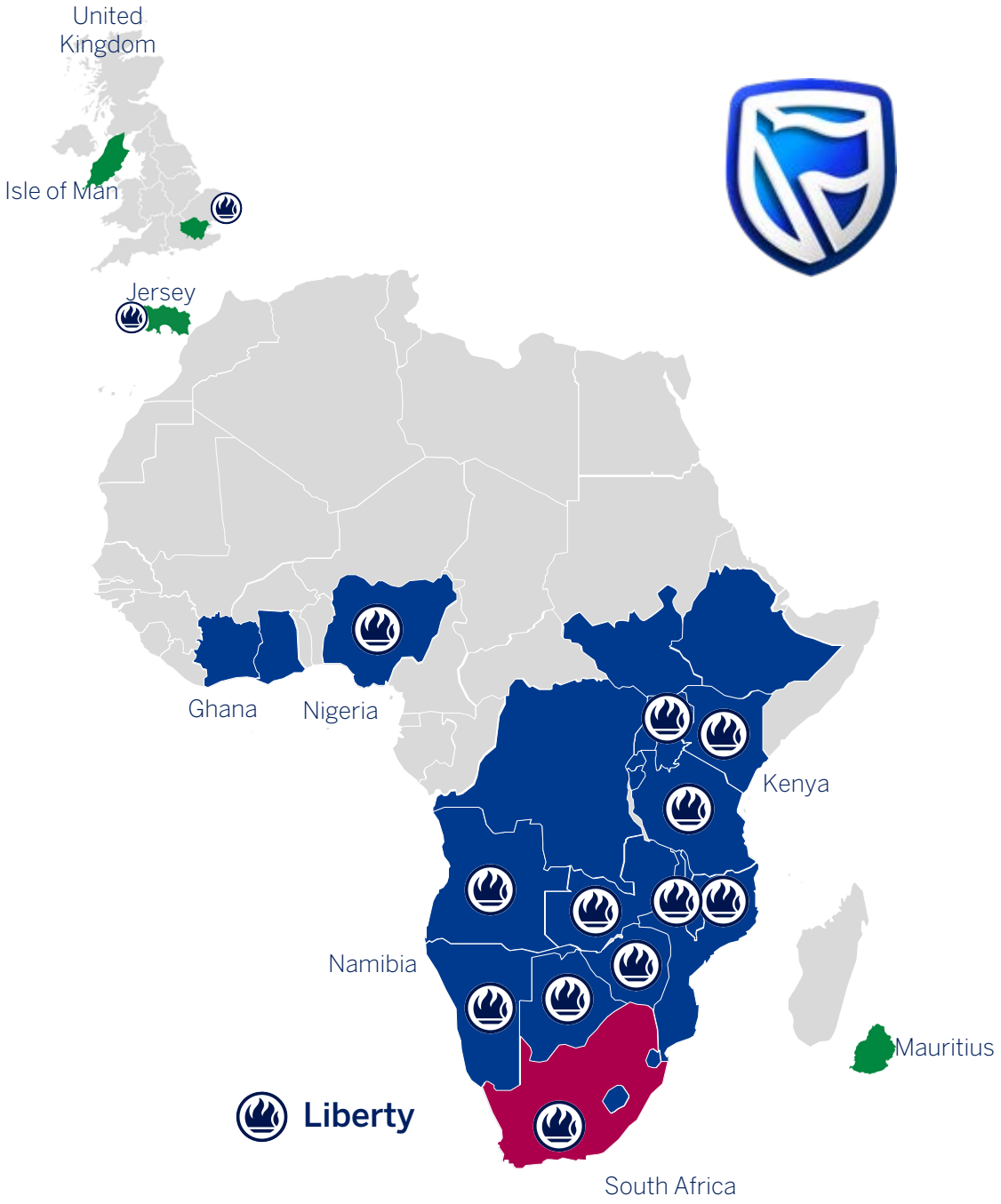
Something that may be applied throughout the universe to many things, usually thought of as **an entity that can be in many places at the same time. Being able to think outside in**.

*Synonyms: comprehensive, omnipresent, **all-embracing**, all-inclusive*

UNIVERSAL
/ WHAT IS IT IN SBG?

