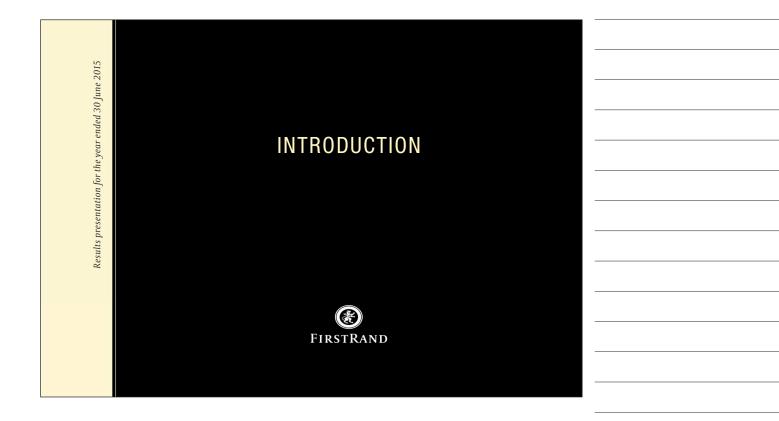
# RESULTS PRESENTATION



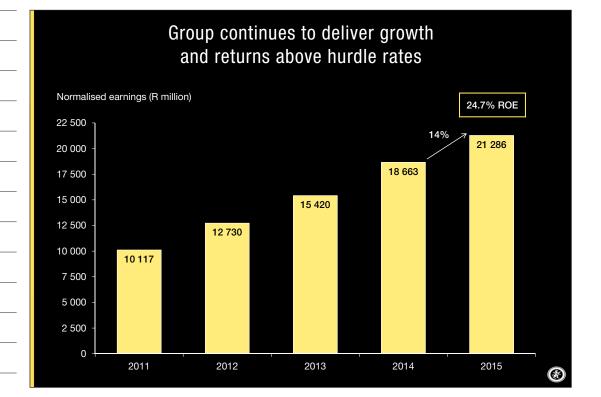
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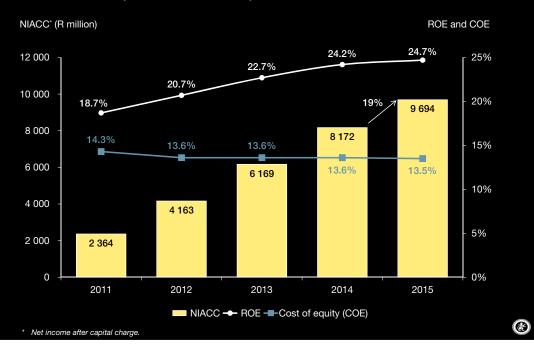
# Tough operating environment

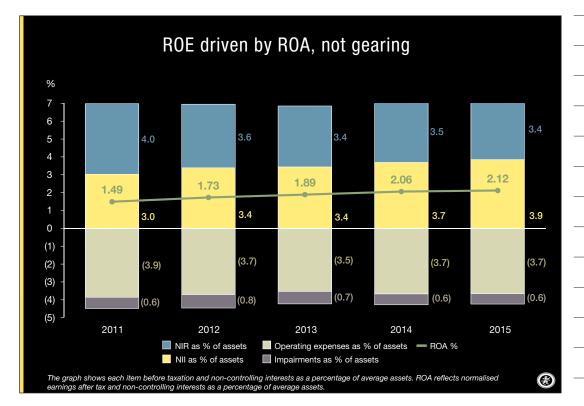
- Macros
  - Subpar economic growth and activity
  - · Consumer under pressure and low business confidence
  - Global commodity prices depressed
- Regulatory demands
  - · Increasing prudential, conduct and credit regulation
  - Higher capital and liquidity costs
  - Increased cost of compliance
- Scarcity and cost of financial resources

E



#### Economic profit reflects superior shareholder value creation

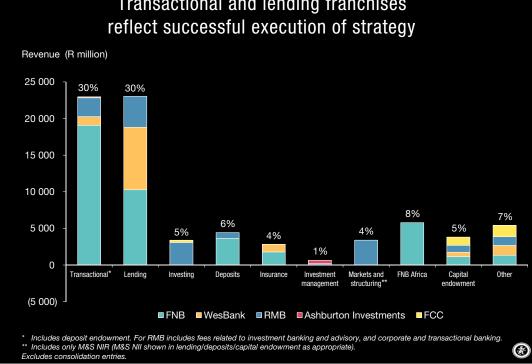




# Performance highlights

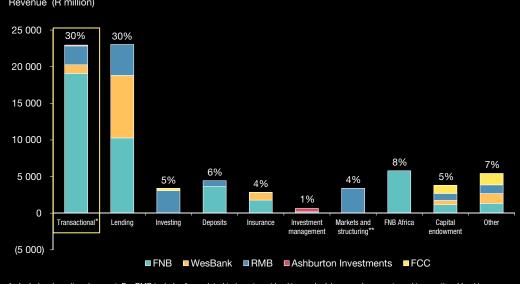
	2015	2014	% change
Normalised earnings (R million)	21 286	18 663	14 🔺
Diluted normalised EPS (cents)	378.5	331.0	14 🔺
Normalised net asset value per share (cents)	1 618.3	1 447.2	12 🔺
Dividend per share (cents)	210.0	174.0	21 🔺
Net income after capital charge (R million)	9 694	8 172	19 🔺
Return on assets (%)	2.12	2.06	
Return on equity (%)	24.7	24.2	
CET1 ratio <sup>*</sup> (%)	14.0	13.9	

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# Transactional and lending franchises

All operating franchises have built strong transactional value propositions

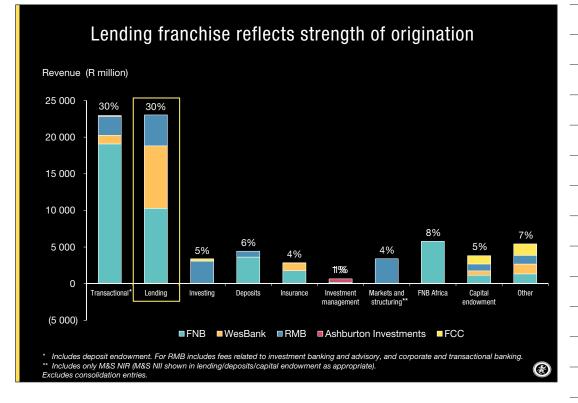


\* Includes deposit endowment. For RMB includes fees related to investment banking and advisory, and corporate and transactional banking. \*\* Includes only M&S NIR (M&S NII shown in lending/deposits/capital endowment as appropriate). Excludes consolidation entries.

