



# Momentum Insure

*Impact strategy progress*

*Brand Pretorius*

## Overview

1 Impact strategy recap

2 Strategy progress update

3 Closing



*LONG-TERM*

## WINNING ASPIRATION

“  
A leading South African insurer,  
helping our clients *feel safe*, by  
protecting what matters most  
to them, *beyond insurance*.  
”

**IMPACT STRATEGY  
AMBITION**

Becoming a **sustainably profitable** insurer, consistently delivering predictable returns for Momentum Group through a **focused core business**, optimised to attract clients effectively and ensure **sustainable long-term growth**.

**OUR KEY STRATEGIC FOCUS AREAS IN EXECUTING OUR AMBITION ARE:**



**Profitability**

- Develop a top-tier pricing and underwriting capability
- Scale our direct-to-client capabilities
- Reduce cost to serve in the IFA channel
- Accelerate digitalisation to drive efficiencies and reduce costs



**Operating model**

- Better align products and distribution channels with targeted market segments
- Reposition the BDC (tied) distribution channel



**Differentiation**

- Focus our Safety client value proposition on improving client attraction
- Leading client experience



**Growth**

- Selectively grow commercial-lines (SMME) new business
- Drive growth and collaboration in Momentum Group channels
- Explore digital-only direct personal-lines offering
- Improve premium diversification

Focus areas	Objectives – what we are aiming for	Measures of success
<p><b>Profitability</b></p>	<ul style="list-style-type: none"> <li>Deliver predictable and acceptable earnings and ROE, in line with Momentum Group’s expectations</li> <li>Accelerate digitalisation to drive efficiencies and reduce costs</li> <li>Increase direct sales to become our largest personal-lines distribution channel</li> </ul>	<p><b>Combined ratio</b> → <b>Between 92% – 96%</b></p> <p><b>ROE</b> → <b>Between 15% – 20%</b></p>
<p><b>Operating model</b></p>	<ul style="list-style-type: none"> <li>Ensure all distribution channels achieve targeted profitability</li> </ul>	<p><b>Growth in Personal Direct</b> → <b>Personal direct &gt;40% of total new business premium</b></p>
<p><b>Differentiation</b></p>	<ul style="list-style-type: none"> <li>Focus our Safety client value proposition on improving client attraction</li> <li>Enhance client experience to build loyalty</li> </ul>	<p><b>Safety CVP adoption</b> → <b>50% of inforce book</b></p> <p><b>NPS</b> → <b>&gt;55</b></p>
<p><b>Growth</b></p>	<ul style="list-style-type: none"> <li>Increase the share of commercial sales relative to total sales</li> <li>Diversify our premium income</li> </ul>	<p><b>Non-motor portion of NEP</b> → <b>Up by 3-6 percentage points</b></p>

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2 **Strategy progress update**

