

momentum
group

Momentum Group

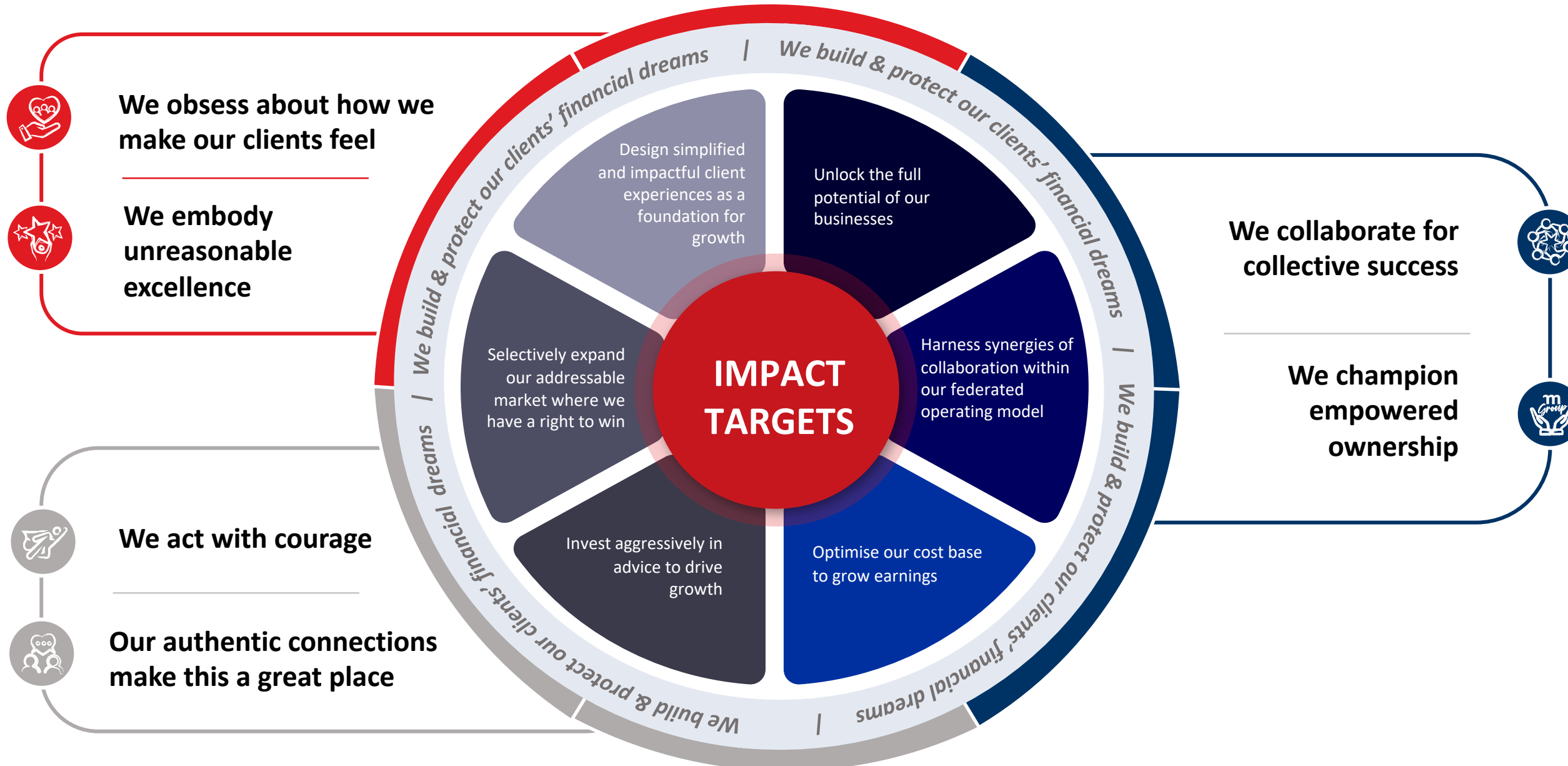
Impact strategy progress

Jeanette Marais

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The ROI of doing human







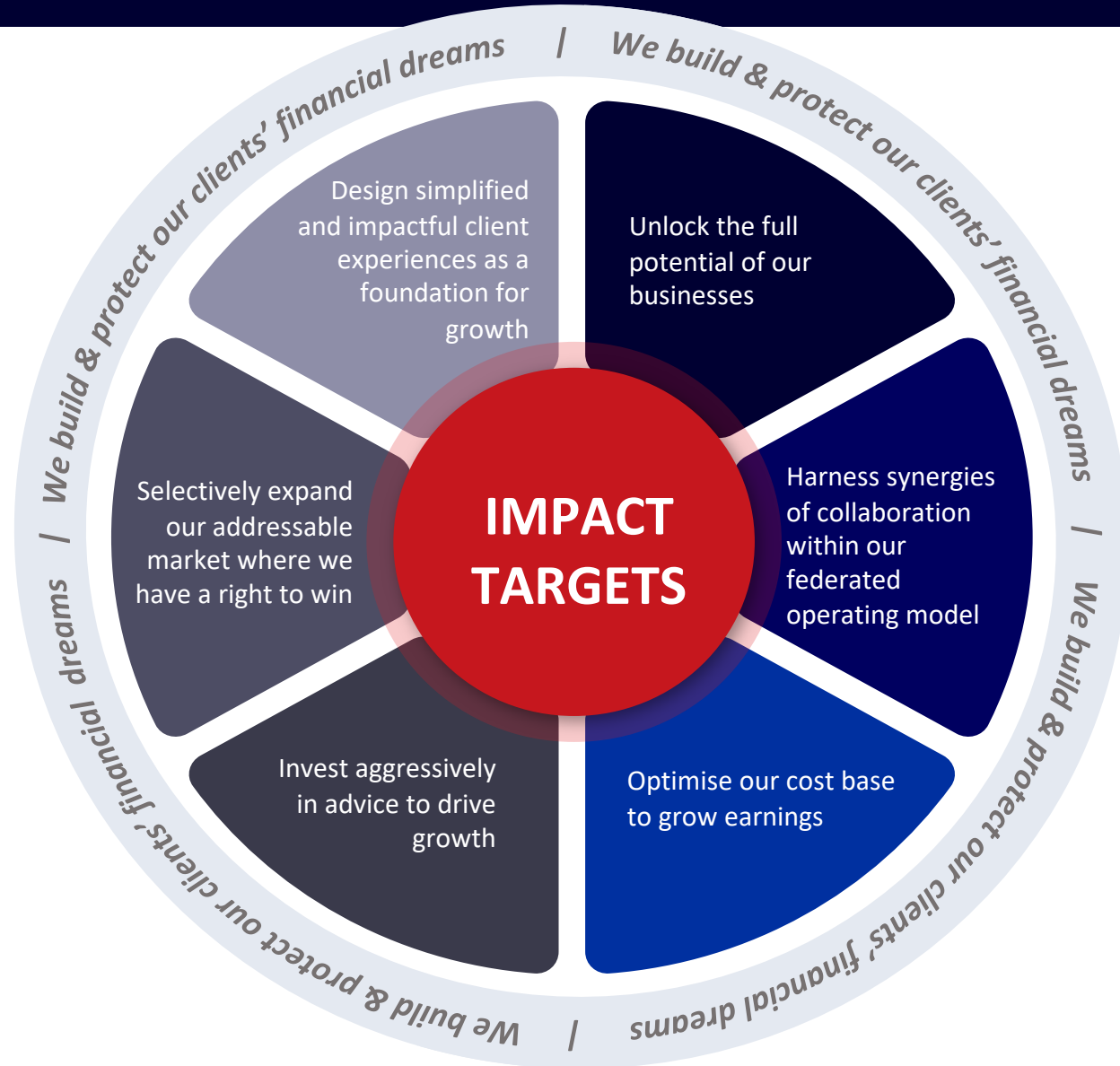
Impact strategy recap



Strategy progress update



Closing



Progress indicators:


- Fully confident
- Highly confident
- Reasonably confident
- De- / Reprioritised

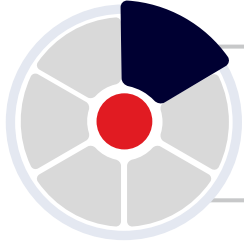
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 **Impact strategy recap**

 **Strategy progress update**

 **Closing**



Unlock the full potential of our businesses



Highly confident

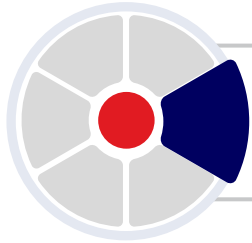
“

*We assess continuously,
act decisively and invest
purposefully, because the
full potential of the Group
is only realised when all
our businesses deliver.*

