

## Group divisional structure

*Investec is a focused specialist bank and asset manager striving to be distinctive in all that it does*

Our strategic goals and objectives are motivated by the desire to develop an efficient and integrated business on an international scale through the active pursuit of clearly established core competencies in our principal business areas. Our core philosophy has been to build well-defined, value-added businesses focused on serving the needs of select market niches where we can compete effectively.

We seek to maintain an appropriate balance between revenue earned from capital light activities and revenue earned from capital

intensive activities. This ensures that we are not over reliant on any one part of our business to sustain our activities and that we have a large recurring revenue base that enables us to navigate through varying cycles and to support our long-term growth objectives.

Our current strategic objectives include increasing the proportion of our non-lending revenue base which we largely intend to achieve through the continued strengthening and development of our wealth and asset management businesses.

### Asset Management

#### What we do

Equities  
Fixed Income  
Multi Asset  
Alternative

#### Where we operate

Africa  
Americas  
Asia Pacific  
Europe  
UK

### Wealth & Investment

#### What we do

Portfolio management  
Stockbroking  
Alternative Investments  
Investment advisory services  
Electronic trading services  
Retirement planning

#### Where we operate

South Africa  
UK  
Europe  
Hong Kong  
Mauritius

### Specialist Banking

#### What we do

Private Banking activities  
Corporate and Institutional Banking activities  
Investment activities  
Property activities  
Group services and other activities

#### Where we operate

Southern Africa  
UK  
Europe  
Australia  
Mauritius  
Hong Kong  
India  
USA

## Integrated global management structure

### Global roles

#### Joint chief executive officers

Fani Titi  
Hendrik du Toit

#### Executive directors

Stephen Koseff  
Bernard Kantor  
Kim McFarland

#### Group risk and finance director

Glynn Burger

		Specialist Banking	Asset Management	SUPPORT STRUCTURES
		<b>South Africa</b> Glynn Burger Richard Wainwright  <b>United Kingdom</b> David van der Walt Steve Elliott	David van der Walt Richard Wainwright	

# Specialist Banking

## Specialist Banking management structure

**Global heads:** David van der Walt and Richard Wainwright

**Regional heads:** David van der Walt (United Kingdom), Richard Wainwright (South Africa), Craig McKenzie (Mauritius), Michael Cullen (Ireland), Stephen Henry (Channel Islands), Ajeeth Narayan (India), Milton Samios (Australia), Nicolas De Mascarel (Hong Kong) and David Rappaport (New York)

### Investment activities

#### South Africa

Principal investments	Lawrence Barnett
Investment banking	Eldad Friedman Andrew Moffat

#### Australia

Principal investments	David Phillips
-----------------------	----------------

#### Hong Kong

Principal investments	Richard Forlee
-----------------------	----------------

#### United Kingdom

Principal investments	Tanis Crosby
-----------------------	--------------

### Corporate and institutional banking activities

**Global heads:** Chris Meyer and Lourens van Rensburg

#### UK and Other

National head	Chris Meyer
Chief operating officer	Robert Swerling
Central treasury	Paul Myers
Treasury products, Financial products, Institutional sales	James Arnold
Securities	Andrew Fitchie
Corporate finance	Andrew Pinder
Credit investments and Hedge trading	Clive Murray
Corporate lending, Aviation and Asset finance	Mike Francis
Fund finance	Simon Hamilton
Power and infrastructure finance	Michael Meeser
Commodities and resource finance	Anthony Hawke
Prime brokerage – Ireland	Loman Gallagher

#### South Africa

National head	Lourens van Rensburg
Chief operating officer	Wouter Kielblock
Central treasury	Clive Sindelman
Investec Cash Investments	Rene Grobler
Foreign exchange and interest rate trading, Treasury sales and structuring	Dhiren Mansingh
Financial products	Kenric Owen
Equity derivatives, Institutional research, sales and trading	Tinus Rautenbach
Investec Specialist Investments	Kenric Owen
Investec Life	Michael Goemans
Credit Investments	Oliver Speers
Specialised and asset finance	David Tew
Power and infrastructure finance	Andre Wepener
International financial institutions	Darryn Solomon (global)
Finance	David Gauld

#### Australia

National head	Milton Samios
Risk management	Peter Binetter
FICC sales and structuring	Charles Gorman
Corporate advisory	Ben Smith
Corporate and acquisition finance	Simon Beissel
Power and infrastructure finance	Jeff Law
Commodities and resource finance	Anthony Hawke
Emerging companies	David Phillips

