



# Momentum Retail

Impact strategy

*Johann le Roux*



## Agenda

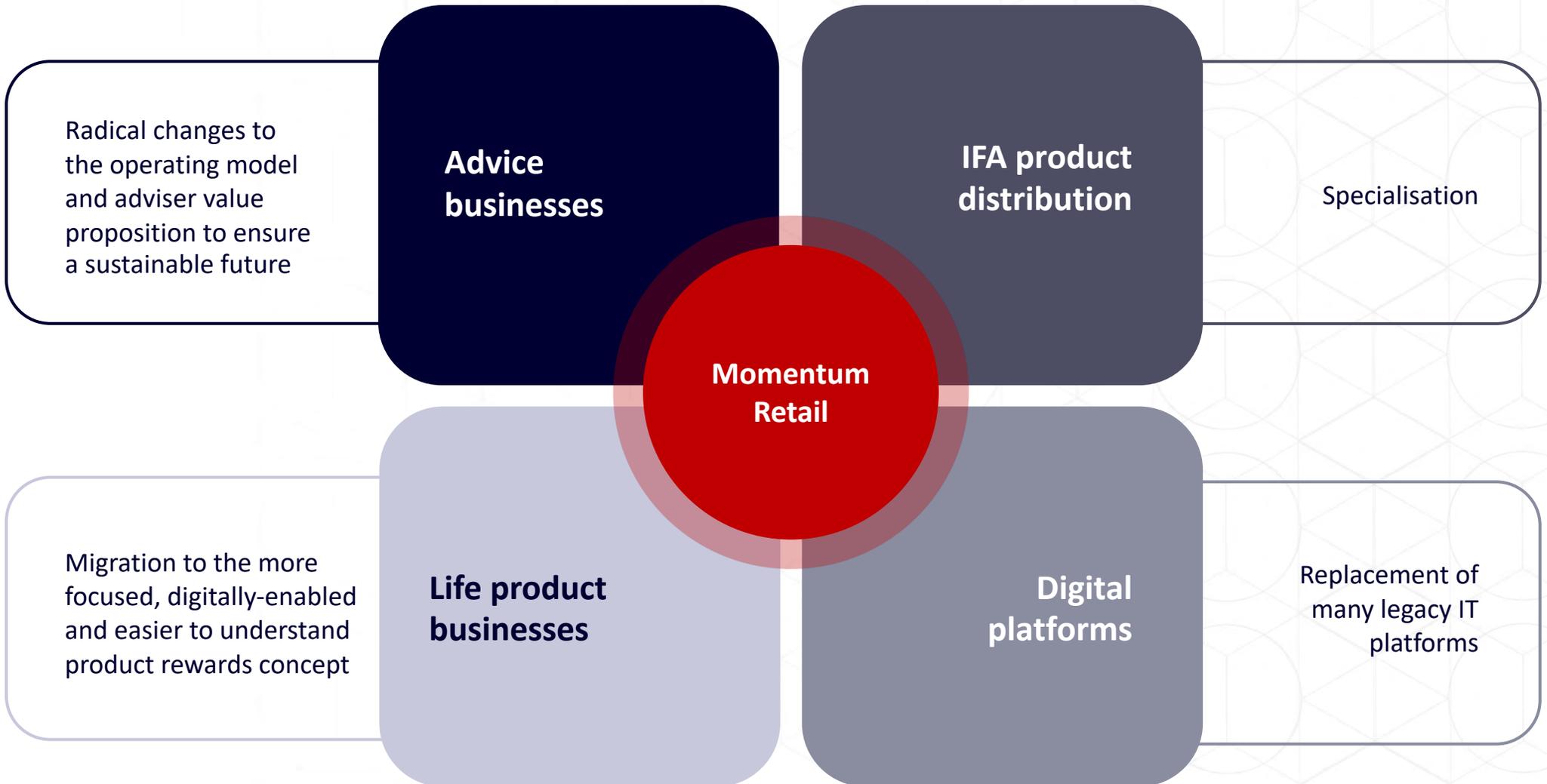
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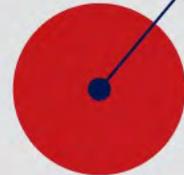
# Momentum Retail today