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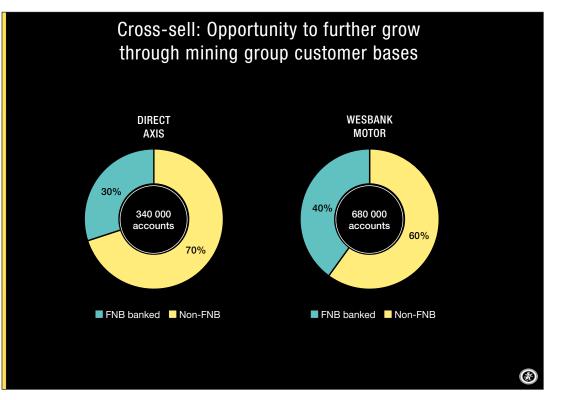
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## Protect and grow lending and transactional franchises

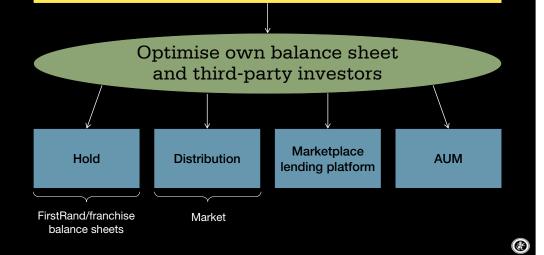
- Continuing innovation and differentiation in mature markets
- Cross-sell and collaborate
- Adjust business models
- Strategic allocation of financial resources
- Drive efficiencies

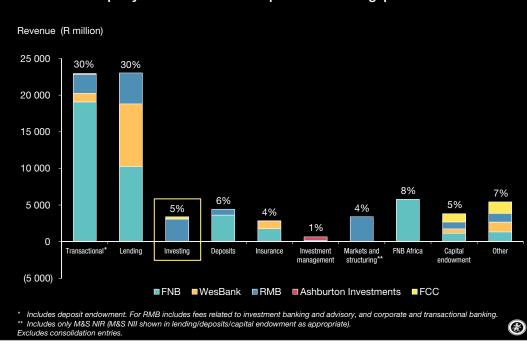




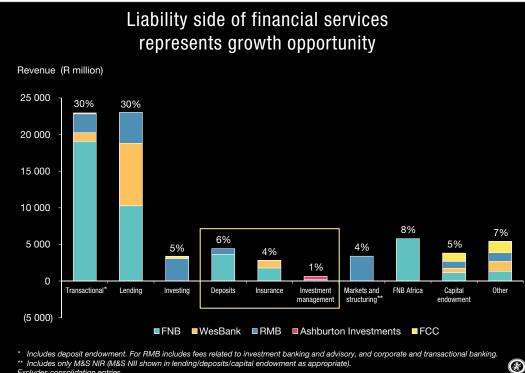
**Business model rethink:** Specifically for asset origination businesses

#### **MAINTAIN QUALITY OF ORIGINATION FRANCHISES**





#### Private equity franchise underpins investing performance



Includes only M&S NIR (M&S NII shown in lending/deposits/capital endowment as appropriate). Excludes consolidation entries.

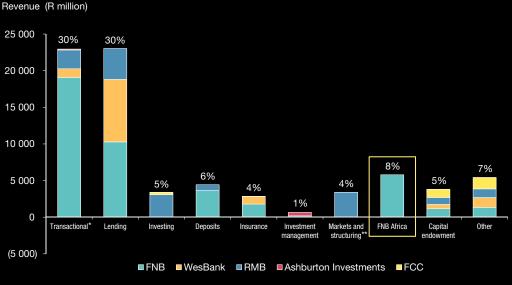


· Customer base

# Geographic diversification still represents growth opportunity

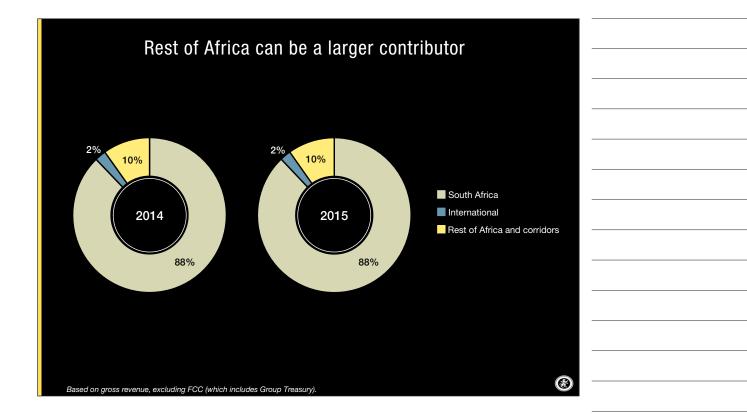
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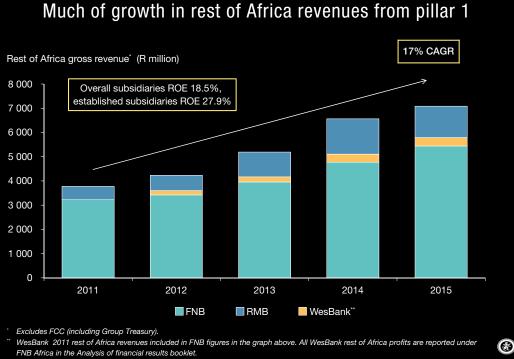
\* Includes deposit endowment. For RMB includes fees related to investment banking and advisory and corporate and transactional banking. \*\* Includes only M&S NIR (M&S NII shown in lending/deposits/capital endowment as appropriate) Excludes conso lidation entries

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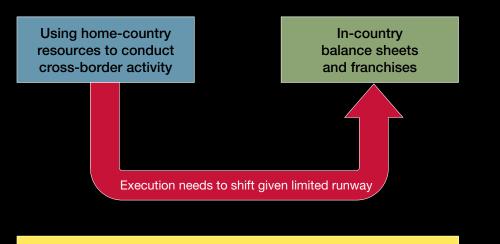


#### Currently three pillars to execution in the rest of Africa

- 1. Utilise the capabilities of the South African franchise, particularly the domestic balance sheet, intellectual capital, international platforms and the existing operating footprint in the rest of Africa
- 2. Start an in-country franchise and grow organically (i.e. greenfields)
- 3. Acquire small- to medium-sized in-country franchises where it makes commercial sense



#### Focus shifting to pillars 2 and 3: More investment in building in-country franchises



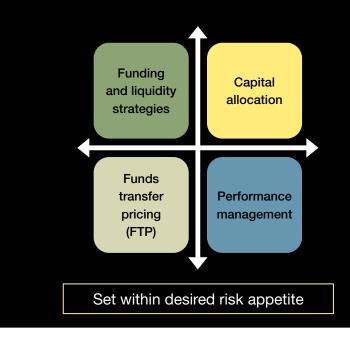
**REMAIN DISCIPLINED IN DEPLOYMENT OF CAPITAL/ACQUISITIONS** 

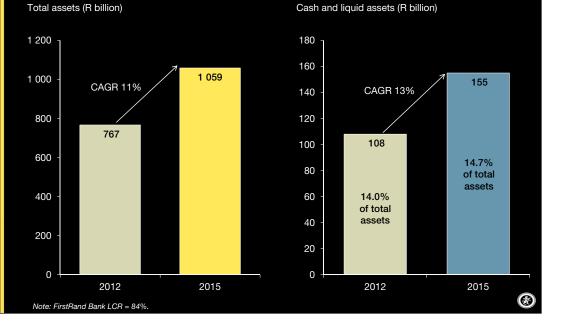
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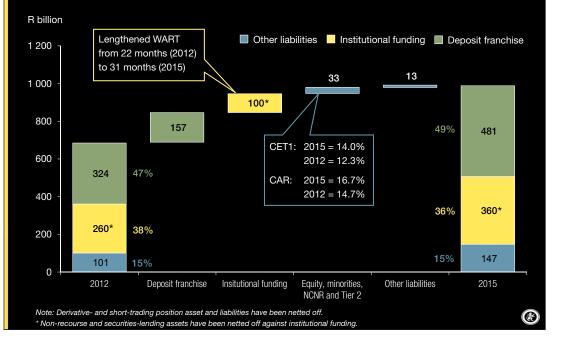
Financial resource management aligned to strategy execution