### Investec for business

#### South Africa

National head	Adam Orlin
Chairman	John Wilks

# Specialist Banking

## Private banking activities

**Global heads:** Cumesh Moodliar and Ryan Tholet

**Global chairman:** Laurence Kaplan

### UK and Other

National head	Ryan Tholet
Chief operating officer	Alistair Stuart
Banking	Jack Jones
Private Capital	Arjun Chopra
Structured property finance	Gary Dobson
Channel Islands	Brendan Stewart
Product development and marketing	Wayne Preston
Finance	Gila Cruise
Credit and risk management	Andrew Higgins

### Savings and High Income

Head	Linda Brown
------	-------------

### South Africa

National head	Cumesh Moodliar
Chief operating officer	Keith Strachan
Banking	Keith Strachan
Property finance	Charl Wild
Private Capital	Victor Dos Reis
Finance	Marle van der Walt
Credit risk management	Anthony Church
National risk head	Howard Tradonsky

### Regional heads

Cape Town	Jerome Passmore
Durban	Scott Stanton
Eastern Cape	Jacky Buys
Pretoria	Melanie Humphries

## Property activities

**Global heads:** Robin Magid (Trading, development and acquisition) and Nick Riley (Fund Management)

### UK and Other

National head	Crispin Gandy
Trading, development and fund management	Crispin Gandy

### South Africa

Trading and development	Darryl Mayers
Fund management	Andrew Wooler
Finance	John Brink
Operations	Dana Lazarus

### Australia

National head	Graeme Katz
Fund management	Zach McHerron
Trading and development	George Rose
Finance and operations	Kristie Lenton

## Group services and other activities

Corporate governance and compliance	Ian Wohlman (UK) Bradley Tapnack (global and South Africa)
Chief operating officer	Kevin McKenna (UK) Stuart Spencer (South Africa)
Human resources and organisation development	Marc Kahn
Investor relations	Ursula Nobrega
Group finance	Nishlan Samujh
Group risk	Ciaran Whelan
Legal	David Nurek Lauren Ekon (UK)
Marketing	Malcolm Fried
Risk management	Ruth Leas (UK) Peter Binetter (Australia) Kevin Kerr (South Africa)
Secretarial and staff share schemes	Les Penfold
Tax	Richard Ellaway (UK) Justin Cowley (South Africa)

# Wealth & Investment

## Wealth & Investment management structure

**Global head:** Steve Elliott

### UK

Chief executive	Jonathan Wragg
Managing director	Tom Street
Finance	Iain Hooley
Chief operating officer	Judy Price
Chief investment officer	Chris Hills
Research	John Haynes
Click & Invest	Jane Warren
Marketing	Iain Clark
Strategy	Aidan Lisser
Compliance and risk	Mike Rigby
IT	Andrew Rydon
Human Resources	Lucy Black
<b>Regional heads</b>	
	David Bulteel
	Carl Cross
	Adrian Quin
	Murray Mackay

### Switzerland

Chief executive	Peter Gyger
Legal and compliance	Petra Otten
Finance	Melanie Abromowitz

### Hong Kong

Divisional director	Catherine Kirchmann
---------------------	---------------------

### Ireland

Chief executive	Michael Cullen
Head of Wealth and Investment	Eddie Clarke
Finance	Derek Byrne

### Southern Africa

Chief executive	Henry Blumenthal
Chief operating officer	Joubert Hay
Portfolio management	Paul Deuchar
Stockbroking	Bernhard Grobler
Wealth management	Alexandra Nortier/ Marc Romberg
Compliance	Simone Smith
Finance	Bella Ferreira
IT	Vekesh Ramnath
Risk management	Alex Harding
Settlements	Hennie de Waal
Marketing	Ryan Parkhurst
<b>Regional heads</b>	
Cape Town	Jonathan Bloch/ Stephen Glanz
Durban	Craig Hudson
Johannesburg	Paul Deuchar
Port Elizabeth	Andy Vogel
Pretoria	Sean Caveney
Mauritius	Mathieu Lehelleix

# Asset Management

## Asset Management management structure

**Global heads:** John Green and Domenico (Mimi) Ferrini

Chief operating officer	Kim McFarland
Co-chief investment officers	Domenico (Mimi) Ferrini John McNab