Delivering the Universal Financial Services Organisation seamlessly and efficiently, where the **client has access to and experiences all our propositions relevant to their needs**.

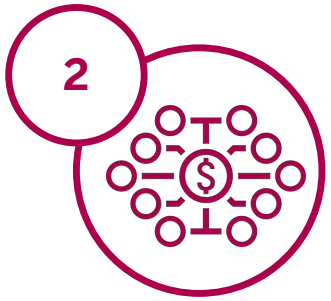
An Integrated approach, **leveraging our presence on continent** and extracting value from **existing scale**.



STANDARD BANK GROUP

/ BUSINESS LINES

Corporate and Investment Banking (CIB)



Personal and Business Banking (PBB)

Wealth

Liberty

WEALTH

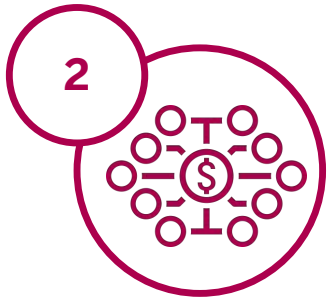
Our journey on the continent

1. WHY / WEALTH

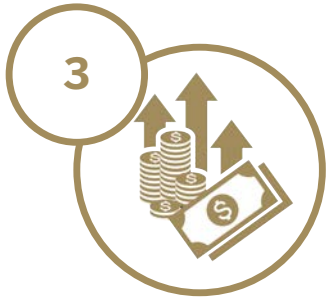
Opportunity on the Continent

WEALTH OVERVIEW
/ WHY WEALTH?

Enhancing
ROE



Earnings
Quality & Diversification



Earnings
Growth

REALISING THE OPPORTUNITY

/ OUR 2020 FINANCIAL AMBITION

Headline Earnings target range

R4bn - R5bn

CAGR double digit

ROE

> 30%

Leader in Wealth

on the African continent

2. WHAT / SOLUTIONS

Focus Areas

OUR SOLUTIONS / **OPEN ARCHITECTURE**

INSURANCE

LONG-TERM

Life, disability, funeral and health

LIBERTY

SHORT-TERM

Property, motor accident and health

INVESTMENTS

- Pension Fund Asset Management (Nigeria)
- Bespoke segregated portfolios
- Fund Solutions
- Structured Products
- Stockbroking
- Alternates & Passives