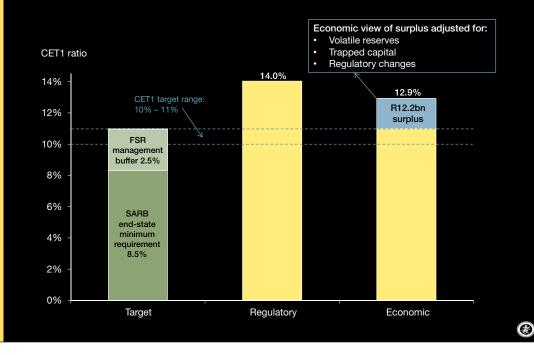


#### Improved balance sheet liquidity places group LCR at 76%

#### Strengthening deposit franchise and improved term profile



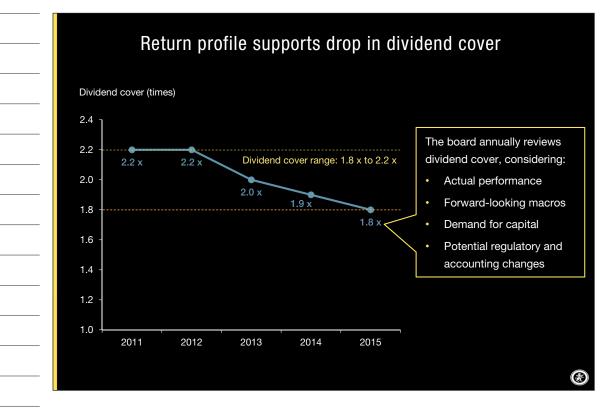
# Strong capital position maintained



# Surplus appropriate for growth strategies

Total R12.2 billion	
1.6	Protect and grow domestic lending and transaction franchises (cross-sell/ collaboration) • WesBank - Direct Axis and other JVs
1.5	Capture larger share of profits from the broader financial services markets domestically <ul> <li>FirstRand Insurance, Ashburton Investments, WesBank – Motorite and SMART</li> </ul>
2.8	Existing organic strategy in the rest of Africa
5.2	Acquisitions in targeted countries in the rest of Africa
1.1	Other

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Performance highlights (normalised)					
	2015	2014	% change		
Net interest income before bad debts (R million)	38 610	33 415	16 🔺		
Net interest margin (%)	5.07	5.05			
Bad debts (R million)	5 787	5 519	5 🔺		
Credit loss ratio (%)	0.77	0.83	▼		
Non-interest revenue <sup>*</sup> (R million)	34 208	31 704	8 🔺		
Cost-to-income ratio (%)	50.5	51.1	▼		
Return on assets (%)	2.12	2.06			
Return on equity (%)	24.7	24.2			
NIACC (R million)	9 694	8 172	19 🔺		
CET1 ratio <sup>**</sup> (%)	14.0	13.9			
Dividend per share (cents)	210.0	174.0	21 🔺		
* Normalised non-interest revenue includes post-tax share of profits from ass ** Includes unappropriated profits	sociates and JVs.				

\* Includes unappropriated profits

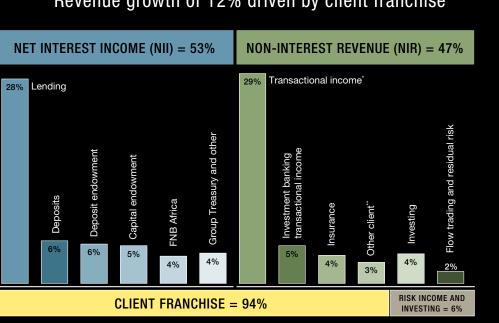
# Normalised income statement

Normalised (R million)	2015	2014	% cha	nge
Net interest income before impairment of advances	38 610	33 415	16	
Impairment of advances	(5 787)	(5 519)	5	
Net interest income after impairment of advances	32 823	27 896	18	
Non-interest revenue	34 208	31 704	8	
Income from operations	67 031	59 600	12	
Operating expenses	(36 740)	(33 276)	10	
Income before tax	30 291	26 324	15	
Taxation"	(7 510)	(6 326)	19	
NCNR pref share dividends and non-controlling interests	(1 495)	(1 335)	12	
Normalised earnings	21 286	18 663	14	

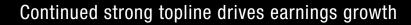
Normalised non-interest revenue includes post-tax share of profits from associates and JVs.
 Includes direct and indirect tax.

From retail, commercial and corporate banking.

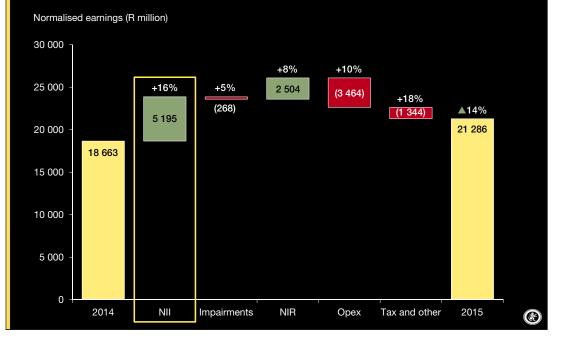
Includes WesBank associates



#### Revenue growth of 12% driven by client franchise



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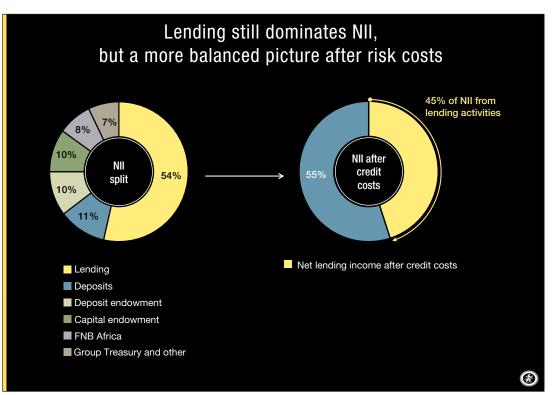


# NII benefits from deposit strategy and endowment

Net interest income <sup>*</sup> (R million)	2015	2014	Movement	% change
Lending	20 673	18 844	1 829	10
Deposits (including endowment)	8 289	6 797	1 492	22
Capital endowment	3 820	3 087	733	24
FNB Africa	3 068	2 639	429	16
Group Treasury and other	2 760	2 048	712	35
Total net interest income	38 610	33 415	5 195	16

\* After taking funds transfer pricing into account.

