



Momentum Retail

Impact strategy progress

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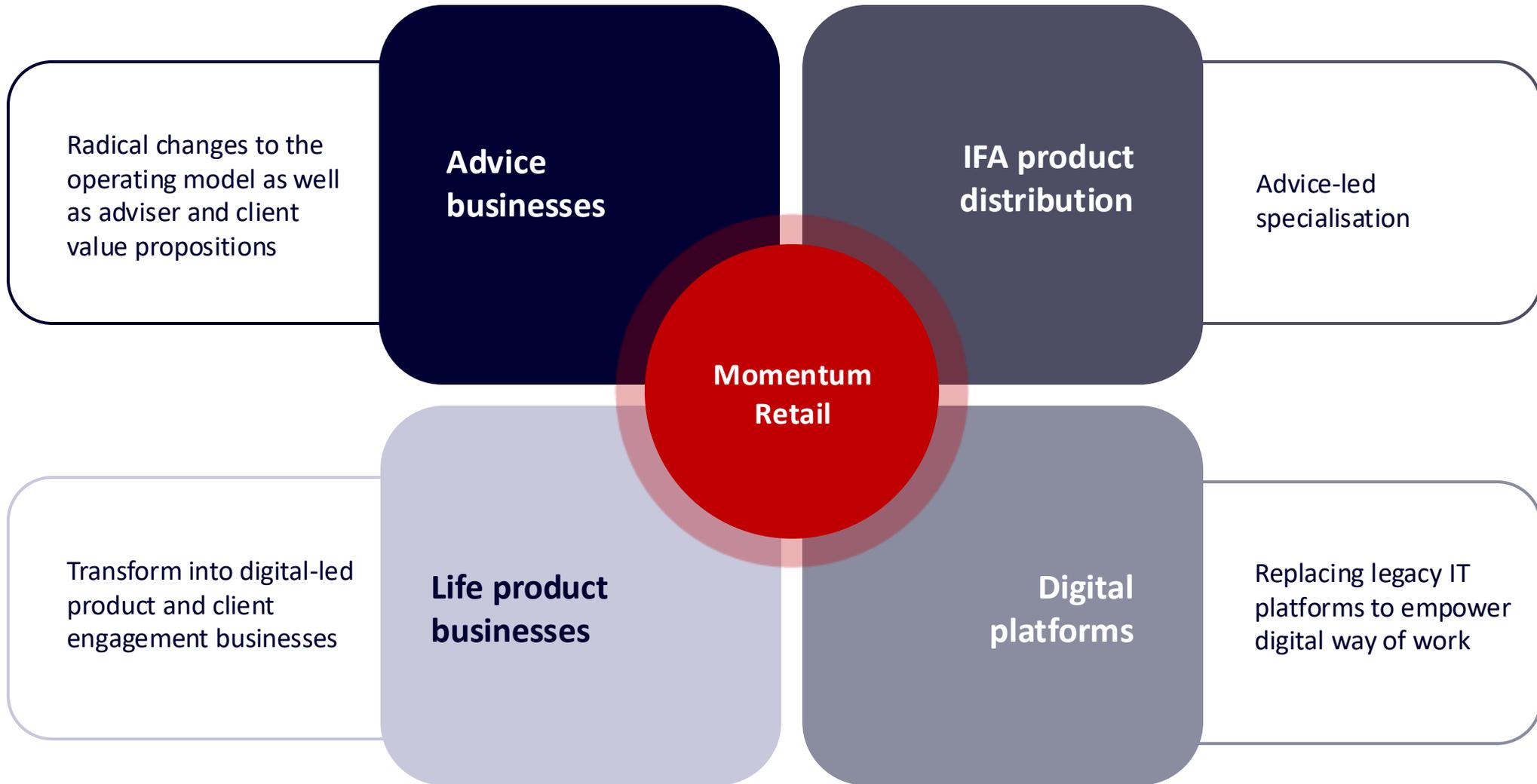
Overview

1 Impact strategy recap

2 Strategy progress update

3 Closing





IN IMPLEMENTING OUR IMPACT STRATEGY OUR *KEY STRATEGIC FOCUS AREAS* ARE:



Growth

- Momentum Advice a top industry player
- MDS to entrench IFA leadership position
- Growth in direct sales