MelvilleDouglas
A Member of Standard Bank Group

STANLIB

GoalStandard

FIDUCIARY

Wills

Trusts

Estate

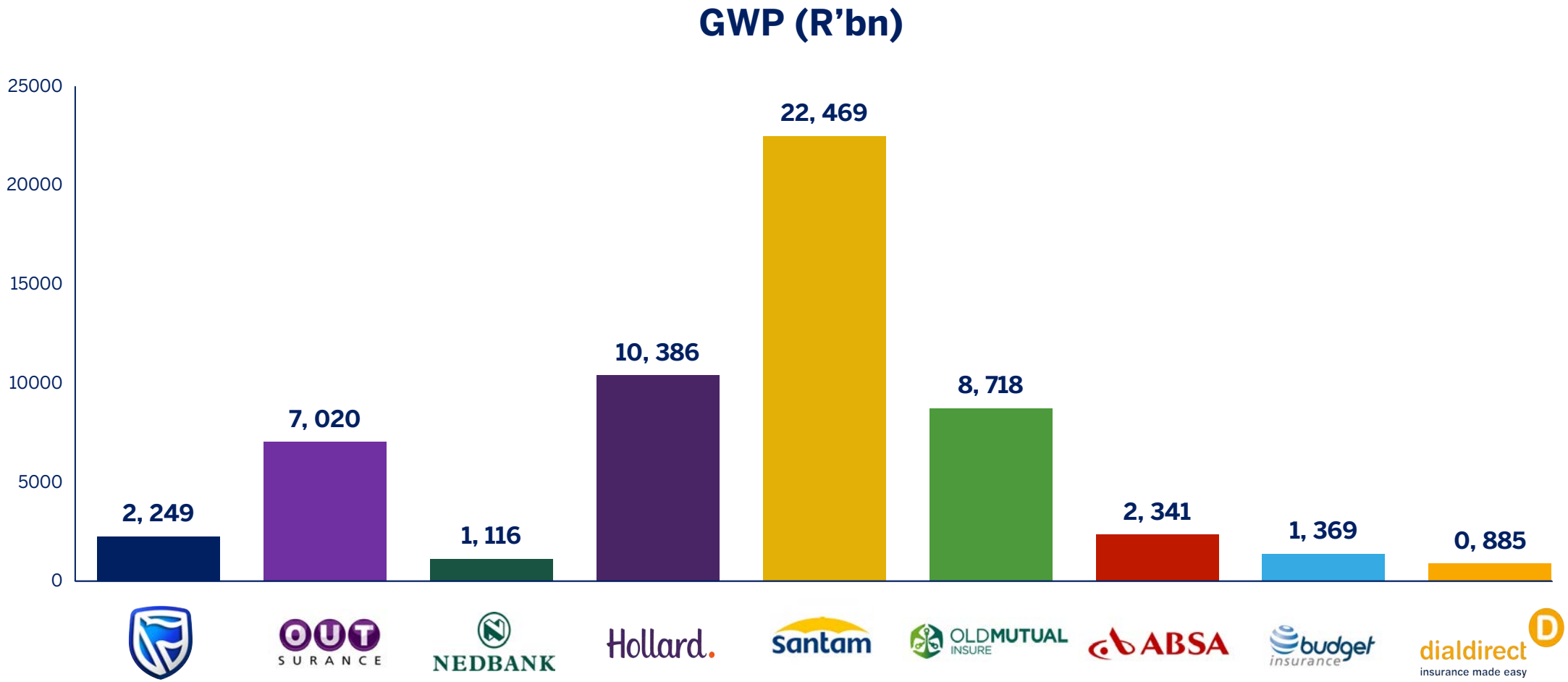
Beneficiary Care

SHORT-TERM INSURANCE

PERFORMANCE

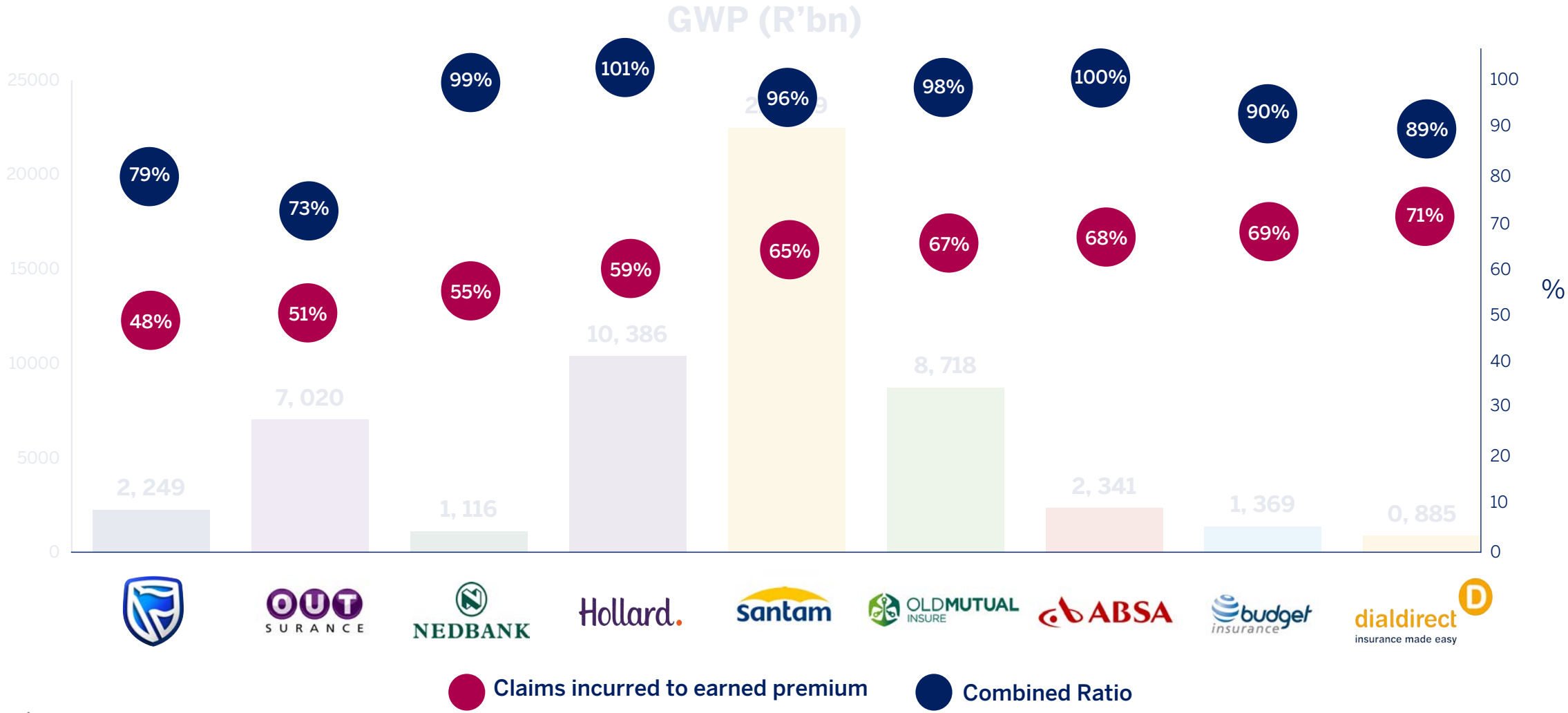
& GROWTH PROSPECTS

SA SHORT-TERM INSURANCE SURVEY[1]



1. Annual KPMG Survey

SA SHORT-TERM INSURANCE SURVEY[1]



1. Annual KPMG Survey

SHORT-TERM INSURANCE
/ GROWTH PROSPECTS

- Universal Head of Short-Term Insurance across the Continent
- Diversify
  - Personal Lines: Better cross sell into the client base in SA and AR
  - Commercial: In-house capability for strategic growth
  - Corporate & Niche: Selective focus
  - Digital: Online branch & Telematics
  - Reinsurance