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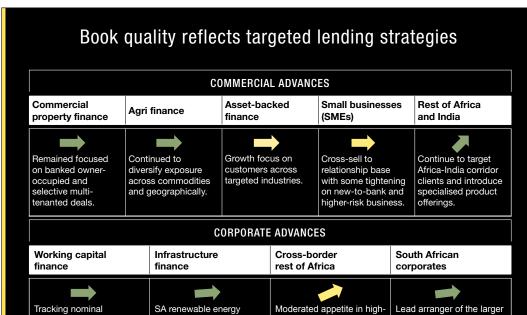


18

	RETAIL ADVANCES			
Mortgages	Affordable housing	SA VAF	UK VAF (MotoNovo)	
Remain conservative with focus on low-risk FNB customers; gradual improvement in demand.	Continued strong demand and credit performance.	Volumes tracking vehicle sales with appetite marginally reduced for higher-risk customers.	Strong market position and benefiting from economic recovery.	
Card	Personal loans	Rest of Africa	Transactional facilities	
Strong growth in line with FNB customer cross-sell strategy and transactional spend growth.	Steady risk appetite maintained. Growth benefiting from cross-sell.	Strong growth across most markets focusing on FNB-banked customers.	Neutral risk appetite, strong focus on cross-sell and lending activation.	

# Retail advances reflect resilience of lending franchises

R million	2015	2014	% change	netali ulisecureu
Residential mortgages	180 208	171 173	5	15%
VAF	132 743	119 120	11	5% 7%
Card	19 488	15 761	24	
Personal loans	24 333	21 670	12	Retail
– Mass segment (FNB)	4 203	4 219	-	advances 49% breakdown
<ul> <li>Consumer segment</li> </ul>	20 1 30	17 451	15	36%
FNB	9 653	8 297	16	
WesBank loans	10 477	9 154	14	
Transactional account-linked overdrafts and revolving term loans	12 314	9 470	30	Residential mortgages
Retail advances	369 086	337 194	9	Card
Retail VAF securitisation notes	7 301	-		<ul><li>Personal loans</li><li>Overdrafts and revolving loans</li></ul>



#### Corporate lending franchises also remain resilient

Commercial includes all advances to commercial clients across FNB and WesBank. Corporate includes advances to corporate and public

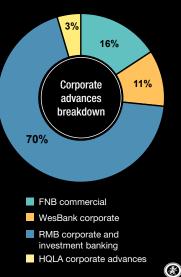
risk sectors.

R million	2015	2014	% change
RMB core South Africa	184 010	169 762	8
HQLA corporate advances	9 494		
Investment banking-related corporate advances	193 504	169 762	14
RMB cross-border	27 871	28 502	(2)
RMB repurchase agreements	35 600	32 753	9
RMB corporate banking	6 147	6 442	(5)
WesBank corporate	39 796	38 763	3
FNB commercial	58 251	49 903	17
Corporate advances	361 169	326 125	11
FNB Africa advances*	45 740	40 443	13

projects still drawing

down.

sector customers across RMB, FNB and WesBank.



acquisition, leveraged

transactions.

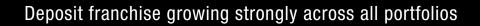
finance and listed property

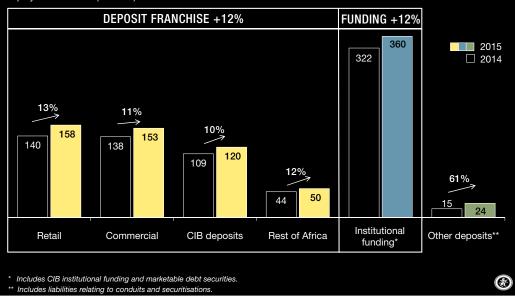
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\* Includes corporate, retail and FRB India.

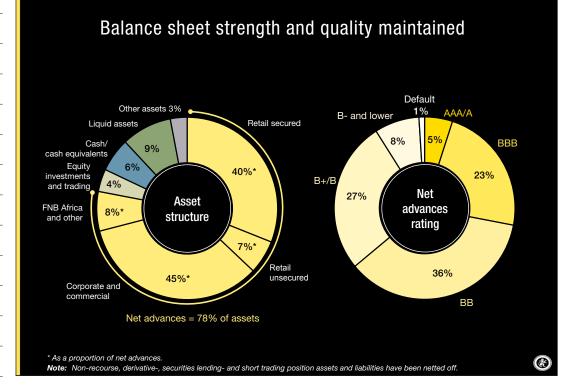
SA GDP.

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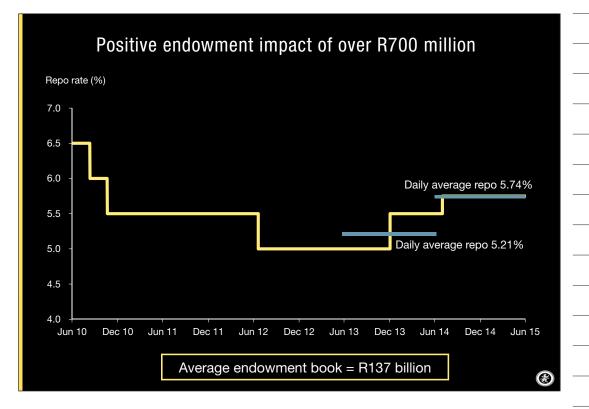




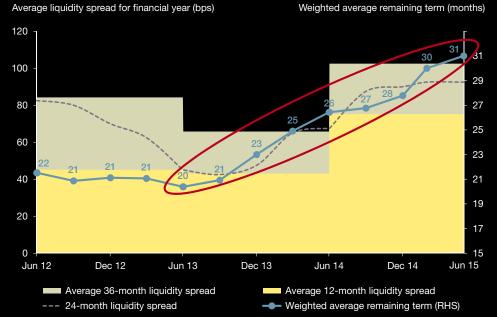
Equity and liabilities (R billion)







# Further lengthening of institutional term funding

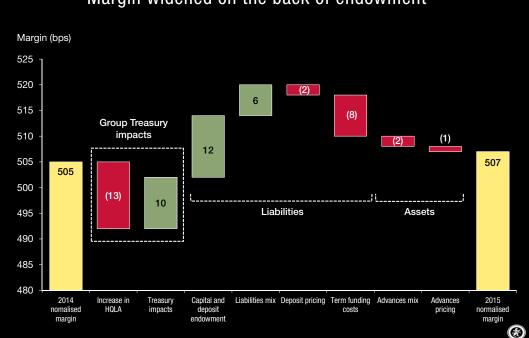


Weighted average remaining term (months)

E

Financial review continued

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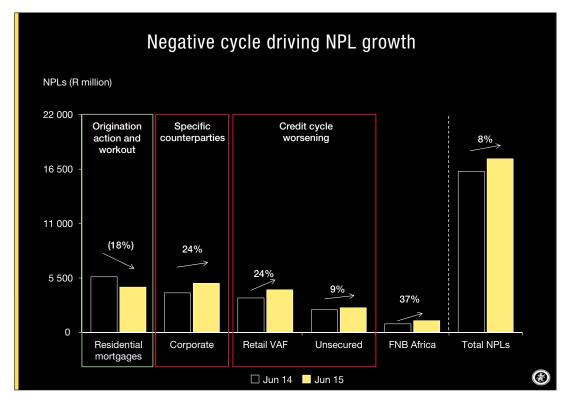