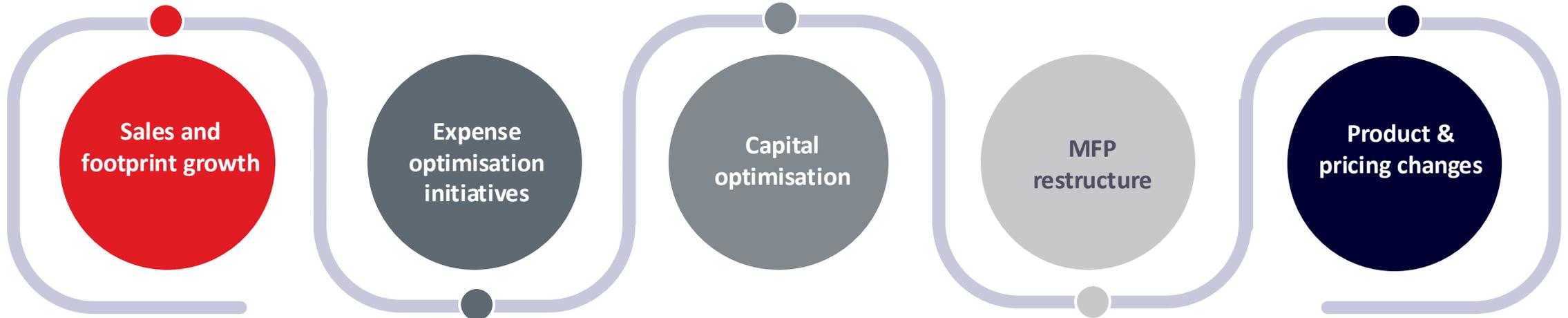
Digital transformation

- Reset data architecture
- Undisputed digital-led product business leadership
- Future-fit adviser and client digital engagement platforms



Expense rationalisation

- Embed digital way of work
- Exit legacy systems
- Operating model





- Redo **data/connection architecture**
- Product businesses build once, deploy multi-channel
- Major upgrade in cyber security capability
- New digital channel management systems
- Empower **advice-to-client** game plan
- Exit IBM portal

AdviserConnect | ConsultConnect | momentum.co.za

Overview

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Momentum Advice

Focus areas	Objectives – what we are aiming for	Measures of success
 <p>Growth</p>	 <p>Top industry player with an attractive range of client and adviser value propositions</p>	<p>Footprint growth → +50% in MFP +85% in Consult</p>
 <p>Vertical integration</p>	 <p>Integrations with other areas in the Group (i.e. Momentum Investments)</p>	<p>Consult CAT II assets → +33%</p>
 <p>Digital transformation</p>	 <p>Process automation</p>  <p>Digital financial planning and advice process</p>	<p>MFP in-house solutions → +100%</p> <p>Adviser digital adoption → 100% online workspace & advice process adoption</p>

Momentum Advice

Focus areas	What we achieved so far
 <p>Growth</p>	<ul style="list-style-type: none"> • New growth strategy, operating model and adviser value proposition implemented for MFP agents • Acquisition of FinGlobal
 <p>Vertical integration</p>	<ul style="list-style-type: none"> • Implemented Wealth Management philosophy, framework and fund solutions for Consult and MFP • Team of six Wealth specialists to drive vertical integration
 <p>Digital transformation</p>	<ul style="list-style-type: none"> • De-commissioned all legacy platforms • Launched AdviserConnect and ConsultConnect as adviser workspaces • Launched digital financial planning and advice process in Consult

Footprint growth	+5.5% in Consult as at 1HF2025
Consult CAT II assets	+33% as at 1HF2025
MFP in-house solutions	+16.7% net flows as at 1HF2025
Adviser digital adoption	Online workspace & advice process adoption 90% in Consult 100% in MFP (as at 3QF2025)

Momentum Advice

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 <p>Growth</p>	 Top industry player with an attractive range of client and adviser value propositions	 Reasonably confident
 <p>Vertical integration</p>	 Integrations with other areas in the Group (i.e. Momentum Investments)	 Highly confident
 <p>Digital transformation</p>	 Process automation  Digital financial planning and advice process	 Highly confident  Highly confident