”

Highlights

- Momentum Health selected as administrator for **BONITAS**
- **ADITYA BIRLA HEALTH INSURANCE** progressing towards sustainable profitability
- Successfully concluded **TURNAROUND STRATEGIES** for Momentum Insure and Metropolitan
- Implemented new **AFRICA OPERATING MODEL**, enabling full value chain accountability and more efficient operations



Harness synergies of collaboration within our federated operating model



Highly confident

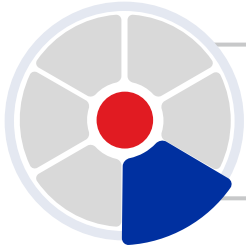
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Our federated model gives us the best of both worlds. Empowered and accountable businesses, combined with the collective strength of a Group that hunts together, integrates vertically and grows from within.

”

Highlights

- **MIGRATION** of legacy system
- Digital and AI **CAPABILITY IN INDIA** (Momentum Services) adds meaningful value to the Group
- Strengthened vertical integration as well as collaboration between **PRODUCT** houses and **CHANNEL** partners delivering meaningful value
- **MOMENTUM SECURITIES** growth due to collaboration with channel partners
- Collaboration between **MOMENTUM HEALTH** and **MOMENTUM CORPORATE** added 30 000 beneficiaries to Health4Me



Optimise our cost base to grow earnings



Highly confident

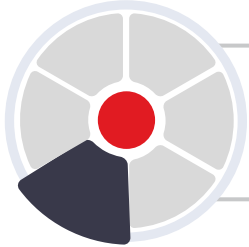
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Optimisation has moved from project to practice. It is now embedded into how we operate, enabling us to continuously improve efficiency while creating the capacity to invest in future growth.

”

Highlights

- Embedded in our **OPERATING RHYTHM**
- Steady progress delivered cumulative **COST SAVINGS** of **R641m** with contributions across business units and central functions
- Continued benefit realisation from **LEGACY SYSTEM MIGRATION**
- **DIGITAL TRANSFORMATION** efforts continue to gain traction and realise efficiencies



Invest aggressively in advice to drive growth



Highly confident

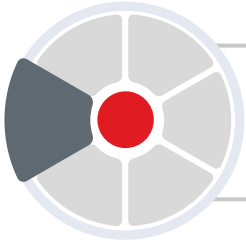
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Advice is how we differentiate and where we see opportunity for growth. We are investing across our full advice ecosystem to expand our footprint, empower our advisers and compete across the full retail advice market.

”

Highlights

- Enabled **ADVICE SYNERGIES** with the establishment of Momentum Advice and Distribution
- Momentum Distribution Services continues to strengthen **MARKET LEADERSHIP** in **IFA DISTRIBUTION** with growing adviser partnerships, supported by specialisation and enhanced adviser platform capabilities
- **METROPOLITAN** channel optimisation delivering sustained results



Selectively expand our addressable market where we have a right to win



Highly confident

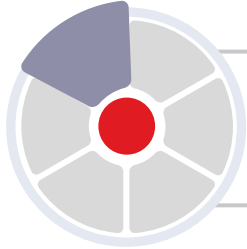
“

Our approach to expansion is deliberate. We only pursue opportunities where we have a right to win, leveraging our market-leading capabilities across channels, segments, products and geographies.

”

Highlights

- After a **DECADE OF DISCIPLINED EXECUTION**, Aditya Birla Health Insurance shows expansion is a long game
- **CURATE** scaling and broadening market access, delivering solid results with AUM at R56bn in less than 3 years
- Continued growth in **DIRECT-TO-CLIENT** digital sales
- Metropolitan launches **NO-LAPSE FUNERAL** product with digital-only distribution