#### Margin widened on the back of endowment

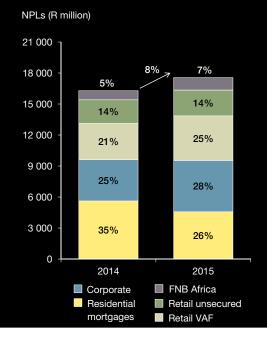
## Continued strong topline drives earnings growth



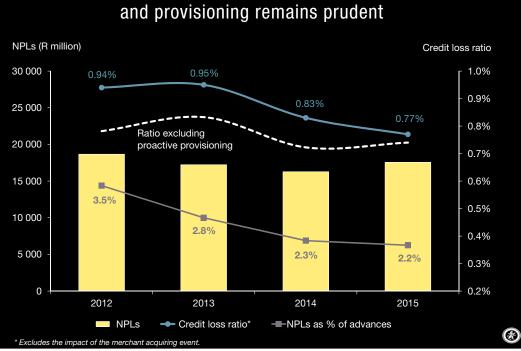
Normalised earnings (R million)



## Coverage remains appropriate

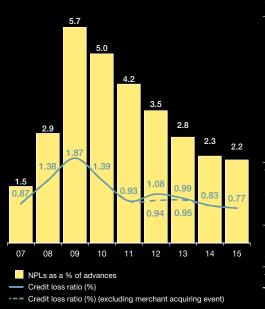


Coverage ratios (%)	2015	2014
Retail – secured	26.3	24.0
Residential mortgages	20.1	19.9
VAF	32.9	30.6
Retail – unsecured	67.0	68.7
Credit card	72.7	73.0
Personal loans*	62.1	65.9
Retail – other	77.6	73.1
Corporate	52.3	62.8
FNB Africa	35.5	41.9
Specific impairments	40.1	40.8
Portfolio impairments**	44.2	44.6
Total coverage ratio	84.3	85.4
<ul> <li>Includes FNB and WesBank loa.</li> <li>** Includes portfolio overlays.</li> </ul>	ns.	(



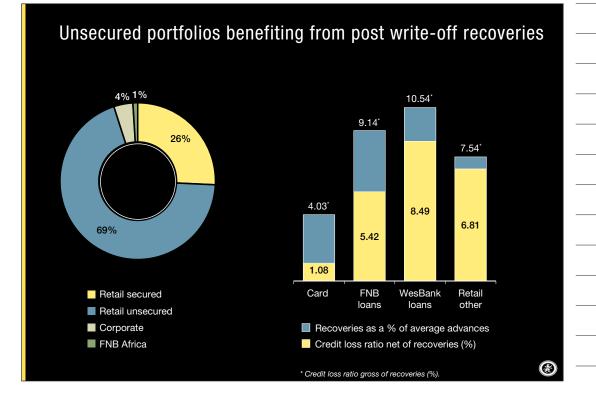
# Underlying cost of credit trending up

#### Proactive provisioning has protected the overall credit charge

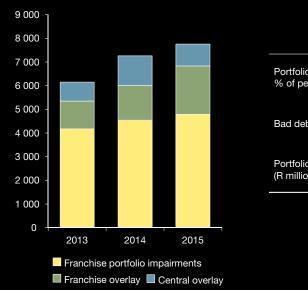


Credit loss ratio (%)	2015	2014
Retail – secured	0.53	0.54
Residential mortgages	0.06	0.09
VAF	1.19	1.22
Retail – unsecured	4.82	5.20
Credit card	1.08	0.70
Personal loans	6.73	7.56
Retail – other	6.81	7.09
Total retail	1.16	1.18
Corporate and commercial	0.45	0.28
FNB Africa	0.96	0.90
Franchise impairment charge	0.81	0.74
Central portfolio overlay (releases)	(0.04)	0.09
Total credit loss ratio	0.77	0.83
* Includes FNB and WesBank loans		

Includes FNB and WesBank loans.



# Portfolio provisions still in excess of annual charge



2015	2014
1.00%	1.05%
0.77%	0.83%
7 760	7 259
	1.00% 0.77%

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Portfolio impairments (R million)

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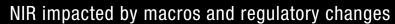
2014

NII

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#### Continued strong topline drives earnings growth



NIR

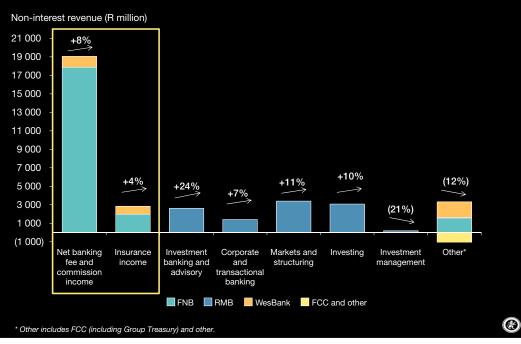
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Impairments

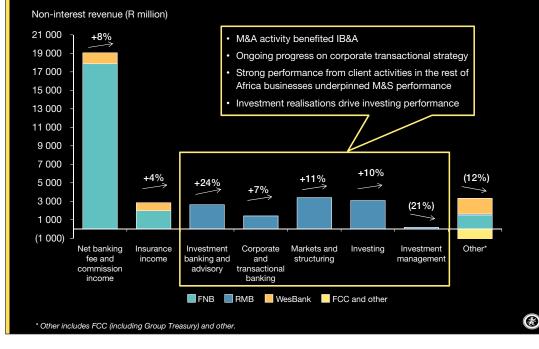
2015

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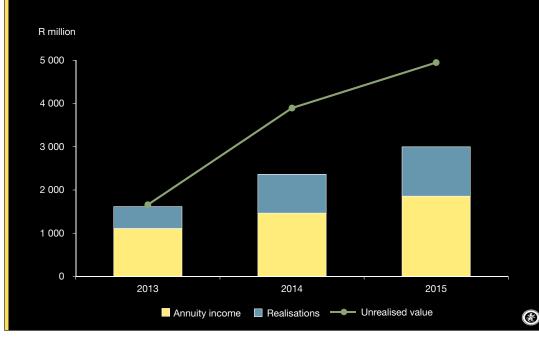
Tax and other



#### NIR impacted by macros and regulatory changes



#### Private Equity unrealised value increased despite disposals



10 000

5 000

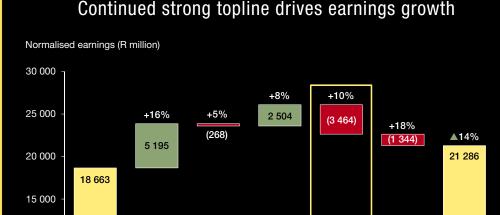
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2014

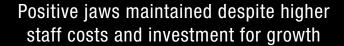
NII

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#### Continued strong topline drives earnings growth