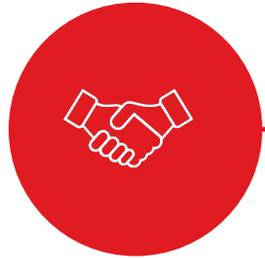
# The Momentum Retail business portfolio



# Market dynamics and key considerations



# Market dynamics and key considerations



*Collaboration*



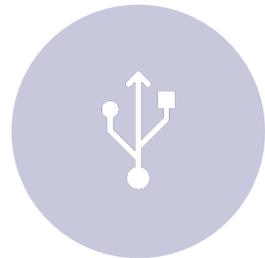
*Importance of advice*



*Digital way of work*



*Growth runway*



*Future of underwriting*

# Strategic focus areas

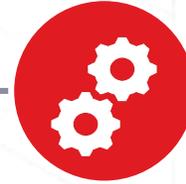


# Strategic focus areas

*What we will focus on in the next 3 years (F25-F27)*



**Growth**

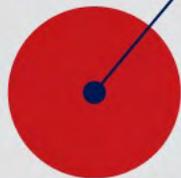


**Digital transformation**



**Expense rationalisation**

# Objectives and measures of success





# Momentum Advice

## LONG-TERM WINNING ASPIRATION



*Supporting clients of Momentum Financial Planning and Consult to manage their financial affairs and achieve their financial dreams.*



## IMPACT STRATEGY AMBITION



*Become an advice business with 1 500 advisers with MFP a top-3 agency force and Consult the top product supplier supported network.*



FOCUS AREA	OBJECTIVES
Growth	Top industry player with an attractive range of client and adviser value propositions
Vertical integration	Integrations with other areas in the Group (i.e. Momentum Investments)
Digital transformation	Process automation Digital financial planning and advice process

## MEASURES OF SUCCESS

Footprint growth of

**+50%** in MFP and **+85%** in Consult by F27

Consult CAT II Assets by F2027: **+33%**

MFP in-house solutions by F2027: **+100%**

**100%** online workspace & advice process adoption by F2027



Unlock full potential of our businesses



Harness synergies of collaboration



Optimise our cost base



Invest aggressively in advice



Selectively expand our addressable market



Design simplified and impactful client experiences



# Momentum Distribution Services

## LONG-TERM WINNING ASPIRATION



*Momentum Distribution Services is the Group's preferred distribution channel for Momentum products to independent financial advisers.*



## IMPACT STRATEGY AMBITION



*Momentum Distribution Services is the preferred business partner for IFAs, providing them with specialist knowledge, technological capabilities and practice management support, making it easy to do business with us.*



FOCUS AREA	OBJECTIVES
Growth	<ul style="list-style-type: none"> <li>Expand our best-in-class specialist broker consultant force and target strategic partnerships with independent financial advisers (IFAs) and key accounts</li> </ul>
Efficiencies	<ul style="list-style-type: none"> <li>Drive efficiencies and ease of doing business across the value chain through a leading adviser digital enablement and integration</li> </ul>
Alignment with product partners	<ul style="list-style-type: none"> <li>Align product and distribution go-to-market strategies</li> <li>Establish Momentum Investments as a seeded player and increase adoption of in-house</li> </ul>

## MEASURES OF SUCCESS

Footprint growth of **+33%** in retail broker consultants by F2027

**-10%** acquisition costs by F2027

**+15%** growth in supporting advisers by F2027



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# Myriad

## LONG-TERM WINNING ASPIRATION

“ *The leading insurer to all middle and upper-market South Africans. Trusted by our clients to protect their financial dreams against life’s uncertainties with innovative solutions and unmatched client experience.* ”

## IMPACT STRATEGY AMBITION

“ *Be the #1 product provider in the South African risk market with a market share of at least 20%; recognised (by advisers) for innovative product proposition and onboarding solutions.* ”

FOCUS AREA	OBJECTIVES
Onboarding innovation	 Attain a market-leading position in onboarding and innovation
Channel partnerships	  Proactively partner with independent financial advisers (IFAs) networks and align closely with Momentum Financial Planning
Product leadership	 Entrench market-leading product position and improve client engagement mechanisms
Direct-to-client	 Continued growth in direct-to-client risk sales