- Across the continent where we have scale

LONG-TERM INSURANCE

PERFORMANCE

& GROWTH PROSPECTS

LIBERTY TEN POINT PLAN
/ MORE THAN BANCASSURANCE

LIBERTY PRODUCTS TO SBG CLIENTS

1. Credit Life & Funeral cover

2. Liberty Risk & Investments

3. STANLIB

4. Direct Life

5. Business & Commercial

6. Corporate

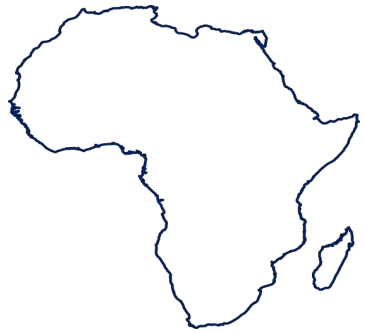
SBG PRODUCTS TO LIBERTY CLIENTS

7. Fiduciary

8. HNW Banking

9. STI

COLLABORATION ACROSS



10. AFRICA REGIONS

INVESTMENTS

PERFORMANCE

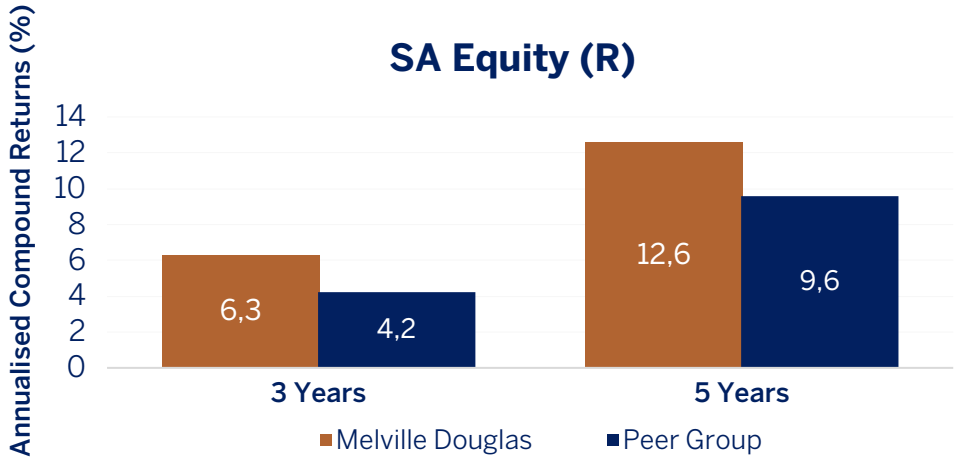
Melville Douglas Investment Management (Pty) Ltd (Reg. No. 1987/005041/07) is an Authorised Financial Services Provider (FSP number 595). Melville Douglas is a subsidiary of Standard Bank Group Limited.
SBSA 265204 – 5/17