NIR

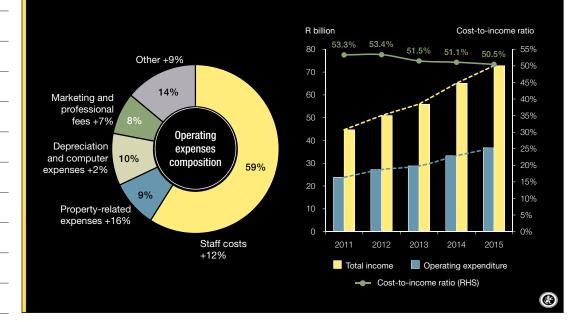
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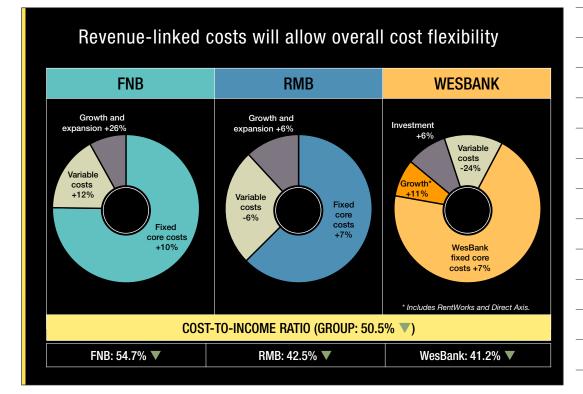
Tax and other

Impairments

2015

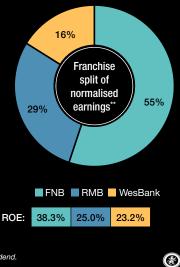
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## Franchises performed well despite increasing headwinds

2015	2014	% cha	ange
11 300	9 701	16	
5 888	5 507	7	
3 309	3 013	10	
789	442	79	
21 286	18 663	14	
	11 300 5 888 3 309 789	11 300       9 701         5 888       5 507         3 309       3 013         789       442	11 300     9 701     16       5 888     5 507     7       3 309     3 013     10       789     442     79

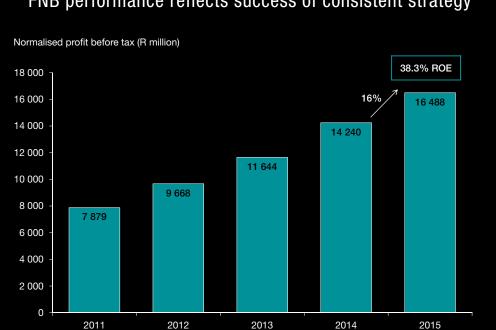


\* Other comprises FirstRand company, consolidation adjustments and NCNR preference dividend.

\*\* FCC (which includes Group Treasury) is excluded from franchise contribution analysis.



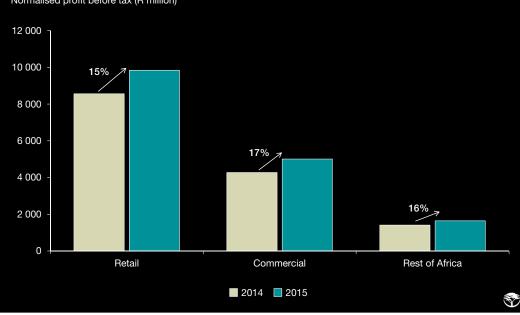
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#### FNB performance reflects success of consistent strategy

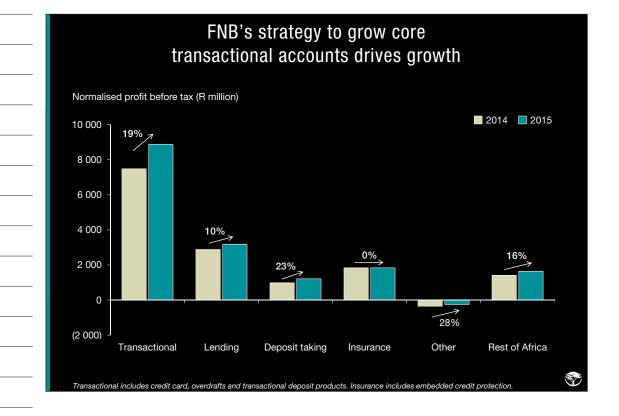
Strong growth continued across all segments

Years prior to 2014 have not been restated for the allocation of FCC cost and return on capital

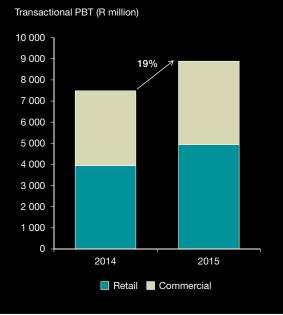


Normalised profit before tax (R million)

32



#### Retail and commercial segments deliver strong volume growth



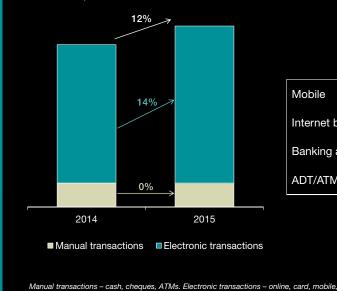
- Cross-selling into retail customer base
- Commercial benefiting from expanding client base
- Investment into business subsegment paying off
- Migration to more efficient channels continued
- Endowment benefit

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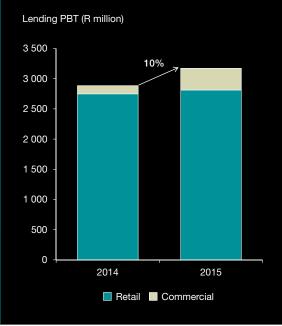
#### Growth in volumes driven by electronic channels

Transactions processed



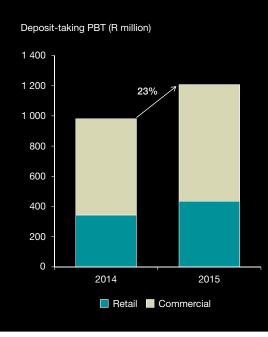
	transaction volumes %
Mobile	25
Internet banking	15
Banking app	69
ADT/ATM cash deposits	12

Targeted lending in profitable segments and products



- Commercial expanded product offering to existing client base
- Retail advances driven by transactional strategy
- Impairment charge in line with risk profile

34



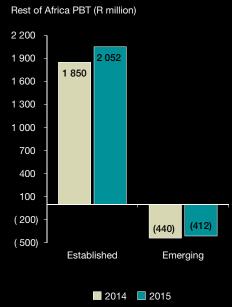
#### Focus on growing deposit franchise delivering

#### Innovative products

 Further penetration into both retail and commercial customer bases

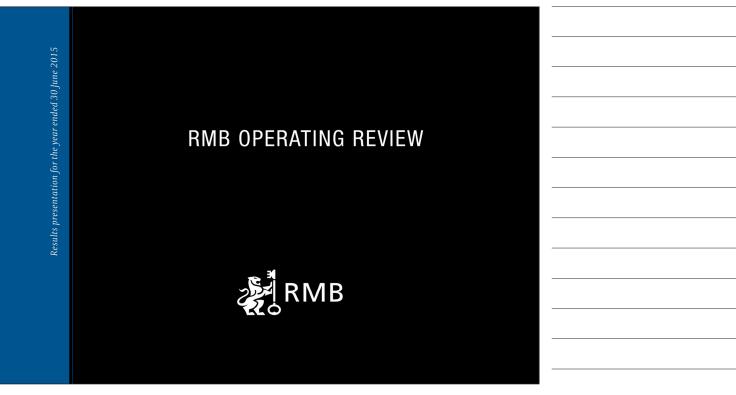
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#### Good performance from FNB's rest of Africa businesses