Design simplified and impactful client experiences as a foundation for growth

Reasonably confident

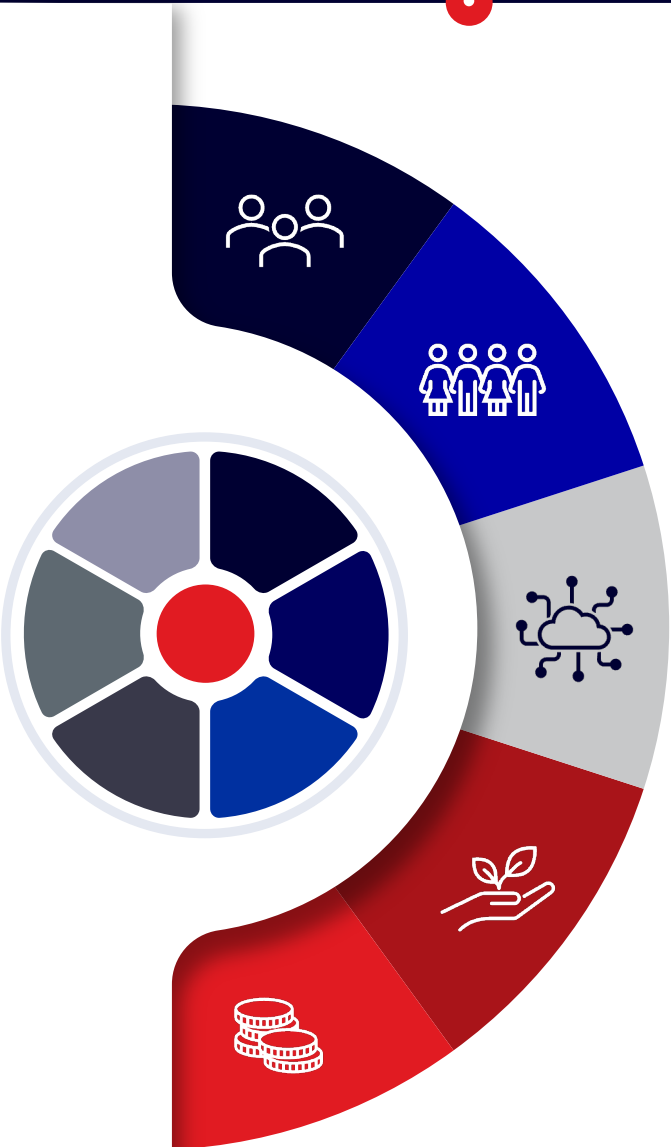
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Our purpose cannot be realised without exceptional client experiences. We are simplifying our offerings, leveraging data and technology and embedding a client-obsessed culture to build the trust and loyalty that drives sustainable growth.

”

Highlights

- Continuous **CLIENT EXPERIENCE** improvement across the Group, anchored by our purpose, guided by strategy and lived through our culture behaviours
- **NPS** and other **CX** measures embedded, with clear **STRATEGIES** per business to improve service
- **DIGITAL ENABLEMENT** accelerating improved client and adviser journeys
- **DATA MODERNISATION** enabling deeper client insights for proactive client engagement



People

- Uniting 15 000 employees behind purpose, strategy and culture behaviours
- Culture survey shows a highly engaged workforce
- Strengthened Human Capital capability
- Building capabilities that matter most: AI, leadership talent, leadership succession

Transformation

- Attained B-BBEE Level 1 for 7 consecutive years – transformation is not a compliance exercise for us
- Shared value with employees through iSabelo with R37.4m distributed to employees
- ESD supporting advice strategy with 121 advisers being developed

Digital

- More than 70 digital and AI initiatives across the Group
- Contribution to clients, advisers, employees, or enable efficiencies or growth
- Success is measured against output and impact

Sustainability

- Embedded in how we do business – making financial services accessible, inclusive
- Good progress with target to reduce Group emissions by 23%
- Performance and transparency recognised: CDP B-rating for 4th year, improved ISS rating, sustained MSCI ESG AAA rating for 3rd year

Capital deployment


- Refined capital management framework – deploy capital where returns justify it, while remaining able to invest in upcoming strategic opportunities
- Capital and solvency optimisation remain key focus
- Strong balance sheet and cash generation support strategic flexibility

20 % **2** % **7** bn

Return on equity **New business margin** **Earnings**

- NHE progressing well against target
- ROE of 23.3% above F2027 target
- VNB falling short of targets and remains a key focus area

 **Impact strategy recap**

 **Strategy progress update**

 **Closing**



Successes

- Motivated and engaged employees, with purpose and culture gaining real traction
- Doubled market cap and share price since F23
- Disciplined execution provides traction on every strategic objective



