

# ABOUT MMI

## OUR BUSINESS

**MMI is one of the largest insurance-based financial services groups listed on the South African stock exchange, the JSE, with an embedded value of R39 675 million, and a market capitalisation of R42 billion (as at 30 June 2014).**

Created in December 2010 from the merger of Metropolitan Holdings and the Momentum Group, MMI conducts business in South Africa, in 12 African countries outside South Africa, as well as selected international countries.

MMI's core businesses are long and short-term insurance, asset management, savings, investment, healthcare administration, health risk management, employee benefits, property management and rewards programmes. These product and service solutions are provided to all market segments through our main client-facing operating brands, Metropolitan, Momentum, Guardrisk and Eris.



MMI HOLDINGS

## OUR STRATEGY

In the last three years, MMI has successfully bedded down the merger and the benefits are being demonstrated in MMI's strong results and the value it is creating for all stakeholders. To effectively compete and grow into the future, we reviewed our strategy to take account of developments in the environment and our industry, concluding that we should position MMI much closer to its clients through the implementation of a client-centric strategy. Our new vision, purpose, strategic focus areas and values all support value creation through the client-centric operating model.

### OUR VISION

Where we are headed

To be the **preferred lifetime financial wellness partner**, with a reputation for innovation and trustworthiness.

### OUR PURPOSE

Why we exist

To **enhance the lifetime financial wellness** of people, their communities and their businesses.

### OUR STRATEGIC FOCUS AREAS

The way we will compete

**Growth**

**Client-centricity**

**Excellence**

### OUR VALUES

What we stand for

A culture that is grounded in the values of **accountability, excellence, integrity, diversity, innovation and teamwork.**

# ABOUT MMI CONTINUED

## STRATEGIC FOCUS AREAS

MMI's growth initiatives support our Vision, Purpose and Strategic focus areas of

- 1. GROWTH
- 2. CLIENT-CENTRICITY
- 3. EXCELLENCE

### 1. GROWTH

In terms of our growth strategic focus area, MMI is pursuing a number of diversification initiatives.

#### Product diversification

by enhancing the capacity, growth potential and profitability of our short-term insurance businesses, Guardrisk and Momentum Short-term Insurance (MSTI).

#### Geographical diversification

by expanding our operations in Africa through appropriate acquisitions and organic growth in respect of additional product lines and more effective distribution, as well as investigating the growth potential of India and Southeast Asia.

**Segment diversification** by increasing our share of the middle-income market segment in South Africa.

**Channel diversification** through our focus on alternative distribution channels that meet the changing needs of our clients more accurately.

### 2. CLIENT-CENTRICITY

One of the main growth initiatives supporting MMI's client-centricity strategic focus area is our Financial Wellness solution. To understand the needs of MMI's clients and the market at large, Momentum has partnered with Unisa to develop the Momentum Unisa Household Financial Wellness Index, which provides a meaningful overview of financial wellness of South African households. In addition, we have developed our Financial Wellness tools, which are broadly available, and make it possible for our clients to better understand their own financial wellness, as well as the solutions they require to improve their financial wellness. It also enhances our understanding of the needs of our clients and enables us to present a wider range of products to them tailored to their particular requirements.

### 3. EXCELLENCE

The main thrust of our excellence strategic focus area is improving processes to be more efficient and ensuring a consistently excellent client experience. The cornerstone of this is our work in instilling a culture and mindset of excellence across all aspects of the business.