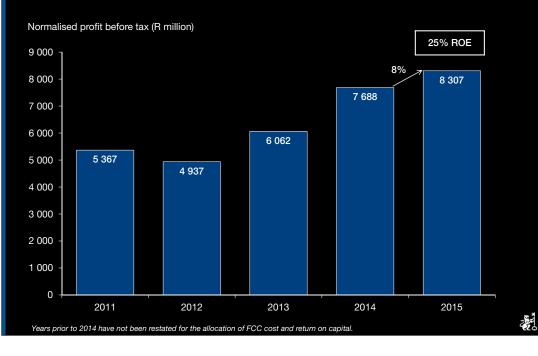


- Strong performances from Namibia and Swaziland
- Botswana's contribution diluted on the back of challenging macros
- Customer bases continue to expand in all jurisdictions driving excellent NIR growth
- Emerging subsidiaries continue to gain scale with Zambia showing particularly good growth

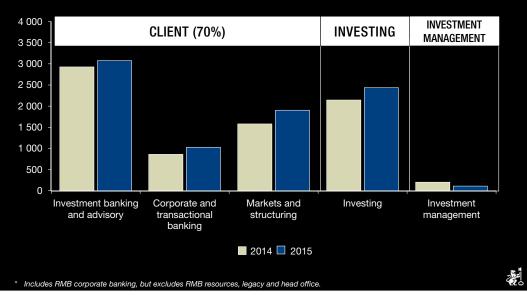
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# Solid performance underpins superior returns from RMB



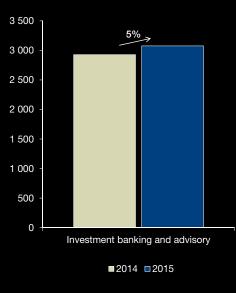
### Client-focused franchise delivers balanced performance



Normalised profit before tax\* (R million)

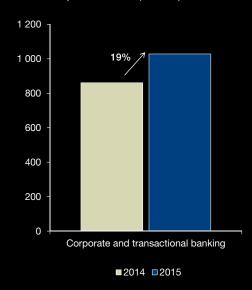
### Resilient IB&A performance despite macros

Normalised profit before tax (R million)



- Higher levels of corporate activity
   underpin solid performance despite
  - Pre-emptive credit provisioning
  - Impact of funding and liquidity
- Advances growth reflects challenging credit and liquidity environment
- Continued leveraging its superior origination capability

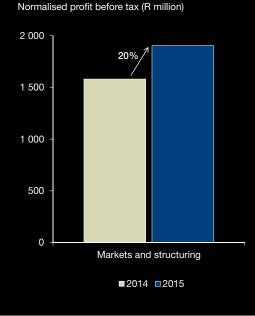
### C&TB becoming a meaningful contributor



Normalised profit before tax (R million)

- Strong deposit-raising activities contributed to enhanced liquidity profile
- Good cost management aided profits
- Focused client initiatives starting to yield product cross-sell opportunities

### Successful execution of client flows in volatile market

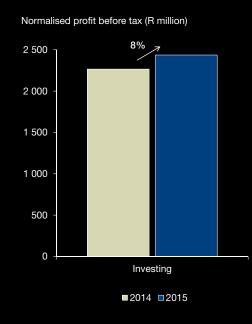


- Earnings enhanced by bespoke structuring solutions
- Significant contribution from operations in the rest of Africa
- Flows benefited from increased volatility in financial markets

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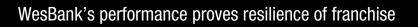
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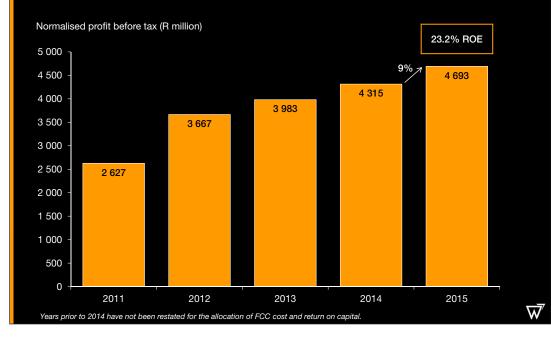
### Investing activities bolstered by realisations

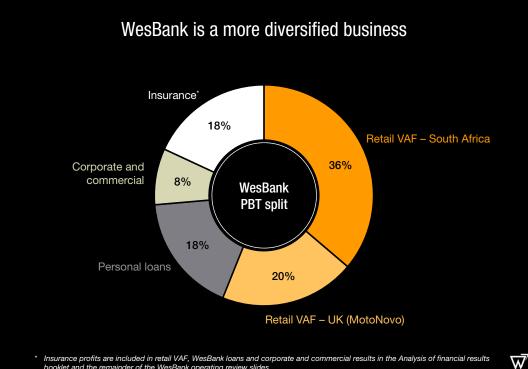


- Continued contribution from earnings
   of underlying investments
- Results benefited from realisation cycle
- Growth in unrealised value to R4.9 billion (2014: R3.9 billion) reflects portfolio diversity and quality



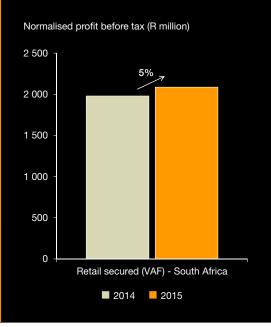






Insurance profits are included in retail VAF, WesBank loans and corporate and commercial results in the Analysis of financial results booklet and the remainder of the WesBank operating review slides.

### Domestic VAF business performed well, but not cycle-proof

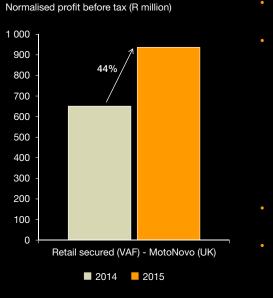


- As expected, production growth slowed:
  - 4.8% decline in industry new vehicle sales
  - Increased customer indebtedness
- Margin pressures resulting from mix and cost of funds and competitive pressures
- Risk profile slightly improved demonstrating quality of book
- Credit cycle emerging, but still within appetite

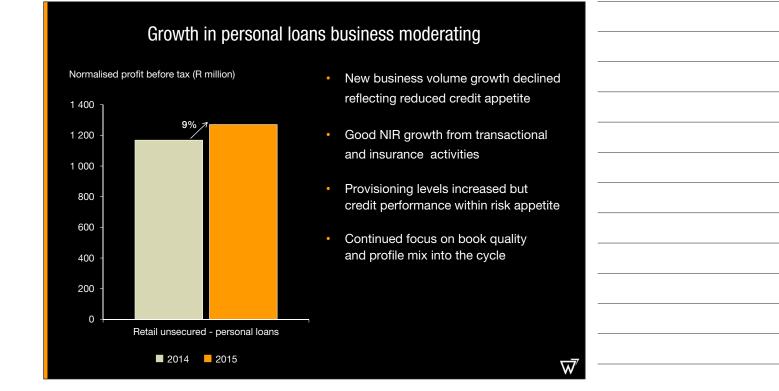
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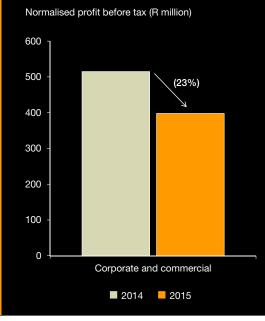
### MotoNovo benefiting from alliances and strong UK economy