## MEASURES OF SUCCESS

**Leader position** in “ease of doing business” and “underwriting”

**20%** IFA market share by F2027

Direct-to-client:

**15%** of new business sales by F2027





# Investo

## LONG-TERM WINNING ASPIRATION



*To be the chosen long-term savings provider, empowering more South Africans to meet their goals and dreams.*



## IMPACT STRATEGY AMBITION



*To be the chosen client experience leader providing innovative, convenient, flexible and simple long-term savings solutions to meet client needs.*



FOCUS AREA	OBJECTIVES
Digital solutions	<ul style="list-style-type: none"> <li>Create end-to-end digital engagement model for clients and advisers whilst ensuring that we drive greater experience through specific client touchpoints</li> </ul>
Growth	<ul style="list-style-type: none"> <li>Simplifying the product offering and elevate enhanced benefits in existing products</li> <li>Strengthen channel partnerships</li> </ul>
New markets	<ul style="list-style-type: none"> <li>Leverage group capabilities and offerings to explore new markets</li> </ul>

## MEASURES OF SUCCESS

**Adoption of digital capabilities**

**F2025: +90%**

**Adviser support growth**

**Advice: +10% by F2027**

**MDS: +15% by F2027**



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# MMerge

## LONG-TERM WINNING ASPIRATION



*Make MMerge the industry leader for cost-effective policy administration for traditional insurance solutions.*



## IMPACT STRATEGY AMBITION



*To unlock stakeholder value and service clients effectively.*



FOCUS AREA	OBJECTIVES
Sustained operational efficiency	<ul style="list-style-type: none"> <li>Efficient provisioning of retail policy administration system offerings and appropriate capabilities to support the rest of the Group</li> </ul>
Product	<ul style="list-style-type: none"> <li>Rationalise existing products and improve the use of data to extract insights</li> <li>Robust product model to ensure efficient enhancements and assist with ongoing monitoring</li> </ul>
Client & intermediary experience	<ul style="list-style-type: none"> <li>Implement and leverage appropriate digital solutions to improve client and intermediary experience</li> </ul>

## MEASURES OF SUCCESS

**R70m to R100m**  
cost saving in  
Metropolitan & Africa by  
F2027



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# Momentum Trust

## LONG-TERM WINNING ASPIRATION



*To be the preferred fiduciary services partner of financial advisers in selected markets in South Africa.*



## IMPACT STRATEGY AMBITION



*Known for our comprehensive service offering with a reputation of being able to work effectively with our financial advisers in protecting their clients' legacies and securing the future.*



FOCUS AREA	OBJECTIVES	MEASURES OF SUCCESS
<b>Digital transformation</b>	<ul style="list-style-type: none"> <li>Leverage technology &amp; improve business intelligence</li> </ul>	
<b>Expansion of our offering</b>	<ul style="list-style-type: none"> <li>Build a comprehensive fiduciary services offering for the Group</li> </ul>	<p><b>+100%</b> growth in in-house support by F2027</p>
<b>Adviser support</b>	<ul style="list-style-type: none"> <li>Be the preferred fiduciary provider for advisers in the market</li> </ul>	<p><b>25%</b> efficiency improvement by F2027</p>



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# Why we will win



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# Disclaimer

In this presentation, Momentum Group (“M Group” “the Group”), its subsidiaries and, where applicable, its joint ventures and associates are referred to as “we”, “us”, “our” and the “Company”.

## *Forward-looking statements*

The information provided during this Investor Conference is for informational purposes. The presentations and discussions may include forward-looking statements, which, unless indicated otherwise, reflect the Group’s expectations as at 23 July 2024.

These statements may also relate to our prospects, developments and business strategies. Words such as “believe”, “anticipate”, “intend”, “seek”, “will”, “plan”, “could”, “may”, “expect” and “project” and similar expressions are intended to identify such forward-looking statements but are not the exclusive means of identifying such statements. These statements and forecasts involve risk and uncertainty as they relate to events and depend on circumstances that occur in the future. There are various factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements. The Group’s external assurance providers do not review or report on the forward-looking statements in this document.

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