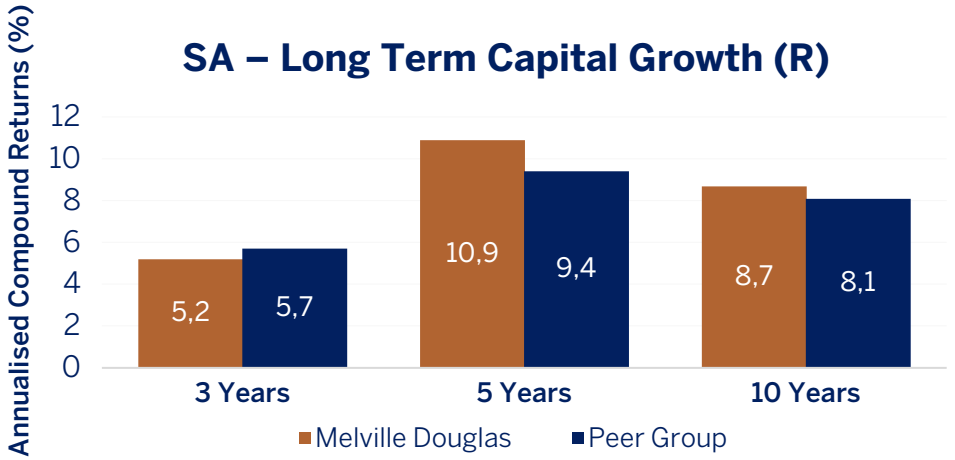
For investments crafted with a personal touch, speak to us.

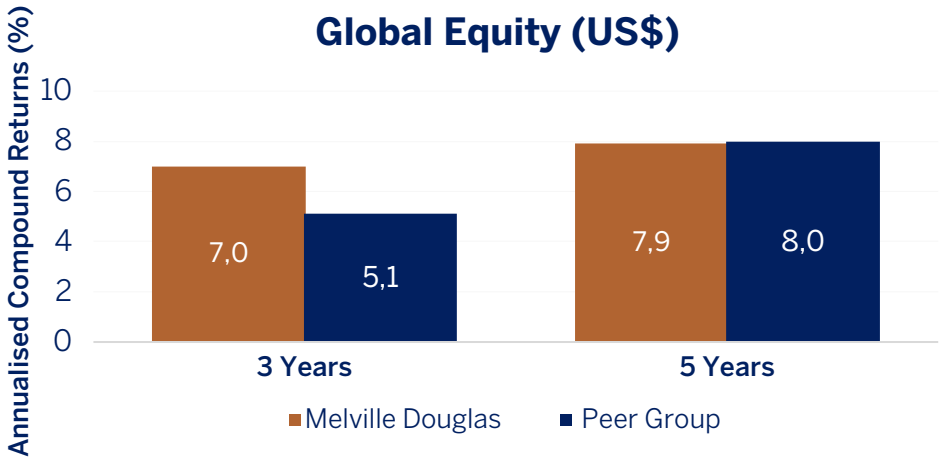
It's Personal.

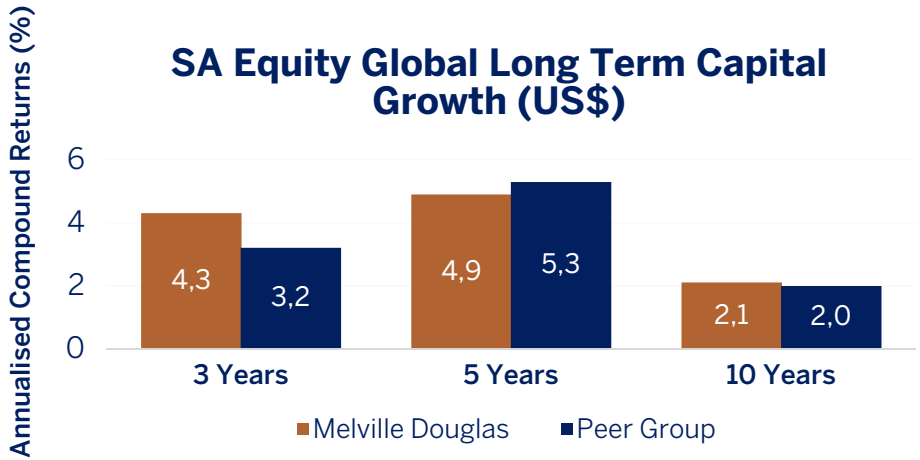
MelvilleDouglas
A Member of Standard Bank Group