- Buoyant market
- Excellent operational performance
  - Expanded product offering
  - Increased footprint
  - Growth in supporting dealer relationships
- Maintained asset quality
- Low arrear and NPL levels



### Corporate and commercial portfolio experienced headwinds



- New business production at similar levels despite subdued demand
- Competitive pressures impacted
   balance sheet growth and margins
- Performance impacted by two specific large write-offs

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ASHBURTON INVESTMENTS UPDATE

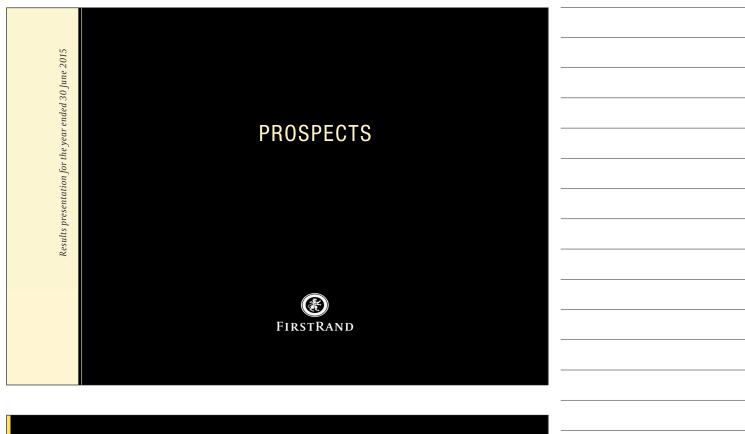
## ASHBURTON

# New products, platforms and internal distribution channels delivering

- Assets under management\* (R billion) 120 110 15% 100 90 80 70 60 50 40 30 20 10 0 2013 2014 2015 Traditional Alternative
- Investment management strategy gaining traction
- Strong growth in AUM since launch:
  - Growth in both alternative (+34%) and traditional products (+41%)
  - Investment performance in top quartile across most products
- LISP a success with growth in customers and flows
  - 13 000 new clients since launch
  - R8.9 billion new flows onto the platform

\* Excludes RMB conduits.

\*\* Alternative products include RMB Westport, ETFs, credit funds, private equity fund and structured products.



### Domestic franchise growth faces some challenges...

- Even tougher macros
- Increased cost of funding and liquidity
- Current and proposed regulatory changes likely to place pressure on growth
- Lower demand from corporate SA
- Consumer to remain under pressure
- Downside risk on mining and metals, and oil and gas sectors

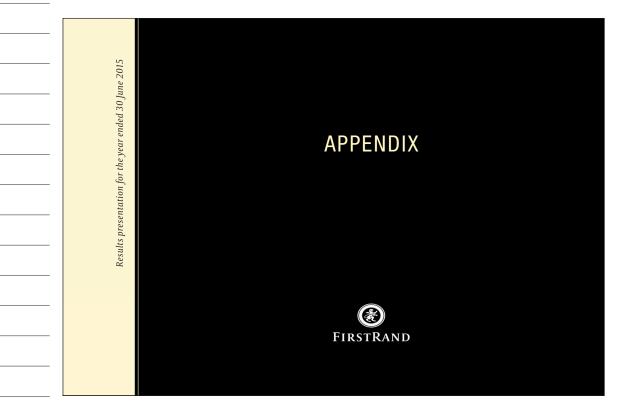
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44 FIRSTRAND GROUP



- Cross-sell and up-sell will provide growth impetus
- New insurance initiatives to increase share of wallet across customer base
- Strong investment realisation cycle in private equity portfolio to offset some growth pressures
- Balance sheet prepared for tougher cycle
- Investment management gaining traction, but more longer term
- Continue to invest in rest of Africa growth story, but disciplined approach

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### Coverage breakdown: residential mortgages

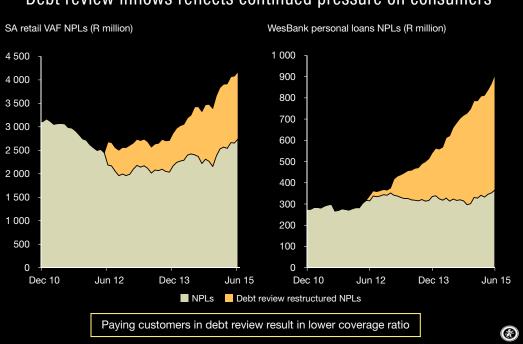
#### **RESIDENTIAL MORTGAGES**

Туре	R million	Specific coverage ratio
Property sold	119	17.6%
Litigation	1 931	20.9%
Debt review	824	19.0%
Deceased	285	20.6%
Non-debt review paying	1 142	15.0%
Other (new NPLs)	284	39.1%
Total	4 585	20.1%

## Coverage breakdown: VAF

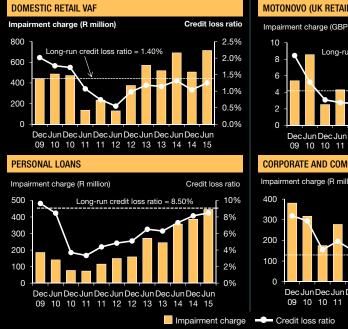
VAF		
Туре	R million	Specific coverage ratio
Other (includes absconded, insurance and alienations)	356	57.5%
Repossession	199	50.4%
Legal action for repossession	475	43.7%
Not restructured debt review	604	38.4%
Arrears 3+ months	1 253	39.3%
Restructured debt review	1 426	12.9%
Total	4 313	32.9%

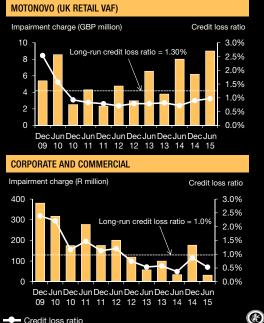
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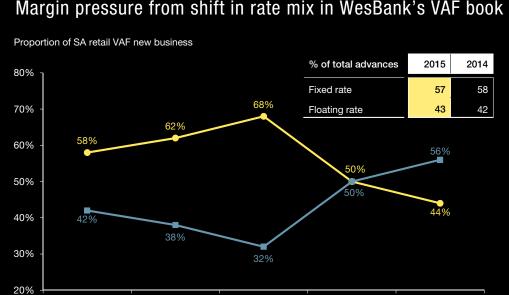


### Debt review inflows reflects continued pressure on consumers

### WesBank - all portfolios trending in line with expectations







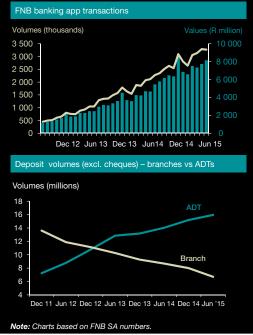
### Margin pressure from shift in rate mix in WesBank's VAF book



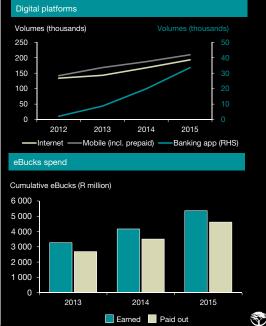
--- Fixed rate

2013

2012



2011



2014

2015

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