Momentum Distribution Services

Focus areas	Objectives – what we are aiming for	Measures of success
 <p>Growth</p>	 <p>Expand our best-in-class specialist broker consultant force and target strategic partnerships with independent financial advisers (IFAs) and key accounts</p>	<p>Footprint growth → +33% in retail broker consultants</p>
 <p>Efficiencies</p>	 <p>Drive efficiencies and ease of doing business across the value chain through a leading adviser digital enablement and integration</p>	<p>Reduced acquisition costs → -10%</p>
 <p>Alignment with product partners</p>	 <p>Align product and distribution go-to-market strategies</p>  <p>Establish Momentum Investments as a seeded player and increase adoption of in-house</p>	<p>Supporting advisers → +15%</p>

Momentum Distribution Services

Focus areas	What we achieved so far
 <p>Growth</p>	<ul style="list-style-type: none"> Expanded retail broker distribution force Increased the proportion of Productive IFAs in every BC panel
 <p>Efficiencies</p>	<ul style="list-style-type: none"> Completed migration to AdviserConnect and decommissioned legacy capabilities Top NMG ranking on Risk and Investments for ease of doing business and tech/online capabilities Adviser partnerships growing
 <p>Alignment with product partners</p>	<ul style="list-style-type: none"> Increased Momentum Investments market share and supporting advisers Target the specialist investment IFA segment for Myriad business increasing market share by tasking our legal adviser team and new footprint growth consultants

Footprint growth:

+17% in retail broker consultants as at 3QF2025

Supporting advisers:

112% growth in adviser partnerships by 3QF2025

Momentum Distribution Services

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 <p>Growth</p>	 <p>Expand our best-in-class specialist broker consultant force and target strategic partnerships with independent financial advisers (IFAs) and key accounts</p>	 <p>Highly confident</p>
 <p>Efficiencies</p>	 <p>Drive efficiencies and ease of doing business across the value chain through a leading adviser digital enablement and integration</p>	 <p>Reasonably confident</p>
 <p>Alignment with product partners</p>	 <p>Align product and distribution go-to-market strategies</p>  <p>Establish Momentum Investments as a seeded player and increase adoption of in-house</p>	 <p>Highly confident</p>  <p>Highly confident</p>

Myriad

Focus areas	Objectives – what we are aiming for	Measures of success
<p>Onboarding innovation</p>	Attain a market-leading position in onboarding and innovation	<p>Market position → Leader position in “ease of doing business” and “underwriting”</p>
<p>Channel partnerships</p>	Proactively partner with independent financial advisers (IFAs) networks and align closely with Momentum Financial Planning	<p>IFA market share → 20%</p>
<p>Product leadership</p>	Entrench market-leading product position and improve client engagement mechanisms	<p>Growth in direct → 15% direct-to-client sales contribution (as % of total new business sales)</p>
<p>Direct-to-client</p>	Continued growth in direct-to-client risk sales	

Myriad

Focus areas	What we achieved so far
 <p>Onboarding innovation</p>	<ul style="list-style-type: none"> Continued improvement in FastTrack communication Further improvements in self-capture rates of applications Improved scoring on all targeted NMG ratings
 <p>Channel partnerships</p>	<ul style="list-style-type: none"> Market share improvements Continued focus on network partnerships
 <p>Product leadership</p>	<ul style="list-style-type: none"> Completed first client reassessments with world first mobile fitness assessment Improved product proposition rating on NMG study Retained leader position on technology ratings NMG
 <p>Direct-to-client</p>	<ul style="list-style-type: none"> 28% y-o-y premium growth for first 3 quarters of F2025 Continued process and leads optimisation focus Implemented retention and follow-up advice processes

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Market position

#1 position in “ease of doing business” and #2 in “underwriting” as at 1HF2025
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IFA market share

17.7% IFA market share (2024)
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Growth in direct

Direct-to-client: 8.9% of new business sales as at 3QF2025

Myriad

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 <p>Onboarding innovation</p>	 <p>Attain a market-leading position in onboarding and innovation</p>	 <p>Highly confident</p>
 <p>Channel partnerships</p>	 <p>Proactively partner with independent financial advisers (IFAs) networks and align closely with Momentum Financial Planning</p>	 <p>Reasonably confident</p>
 <p>Product leadership</p>	 <p>Entrench market-leading product position and improve client engagement mechanisms</p>	 <p>Highly confident</p>
 <p>Direct-to-client</p>	 <p>Continued growth in direct-to-client risk sales</p>	 <p>Highly confident</p>