MELVILLE DOUGLAS FUNDS
/ PERFORMANCE VS PEER GROUP[1]







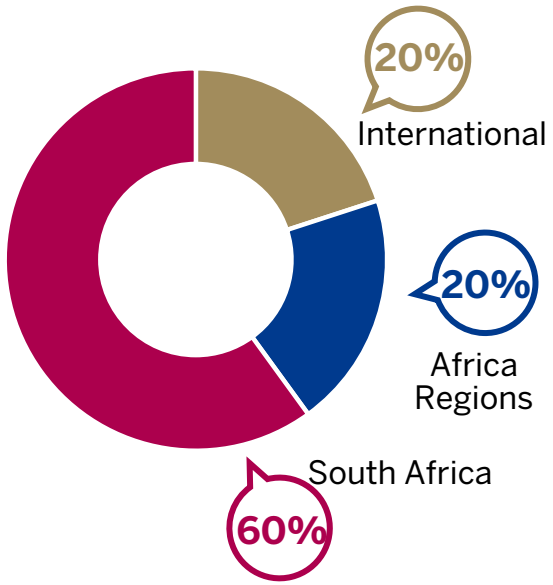


1) As at September 2017

AFRICA REGIONS & INTERNATIONAL PRESENCE

AFRICA REGIONS & INTERNATIONAL
/ WHAT IS THE OPPORTUNITY

EARNINGS
Target Spread

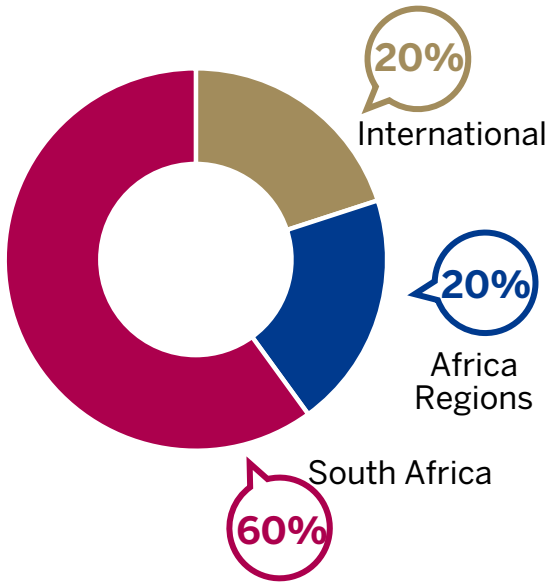


WEALTH International

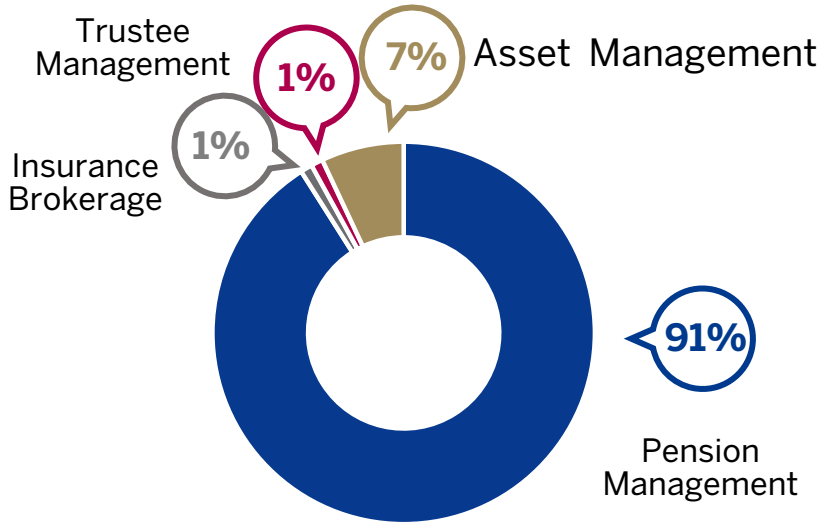
- Investments, Fiduciary & Banking
- CVP
- R82bn Liabilities
- Liquidity provider

