



Momentum Health

Impact strategy progress

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Overview

1 Impact strategy recap

2 Strategy progress update

3 Closing



LONG-TERM

**WINNING
ASPIRATION**

More health for more people for less
is how we will *build and protect our*
clients' financial dreams.

**IMPACT STRATEGY
AMBITION**

To grow a **streamlined Momentum branded value proposition** in selected markets, locally and outside our borders, while leveraging existing capabilities to achieve PPPs with different government entities at scale.

OUR KEY STRATEGIC FOCUS AREAS IN EXECUTING OUR AMBITION ARE:

1

OneHealth

Position Health as a single business operating at scale

2

Open market growth

Focus on gaining market share for higher margin Momentum branded solutions

3

Public sector sustainability

Secure our future with diversified public sector clients

4

Alternative growth

Leverage current capabilities to win in adjacent business models and in new markets

5

Universal Health Coverage

Find sustainable solutions for more health for more people for less – a sustainable solution to NHI

Digital transformation using data and insights

- Improve architecture of our **digital solutions** to enable **standardising client solutions**
- Invest in AI supported data and insights to **manage clinical risk**
- Triage primary healthcare through **Hello Doctor** to create appropriate access to care and cost-effective clinical pathways
- Improve the Mobile and Chat experiences for all stakeholders using new BOT and AI capabilities and further **enhance omni-channel self service**
- Align the broker experience for Health on VIA to other product houses to **improve broker efficiencies for sales, distribution and service**

Focus areas	Objectives – what we are aiming for	Measures of success
<p>1 OneHealth</p>	<ul style="list-style-type: none"> Single, labour-aligned business on one platform, single brand, and aligned client value proposition Optimisation of corporate portfolio 	<p>Cost savings → R230m savings</p>
<p>2 Open market growth</p>	<ul style="list-style-type: none"> Optimise existing and alternative channels with appropriate resources and technology to achieve growth Group collaboration in the employer market 	<p>New families → 350 000</p> <p>Multiply take-up rate → 37.5%</p>
<p>3 Public sector sustainability</p>	<ul style="list-style-type: none"> Sustainable public sector partnership model Growth into other public sector markets 	<p>Public sector growth → New municipal and other public sector markets</p>
<p>4 Alternative growth</p>	<ul style="list-style-type: none"> Growth through vertical integration in provision of healthcare at scale Participation in healthcare outside South Africa in collaboration with Momentum Africa 	<p>New markets → National reach of pharmacies beyond SA</p>

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Focus areas

What we achieved so far

1 OneHealth

- Three migrations completed, **Momentum Medical Scheme on track** to migrate
- Corporate **portfolio optimisation**: Lonmin & Sisonke amalgamated, one amalgamation exposition under CMS consideration, one amalgamation exposition underway
- Newco set up to operate 8 schemes in a lower cost environment **to eliminate losses**

2 Open market growth

- Re-energised channels with **focused team and aligned incentives**
- **Collaboration with Momentum Corporate** resulted in current onboarding of uncovered lives in shared client
- **News24 scheme of the year** and **BHF most innovative scheme** to recognise Multiply for 2025

3 Public sector sustainability

- **GEMS tender process retracted** and a different outcome is being negotiated

4 Alternative growth

- **Profitability for the rest of Africa** on target for Health
- Hello Doctor launched in Lesotho and Botswana

Cost savings

R17m (vs R6m) savings tracking well

New families

>13 000 new families from channel
+ > 22 000 from EB collaboration eff 1 July

Multiply take-up rate

Multiply growth behind planned schedule

Public sector growth

>4% sustainable membership growth
VOC above SLA target

New markets

> 1 million Hello Doctor interactions
Pharmacy footprint growth behind planned schedule

Digitisation

Engagement growth (y-o-y):

25% ↑

Scheme

Focus is on improving and personalising the experience between Health and Multiply

Improving integration between Health and Multiply to bring real value to members on health and wellness guidance and insights. Initiatives like **Scan to Pay** improves access to health care by removing friction to engage with benefits.

348% ↑

Health4Me

95% ↑

Multiply

140% ↑

Hello Doctor

More members are comfortable with accessing primary care online

Visible increase in uptake of chat servicing. **GenAI servicing is being developed.** Service to members through chat is 50% more efficient than servicing calls.

83% ↑

Chat capability

23% ↑

Adviser

Advisers benefit from continued enhancements in digital servicing

A major focus on **enabling advisers to sell and service members.** Creating and completing quotes online for MMS and Health4Me and viewing complimentary product portfolio of client book are examples.