Investo

Focus areas	Objectives – what we are aiming for	Measures of success
 <p>Digital solutions</p>	<ul style="list-style-type: none"> Create end-to-end digital engagement model for clients and advisers whilst ensuring that we drive greater experience through specific client touchpoints 	<p>Digital adoption → 90% adoption of digital capabilities</p>
 <p>Growth</p>	<ul style="list-style-type: none"> Simplifying the product offering and elevate enhanced benefits in existing products Strengthen channel partnerships 	<p>Adviser support → MFP: +10% p.a. MDS: +15% p.a.</p>
 <p>New markets</p>	<ul style="list-style-type: none"> Leverage Group capabilities and offerings to explore new markets 	

Investo

Focus areas	What we achieved so far
 <p>Digital solutions</p>	<ul style="list-style-type: none"> • Good progress on digitalisation efforts to enable a full end-to-end digital savings business • On track for implementation of digital integrated new business onboarding capability
 <p>Growth</p>	<ul style="list-style-type: none"> • Repositioned offering and ready for market launch
 <p>New markets</p>	<ul style="list-style-type: none"> • Launched offering for the Gig economy

Digital adoption	57% adoption as at 3QF2025
Adviser support	MFP: -6% MDS: +4% as at 3QF2025

Investo

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 <p>Digital solutions</p>	<ul style="list-style-type: none">  Create end-to-end digital engagement model for clients and advisers whilst ensuring that we drive greater experience through specific client touchpoints 	 <p>Reasonably confident</p>
 <p>Growth</p>	<ul style="list-style-type: none">  Simplifying the product offering and elevate enhanced benefits in existing products  Strengthen channel partnerships 	 <p>Highly confident</p>  <p>Highly confident</p>
 <p>New markets</p>	<ul style="list-style-type: none">  Leverage group capabilities and offerings to explore new markets 	 <p>Reasonably confident</p>

MMerge



MMerge

Focus areas	What we achieved so far
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Sustained operational efficiency

- Completed migration of mainframe in Metropolitan
- Delivered a new policy administration system for SADC, including savings, retirement annuities and annuities for Botswana and Lesotho



Product

- Gap analysis on functionality of Namibia closed book has proceeded
- Good progress on Momentum Traditional and Investo product models



Client and intermediary experience

- Designed and delivered various solutions to improve client and adviser experience
- Launched automated WhatsApp reminders for outstanding documents
- The traditional call centre is ahead of most service metrics, with upwards trajectory in NPS

Cost savings

Extracted savings of more than R80m per year from the Metropolitan migration

MMerge

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 <p>Sustained operational efficiency</p>	 <p>Efficient provisioning of retail policy administration system offerings and appropriate capabilities to support the rest of the Group</p>	 <p>Highly confident</p>
 <p>Product</p>	 <p>Rationalise existing products and improve the use of data to extract insights</p>  <p>Robust product model to ensure efficient enhancements and assist with ongoing monitoring</p>	 <p>Reasonably confident</p>  <p>Reasonably confident</p>
 <p>Client and intermediary experience</p>	 <p>Implement and leverage appropriate digital solutions to improve client and intermediary experience</p>	 <p>Highly confident</p>

Momentum Trust

Focus areas	Objectives – what we are aiming for	Measures of success
 <p>Commercial sustainability</p>	 <p>Achieve commercial ambitions by setting and tracking relevant KPIs</p>	 <p>Profitability</p> <p>Profitable business by F2027</p>
 <p>Client and adviser experience</p>	 <p>Be the preferred fiduciary provider for advisers in the market and offer exceptional adviser and client service experience</p>	 <p>AUM growth</p> <p>R700m AUM on Momentum Investment Platforms</p>
 <p>Integration</p>	 <p>Position and measure Momentum Trust’s impact on the broader Group</p>	

Momentum Trust

Focus areas	What we achieved so far
 Commercial sustainability	<ul style="list-style-type: none">• Implemented line of business systems for the administration business to create future scale• Introduced new incentive program with MDS Legal Advisers to support revenue growth ambitions for estates and trust administration
 Client and adviser experience	<ul style="list-style-type: none">• The financial adviser NPS feedback now includes Momentum Trust, enabling required data to be gathered to determine targeted NPS
 Integration	<ul style="list-style-type: none">• On track to successfully launch an enhanced digital will drafting capability