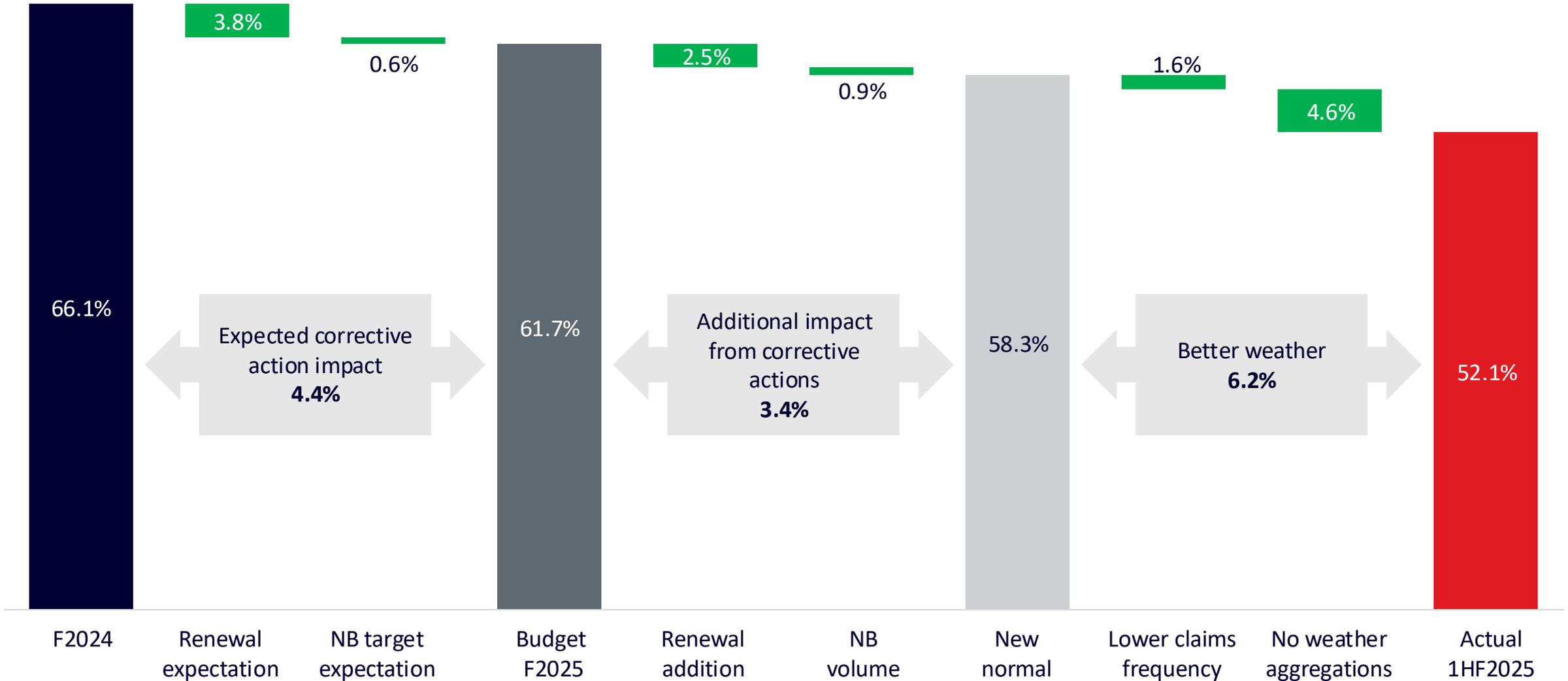
3 Closing



Focus areas	What we achieved so far
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<p><b>Profitability</b></p>	<ul style="list-style-type: none"> <li>• Material improvement in underwriting results</li> <li>• Most financial indicators better than expectation (1HF2025)</li> <li>• Digital efficiency initiatives identified and tracking well against plan</li> </ul>
<p><b>Operating model</b></p>	<ul style="list-style-type: none"> <li>• All distribution channels achieved combined ratio &lt;100% (1HF2025)</li> </ul>
<p><b>Differentiation</b></p>	<ul style="list-style-type: none"> <li>• Safety value proposition expanding – accident alert and digital safety components launched</li> <li>• Transactional and qualitative client experience measures improving</li> </ul>
<p><b>Growth</b></p>	<ul style="list-style-type: none"> <li>• New business volumes increasing</li> <li>• Achieved renewal increases better than expectation</li> </ul>

<b>Combined ratio</b>	89.7% as at 1HF2025
<b>ROE</b>	Dividend: R315m as at 1HF2025
<b>Growth in Personal Direct</b>	33% of Total NB API 42% of Personal NB API
<b>Safety CVP adoption</b>	31% as at 3QF2025
<b>NPS</b>	41 as at 3QF2025
<b>Non-motor portion of NEP</b>	Up 1 percentage point - 3QF2025



Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
<p><b>Profitability</b></p>	<ul style="list-style-type: none"> <li>Deliver predictable and acceptable earnings and ROE, in line with Momentum Group’s expectations</li> <li>Accelerate digitalisation to drive efficiencies and reduce costs</li> <li>Increase direct sales to become our largest personal-lines distribution channel</li> </ul>	<ul style="list-style-type: none"> <li>Highly confident</li> <li>Highly confident</li> <li>Fully confident</li> </ul>
<p><b>Operating model</b></p>	<ul style="list-style-type: none"> <li>Ensure all distribution channels achieve targeted profitability</li> </ul>	<ul style="list-style-type: none"> <li>Reasonably confident</li> </ul>
<p><b>Differentiation</b></p>	<ul style="list-style-type: none"> <li>Focus our Safety client value proposition on improving client attraction</li> <li>Enhance client experience to build loyalty</li> </ul>	<ul style="list-style-type: none"> <li>Reasonably confident</li> <li>Highly confident</li> </ul>
<p><b>Growth</b></p>	<ul style="list-style-type: none"> <li>Increase the share of commercial sales relative to total sales</li> <li>Diversify our premium income</li> </ul>	<ul style="list-style-type: none"> <li>Highly confident</li> <li>Fully confident</li> </ul>