	F2024	F2025 (latest)	F2027
Regulatory / NHI	Uncertainty	Sensible debate	Stable industry & private sector
Competitors and opportunities	Irrational competitive behaviour	Progress	Sustainable competition & dominant market share
Membership growth	1 263 000 <i>(2 955 420 beneficiaries)</i>	1 299 000 <i>(3 039 660 beneficiaries)</i>	1 663 000 <i>(3 891 420 beneficiaries)</i> <i>(10% growth pa)</i>
Expense management	0	R17m (on track)	R230m
Diluted earnings	R255m	R208m	R600m <i>(+26% CAGR)</i>

Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
<p>1 OneHealth</p>	<ul style="list-style-type: none"> Single, labour-aligned business on one platform, single brand, and aligned client value proposition Optimisation of corporate portfolio 	<ul style="list-style-type: none"> Highly confident Fully confident
<p>2 Open market growth</p>	<ul style="list-style-type: none"> Optimise existing and alternative channels with appropriate resources and technology to achieve growth Group collaboration in the employer market 	<ul style="list-style-type: none"> Fully confident Fully confident
<p>3 Public sector sustainability</p>	<ul style="list-style-type: none"> Sustainable public sector partnership model Growth into other public sector markets 	<ul style="list-style-type: none"> Highly confident Reasonably confident
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Further investment in our value proposition to deliver on our purpose

- OneHealth simplifies execution
- Multiply remains a key differentiator



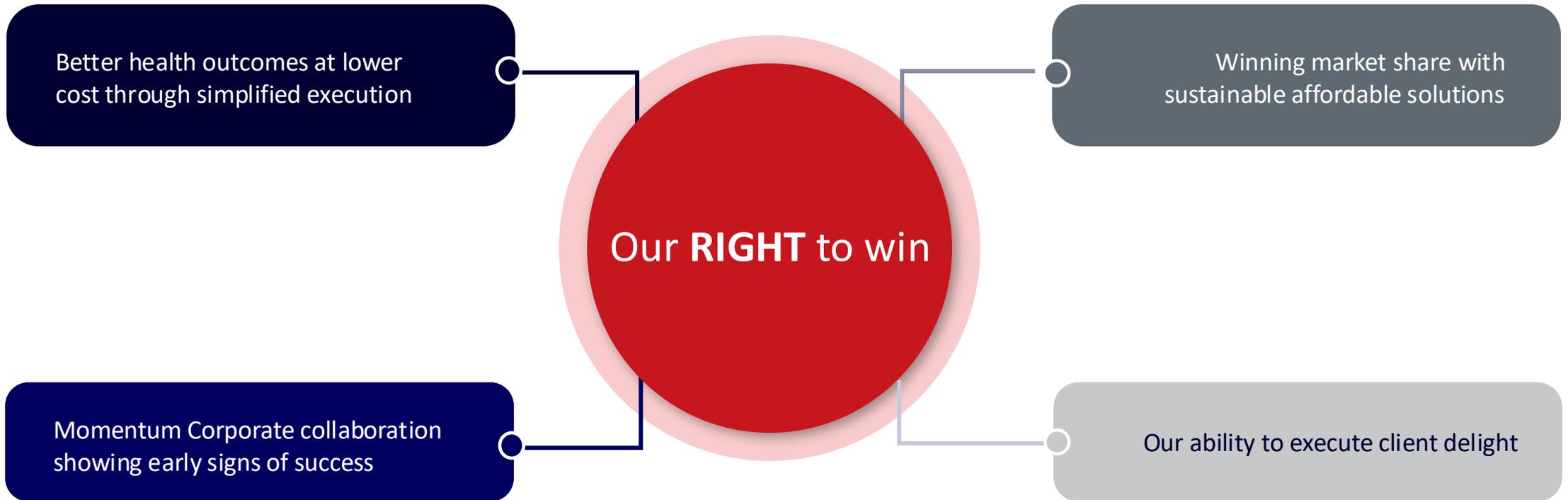
Investment in growth

- Ease of doing business with advisers
- Unique collaboration opportunities in Group
- Organised labour focus



Expense base reductions

- Portfolio consolidation on track
- Re-platforming will result in significant efficiencies and cost reductions



Relationships with employers, channel and labour are the bedrock of our success

Focus on digitising all aspects of our business

Thank you



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