Profitability → 18% Revenue growth as at 3QF2025

AUM growth → R411m AUM on the Momentum Investment Platforms at Q3 F2025

Momentum Trust

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 <p>Commercial sustainability</p>	 <p>Achieve commercial ambitions by setting and tracking relevant KPIs</p>	 <p>Reasonably confident</p>
 <p>Client and adviser experience</p>	 <p>Be the preferred fiduciary provider for advisers in the market and offer exceptional adviser and client service experience</p>	 <p>Reasonably confident</p>
 <p>Collaboration</p>	 <p>Position and measure Momentum Trust’s impact on the broader group</p>	 <p>Highly confident</p>

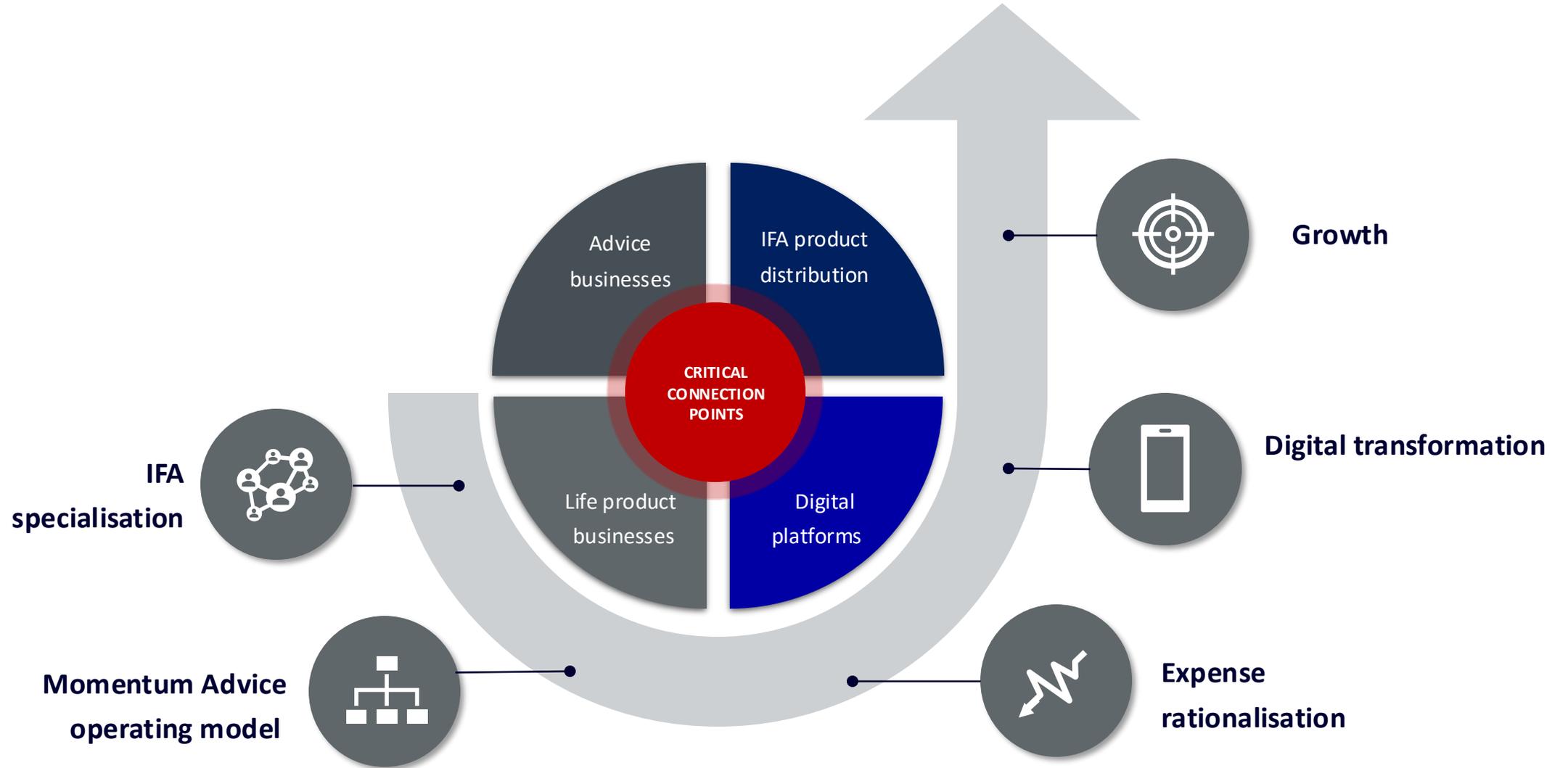
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Thank you



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