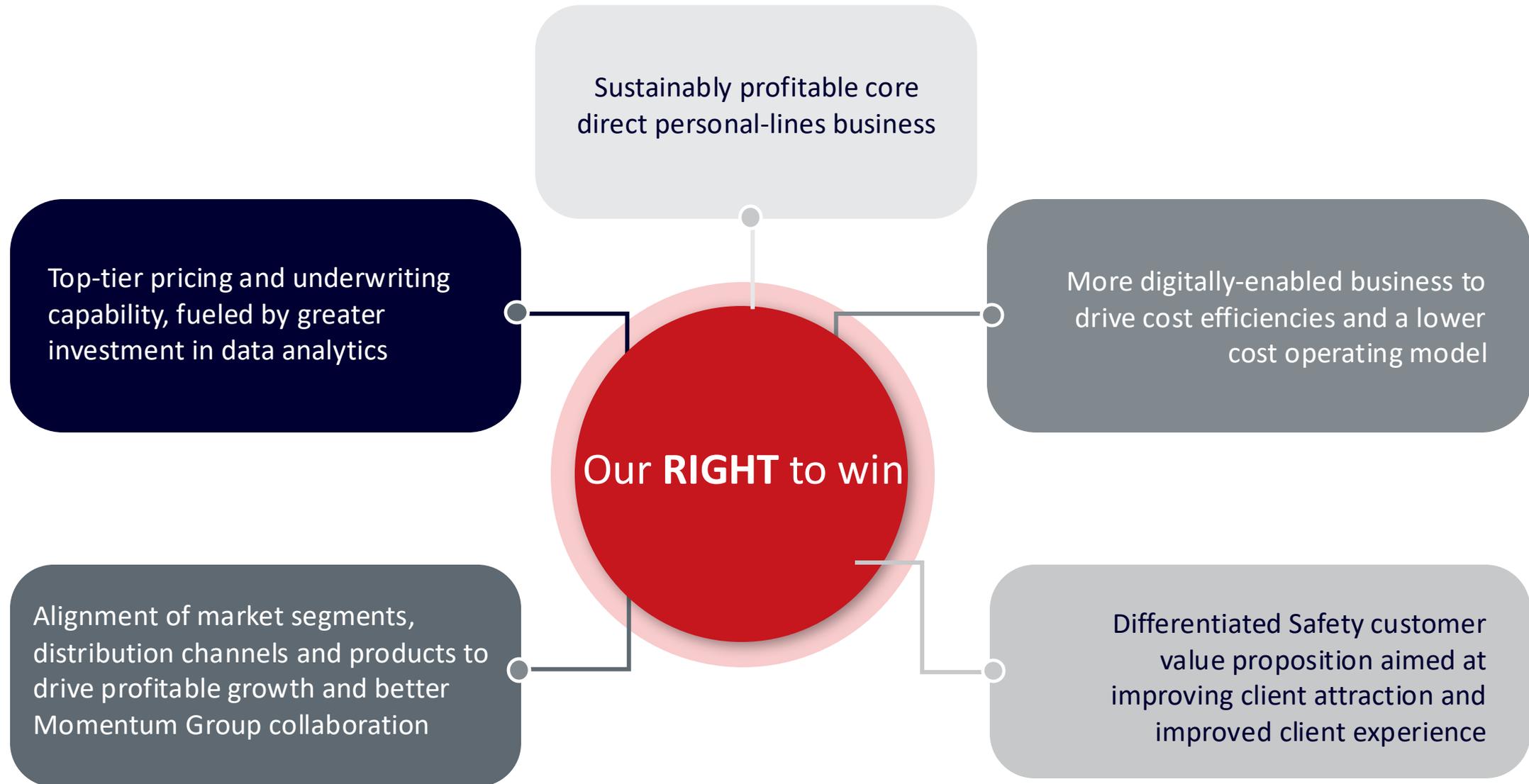
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## Continued investment in pricing and underwriting capability

- Pricing software and analytics capabilities
- GIS, weather and 3<sup>rd</sup> party data



## Accelerating growth initiatives

- Personal-lines direct to client
- Momentum Group collaboration
- Independent financial adviser value proposition



## Focused expense reduction initiatives

- Self-service capabilities (web, mobile, chat)
- Process automation to improve productivity
- Operating model changes



# 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.*