Challenges

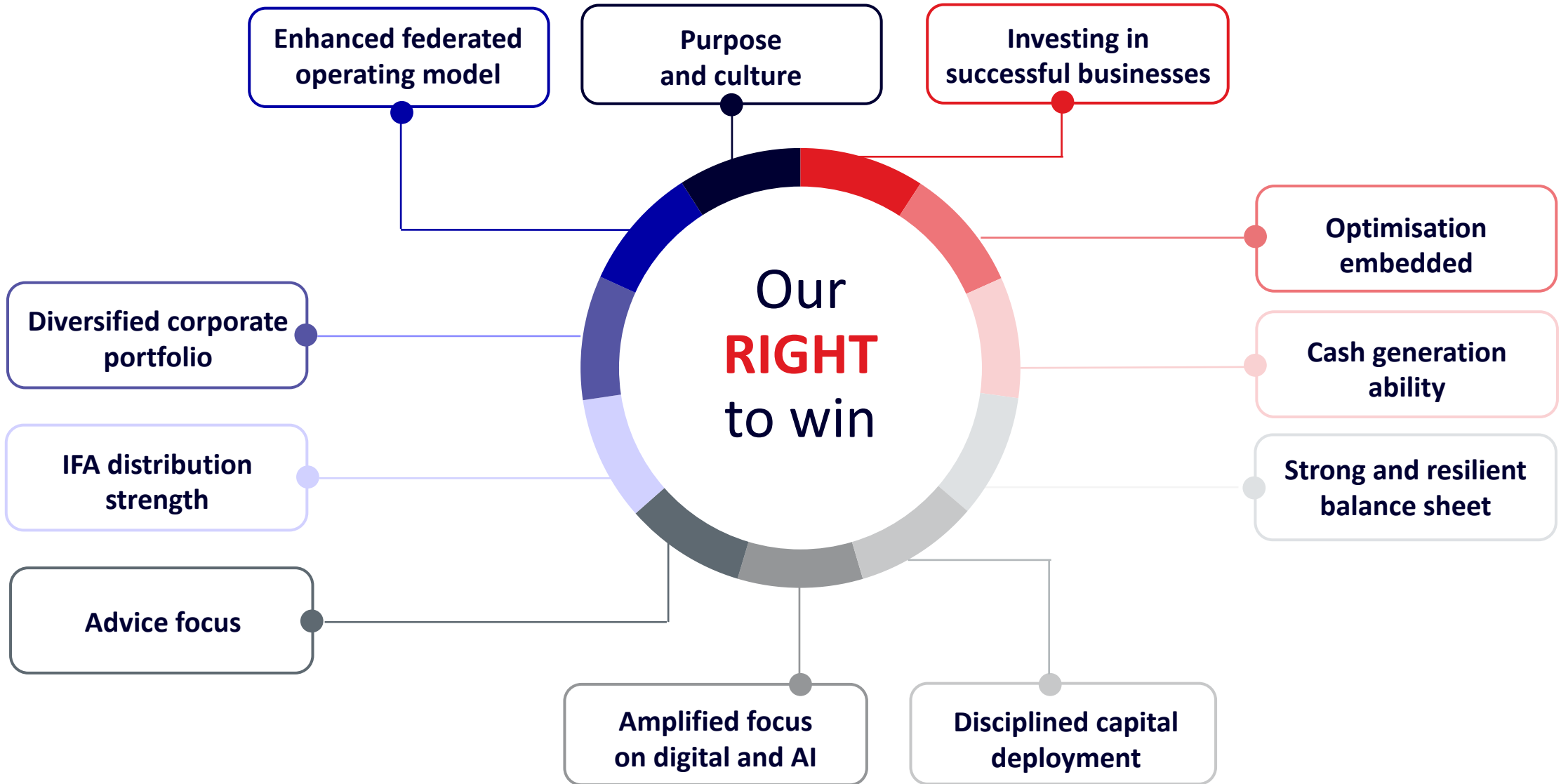
- VNB remains a challenge, although some improvement seen
- Improving client experience
- SA economic environment and geo-political uncertainty



Closing thoughts

- Impact strategy on track
- Developing our strategy beyond F27
- Clear priorities, strong momentum and discipline to deliver

Our right to win



Thank you

The information in this presentation, including the financial information on which the outlook is based and any non-IFRS financial measures (which are presented for additional information purposes only), is the responsibility of the directors of Momentum Group and has not been reviewed and reported on by Momentum Group's external auditors.