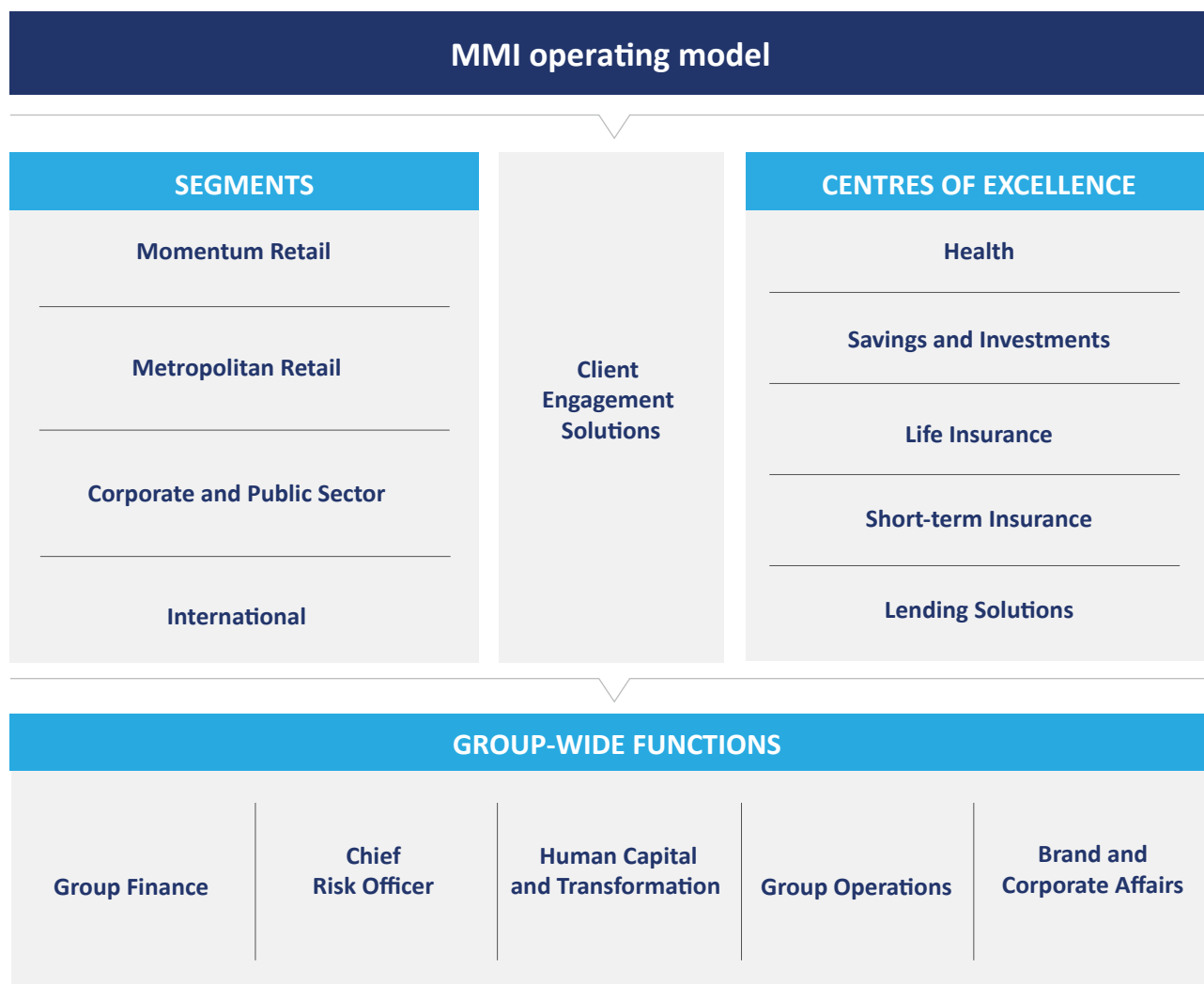


# MMI's operating model

## MMI's operating model

Our operating model has been designed to optimise the execution of MMI's client-centric strategy. Segment and Channel businesses use their intimate understanding of clients to build Financial Wellness client value propositions. These value propositions are delivered through products provided by our Centres of Excellence, and enhanced by client engagement and experience tools designed by the Client Engagement Solutions business. Group-wide functions support the operating units. The model lends itself to significant optimisation opportunities, and a number of group-wide optimisation projects are supporting our expense savings target of R750 million by 2019.



## MMI's group executive appointments

**Risto Ketola** has been appointed as group chief financial officer and takes overall responsibility for Group Finance and Balance Sheet Management. Risto will be the strategic driver in ensuring the success of our MMI Finance2Excellence project, aimed at improving insights from the financial reporting process and transforming financial reporting to be more future orientated to better support and inform strategic decision-making.

**Ashlene van der Colff** has been appointed as chief operating officer for the group and will be responsible for ensuring that MMI operations and work practices are robust, effective and efficient in delivering to the business across the value chain of operations. To this end her portfolio will include Group Information Technology, Operations and Facilities Management. A substantial component of this role will be to ensure strategic alignment across the group, with a clear focus on operational excellence and efficiency that will enable our client-centric strategy. Ashlene will drive the prioritisation and execution enablement of key initiatives across the group.