AFRICA REGIONS & INTERNATIONAL
/ WHAT IS THE OPPORTUNITY

EARNINGS
Target Spread



WEALTH NIGERIA
Earnings Spread



3. HOW / DISTRIBUTION

Access to the Group

WEALTH / ARCHITECTURE

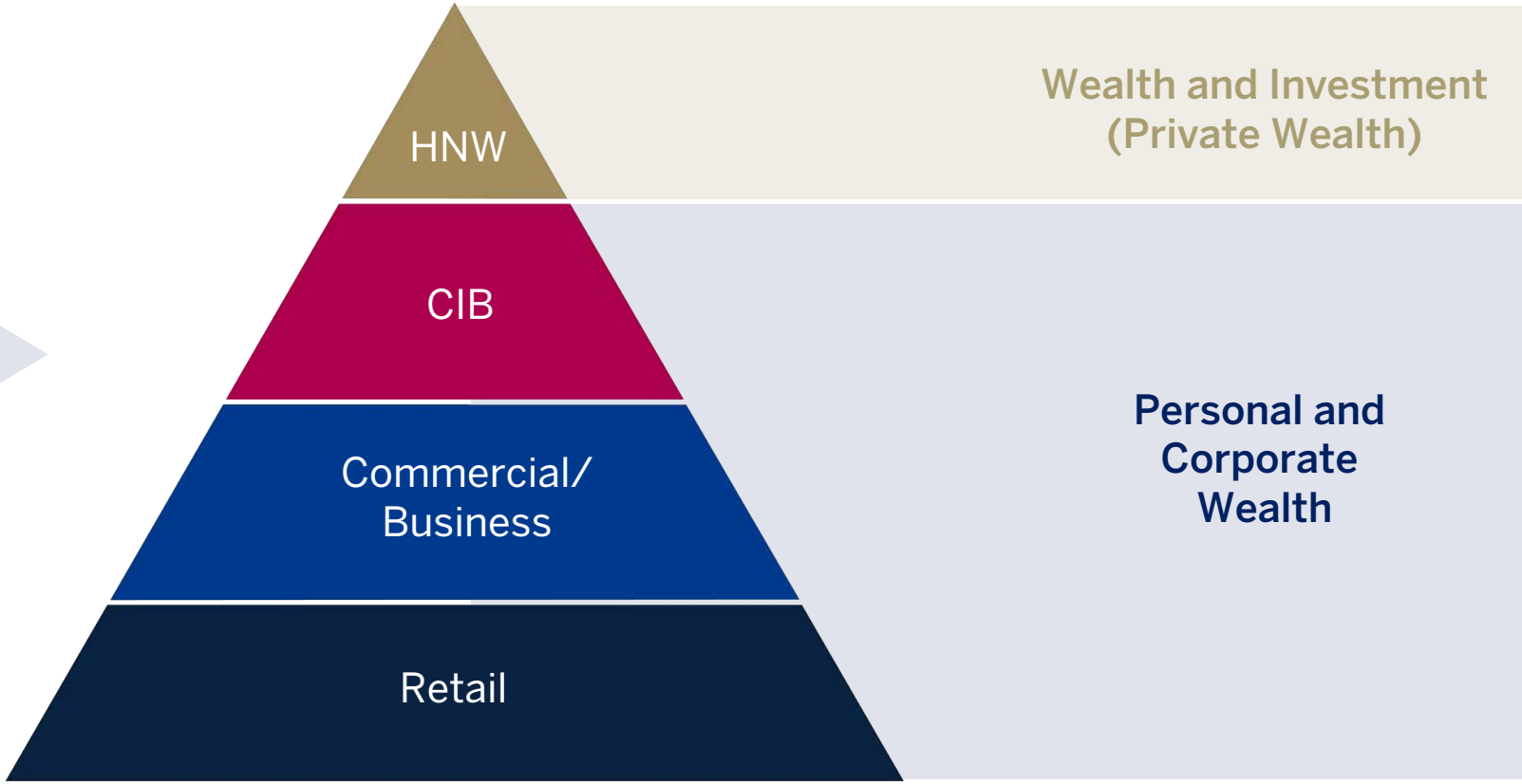
SOLUTIONS	CLIENTS	CLIENT ADVISORY CHANNELS

