



## Who we are

MMI Holdings Limited (MMI) is a South African financial services group listed on the JSE in South Africa and the Namibian Stock Exchange. Through our client-centric strategy, we focus on enhancing the lifetime Financial Wellness of our individual clients, small and medium businesses, large companies, organisations and public enterprises in South Africa, the rest of Africa and selected international countries.

This is achieved by our client-facing brands, namely Metropolitan, Momentum, Guardrisk and Multiply, using MMI's financial services and other capabilities.

### MMI has strong capabilities in:

- Long- and short-term insurance for individuals and corporates.
- Asset management, property management, investment and savings.
- Healthcare administration and health risk management.
- Client engagement solutions, including Financial Wellness and rewards programmes.

### About Financial Wellness

MMI believes that Financial Wellness is a continuous process of planning and managing money so that you can afford your expenses and reach your goals over your lifetime.

# Our approach to integrated reporting

## Scope of the report

Our 2017 integrated report provides a comprehensive overview of the activities of MMI as well as financial and non-financial performance for the 12 months from 1 July 2016 to 30 June 2017. The report also gives a detailed overview of the group's client-centric operating model and strategy, and all financial and non-financial matters that are considered to be material for stakeholders to make an informed assessment of the performance and prospects of the group.

## Material matters

In determining the content to be included in this report, we consider factors that impact value creation for our stakeholders over the short, medium and long term. We also consider factors that affect the economic growth and social development of the countries we operate in. We regard an issue to be material when it impacts our ability to achieve our strategy.

MMI regards the following as material to the group:

- The successful execution of the group's client-centric strategy, of which the focus areas are:
  - Client centricity
  - Growth
  - Excellence
- Channel growth across all segments.
- Value creation to unlock Financial Wellness through client engagement solutions.
- Group-wide expense optimisation project.
- Significant progress with geographic diversification into India.
- Streamlining our portfolio in Africa.
- Demonstrating our meaningful value proposition to clients via our Outcomes-based Investment philosophy.
- Implementing a turnaround strategy for the group's health administration businesses.
- Drive growth and profitability in Momentum Short-term Insurance.
- Implementing actions to improve underwriting experience.
- Operationalise our African Bank joint venture.

Our focus on these material matters is underpinned by ongoing efforts to reinforce our values of accountability, integrity, teamwork, diversity, innovation and excellence.

## The capitals

MMI has identified financial capital, intellectual capital, human capital and social capital as imperatives for our ability to create value for our business and our stakeholders. Although not a major consumer of natural capital, the group acknowledges the role of business in protecting natural capital and acts accordingly.

This report is not structured according to capitals, but the capitals are embedded and discussed within the relevant sections of the integrated report.

## Reporting framework

The integrated report has been prepared in accordance with the following frameworks:

### INTEGRATED REPORT

- International Integrated Reporting Council (IIRC) Framework
- JSE Listings Requirements.
- King IV Report on Corporate Governance™ (hereafter referred to as King IV).

### CORPORATE GOVERNANCE REPORT AND REMUNERATION REPORT

- King IV.
- JSE Listings Requirements.
- Companies Act, 71 of 2008 (Companies Act).

### FINANCIAL STATEMENTS

- International Financial Reporting Standards (IFRS).
- Companies Act.
- JSE Listings Requirements.
- King IV.
- Long-term Insurance Act, 52 of 1998 (Long-term Insurance Act).
- Short-term Insurance Act, 53 of 1998 (Short-term Insurance Act).
- Guidelines issued by the Actuarial Society of South Africa (ASSA).

## Assurance

The non-financial content of this report was prepared by management and approved by the MMI board through its relevant committees. PricewaterhouseCoopers Inc. have audited the consolidated and separate annual financial statements, and expressed an unmodified opinion for the year ended 30 June 2017. External assurance of non-financial matters has been limited to our broad-based black economic empowerment (B-BBEE) scorecard, verified by accredited ratings agency NERA, and our carbon footprint, verified by Global Carbon Exchange.

For certificates in respect of our B-BBEE scorecard and our carbon footprint, refer to the MMI website [www.mmiholdings.com](http://www.mmiholdings.com).

## Forward-looking statements

Certain statements in this integrated report may be defined as forward-looking within the meaning of the United States Securities Legislation.

Forward-looking statements involve known and unknown risks, uncertainties and other factors that could result in the actual results, performance or achievements of the group being materially different from the future results, performance or achievements expressed or implied by such forward-looking statements. These forward-looking statements may be identified by words such as expect, believe, anticipate, plan, estimate, intend, project, target, predict, outlook, and words of similar meaning.

Forward-looking statements are not statements of fact but statements by the management of MMI based on current estimates, projections, beliefs, assumptions and expectations regarding the group's future performance. No assurance can be given that forward-looking statements will prove to be correct, and undue reliance should not be placed on such statements.

Forward-looking statements apply only as of the date on which they are made, and MMI does not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise.

## Approval by the MMI board of directors

The board acknowledges its responsibility for ensuring the integrity, objectivity, reliability and transparency of the integrated report. In the opinion of the board, the integrated report has been prepared in accordance with the IIRC Framework, addresses the material matters and issues, and fairly presents the group's integrated performance.

The Audit Committee of the board has also evaluated the integrated report, prepared from information provided by management, and considers the group annual financial statements compliant, in all material respects, with the required legislation and standards.



**NICOLAAS KRUGER**  
*Group chief executive officer*



**JJ NJEKE**  
*Chairman*

## MMI online

All information contained in our integrated report is published on our website. Where information is only available on the website, it will be indicated in this report accordingly. You can also find information on our share price performance and other economic data in the investor relations section on the website.

Sustainability information is available in the sustainability section of the MMI website.

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