### DIVISIONAL REVIEWS (FOR THE YEAR ENDED 30 JUNE 2014)



## momentum

## Momentum Retail

#### **STRATEGY AND PRODUCTS**

Targeting the middle to upper-income market in South Africa and offering innovative and appropriate wealth creation, risk and savings products.

#### **FOCUS AREAS**

- Value of new business
  - Quality of business
  - Business mix
  - Grow recurring premiums
- Increase distribution
  - New distribution initiatives
- Grow agency force
- Financial Wellness
- Emphasis on innovation
- Increase penetration in the middle-income market

#### DISTRIBUTION

- > 6 000 external independent brokers
- 400 tied agents

#### **PROFIT DRIVERS**

- Sales volumes and mix
- Persistency
- Expense management
- Mortality experience
- Investment performance
- Client service levels



#### **FOCUS AREAS**

- Process and systems renewal
- Diversify and grow distribution
  - Partnership strategies
  - Mastering distribution initiative
  - Embed segmentation insights
- Expense and persistency management
- Existing customer optimisation

### METROPOLITAN 🖈

## Metropolitan Retail

#### STRATEGY AND PRODUCTS

Targeting the lower to middle-income market in South Africa, and offering savings, income generation and income protection (risk) products.



#### **DISTRIBUTION CHANNELS**

- > 100 sales offices countrywide
- 4 call centres
- 5 459 agents
- 1 742 brokers

#### **PROFIT DRIVERS**

- Volume and mix of new business
- Persistency
- Expense management
- Mortality
- Investment performance

At a glance

### DIVISIONAL REVIEWS (FOR THE YEAR ENDED 30 JUNE 2014) CONTINUED



### momentum

## Momentum Employee Benefits

#### **STRATEGY AND PRODUCTS**

Specialises in and offers:

- Income replacement benefits
- Liability management
- Administration and investment solutions for retirement funds, including:
  - Large corporate and public sectors
  - SMME market segments
- Marketing Momentum Medical Open Scheme
- Specialised insurance solutions

#### SOURCES OF BUSINESS

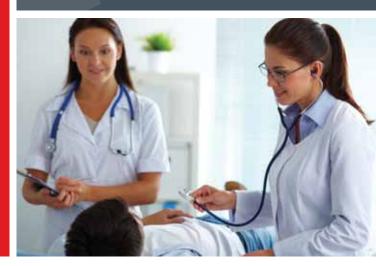
- Brokerages
- Government
- Parastatals
- Trade unions

#### **PROFIT DRIVERS**

- Asset-based charges on investment and annuity business
- Risk business margins
- Fee income on administration business
- Operational efficiencies

#### **FOCUS AREAS**

- Optimise distribution
- Align Guardrisk with the group
- Entrench position as leading incapacity insurer
- Close collaboration with health operations
- Strengthen brand presence in target markets
- Product innovation



#### **FOCUS AREAS**

- Integration of newly acquired Cannon Assurance (Kenya)
- Acquisitions complementary to growth initiatives
- Top-line growth in all lines of business
- Implement mass-market initiatives
- Product innovation and diversification
- Support centre efficiencies

### METROPOLITAN 👲

**Divisional reviews** 

# Metropolitan International

#### **STRATEGY AND PRODUCTS**

Providing retail and institutional customers in Africa with:

- Risk, savings and investment products
- Retirement fund administration
- Health insurance products and administration
- Short-term insurance



#### RATIONALE FOR AFRICAN EXPANSION

- Diversify earnings
- Higher GDP growth than
  South Africa
  Low penetration of
- insurance
- Growth opportunities



DISTRIBUTION

**Employed** agents

Mobile operators

**Internal employees** 

**Co-operatives** 

**CHANNELS** 

Brokers

Unions

### DIVISIONAL REVIEWS (FOR THE YEAR ENDED 30 JUNE 2014) CONTINUED



## momentum

## Momentum Investments

#### **PROFIT DRIVERS**

- Investment performance
- Asset-based fees
- Operational efficiencies
- Assets under management size and mix

#### STRATEGY AND PRODUCTS

Provide full spectrum of investment services in South Africa, Africa and selected international markets:

- Active and passive investment management (local and international)
- Alternative investment management
- Multi-management
- Collective investment scheme management
- Property investment management

#### **FOCUS AREAS**

- Superior investment performance
- Developing solutions-based client value propositions
- Develop strong client relationships
- Invest in growth initiatives and expand capabilities
- Optimising efficiencies and systems integration





## METROPOLITAN 🙏

# Metropolitan Health

#### STRATEGY AND PRODUCTS

Preferred provider for public sector and corporate clients, offering:

- Healthcare administration to closed schemes
- Health risk management
- Supplementary healthcare products



#### **FOCUS AREAS**

- Diversify income streams
- Retain and expand current business
- Improve margin conversion and service delivery
- Corporate market collaboration to leverage health expertise
- Build a public private partnership framework

#### **PROFIT DRIVERS**

- Fee income per member/month
- Economies of scale
- Expense management
- Service delivery

Introduction