Insurance

Investments

Fiduciary

Bespoke Banking



WEALTH

/ WEALTH AND INVESTMENT

- Potential for $1m investable assets (10k clients)
- Relationship pricing
- Leader in Africa in Wealth Management
- Best Private Bank in Africa
- Generational Wealth & Leadership academies

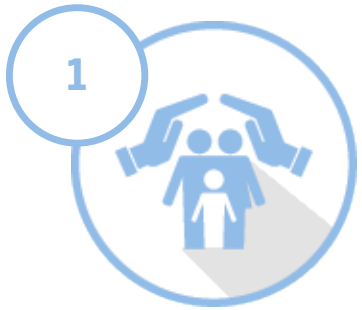
BEST PRIVATE BANK AWARD • 2017
GLOBAL FINANCE

intellidex
Top Private Banks & Wealth Managers

PRIVATE BANKER
INTERNATIONAL

EUROMONEY
AWARDS FOR EXCELLENCE
2017

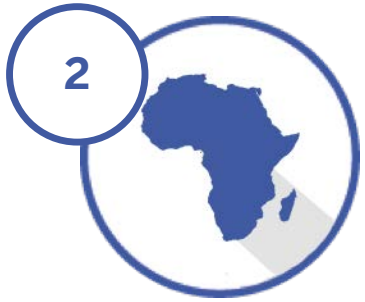
DISTRIBUTION & ADVISORY CHANNELS



SBIB
(Standard Bank Insurance Brokers)

>4m policies
2.7m Credit Life and Funeral Policies

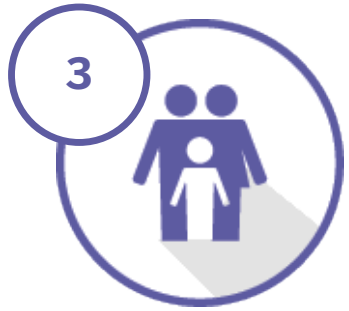
4 000
Branch sales staff across South Africa



Wealth
Africa Regions

730 000 Policies

15
African countries covered



SBFC
(Standard Bank Financial Consultants)

540 Planners across South Africa

R92bn
Assets under management

WEALTH OVERVIEW
/ ONLINE SHARE TRADING (OST)

SA's TOP STOCKBROKERS

Largest Online stock broker in SA	World class **Online Global** offering 29 exchanges
Tax Free Savings Accounts **Market Leader**	**#1 Rated Research team** (Financial Mail I SBG Securities)

Get a unique 360° view
of your investments, assets,
debts and policies.
Download the Standard Bank Wealth 360 app
App Store
Google Play
DIGITISATION
and data

PERSONAL & BUSINESS BANKING OPPORTUNITY

PBB

/ ACCESS TO DISTRIBUTION

Measuring front line performance across business lines

17%

PBB clients on continent have one or more Wealth product

83%

Wealth and Investment clients diversified globally to WIN R4.9bn

62%

Digitally Active SA Customers do not have any SBG Insurance products

34%

PBB Mass Affluent clients diversified globally to WIN R4.8bn

CORPORATE &

INVESTMENT BANK

COLLABORATION

ADVISE THE CORPORATE

Bank the executives &
address Insurance needs

AFRICA INVESTORS' CONFERENCE 2017

4. WHY WE WILL SUCCEED

The **strategic integration** of banking and insurance is an important growth opportunity for the Group and a key driver of the Wealth strategy.

We have **significant runway** to explore in both the Long and Short-Term Insurance sectors across the continent, as well as our Investment and Fiduciary solutions. Our **Brand, Balance Sheet** and **distribution reach across the Continent** position us well to capitalize on this **Universal** opportunity

THANK YOU