



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
 Profitability	<ul style="list-style-type: none"> Deliver predictable and acceptable earnings and ROE, in line with Momentum Group's expectations Accelerate digitalisation to drive efficiencies and reduce costs Increase direct sales to become our largest personal-lines distribution channel	<div><div>Combined ratio</div>Between 92% – 96%</div> <div><div>ROE</div>Between 15% – 20%</div> <div><div>Growth in Personal Direct</div>Personal direct >40% of total new business premium</div> <div><div>Safety CVP adoption</div>50% of inforce book</div> <div><div>NPS</div>>55</div> <div><div>Non-motor portion of NEP</div>Up by 3-6 percentage points</div>
 Operating model	<ul style="list-style-type: none"> Ensure all distribution channels achieve targeted profitability	
 Differentiation	<ul style="list-style-type: none"> Focus our Safety client value proposition on improving client attraction Enhance client experience to build loyalty	
 Growth	<ul style="list-style-type: none"> Increase the share of commercial sales relative to total sales Diversify our premium income	
<div><div> Unlock full potential of our businesses</div><div> Harness synergies of collaboration</div><div> Optimise our cost base</div><div> Invest aggressively in advice</div><div> Selectively expand our addressable market</div><div> Design simplified and impactful client experiences</div></div>		

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Focus areas

What we achieved so far



Profitability

- Material improvement in underwriting results
- Most financial indicators better than expectation (1HF2025)
- Digital efficiency initiatives identified and tracking well against plan

Operating
model

- All distribution channels achieved combined ratio <100% (1HF2025)



Differentiation

- Safety value proposition expanding – accident alert and digital safety components launched
- Transactional and qualitative client experience measures improving



Growth

- New business volumes increasing
- Achieved renewal increases better than expectation

Combined
ratio

89.7% as at 1HF2025

ROE

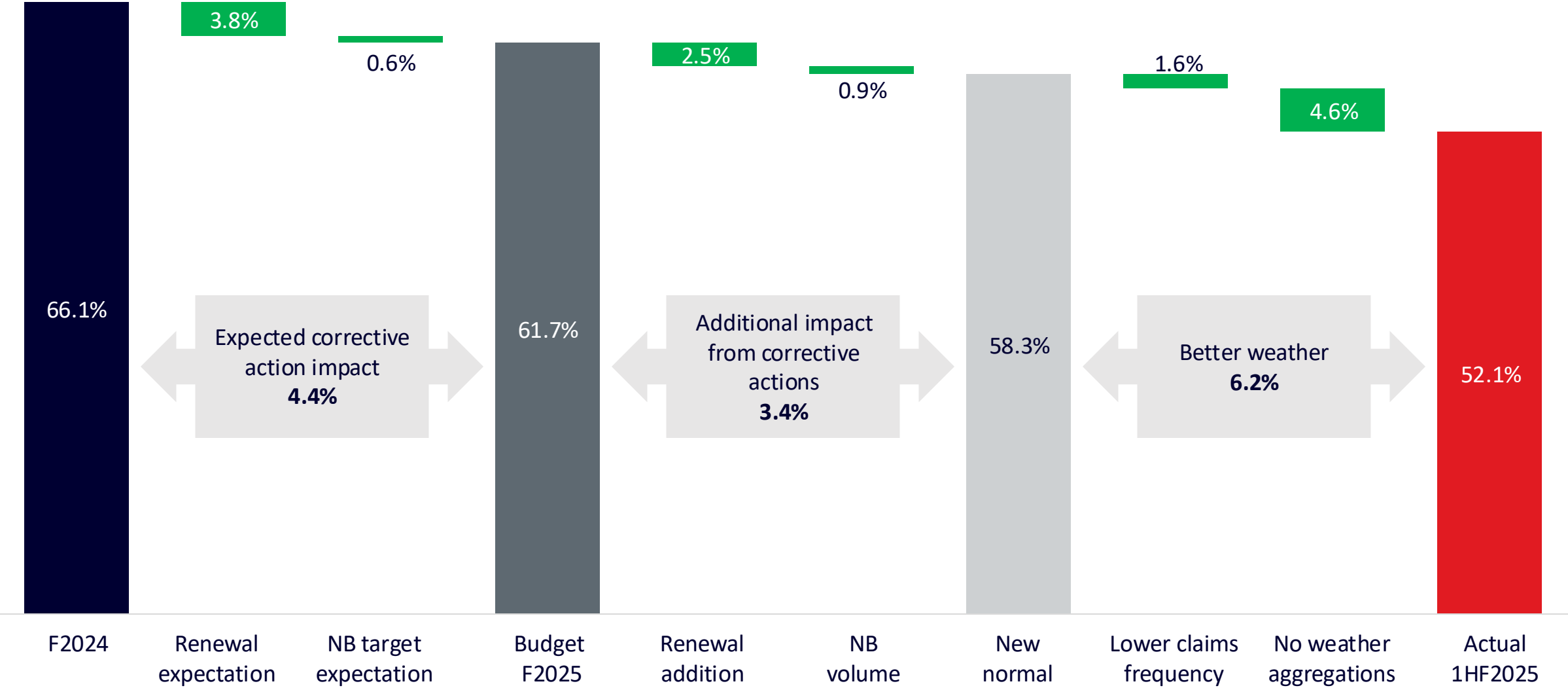
Dividend: R315m as
at 1HF2025Growth in
Personal
Direct33% of Total NB API
42% of Personal NB
APISafety CVP
adoption

31% as at 3QF2025

NPS

41 as at 3QF2025

Non-motor
portion of
NEPUp 1 percentage
point - 3QF2025



Focus areas	Objectives – what we are aiming for	Progress towards F2027 objectives
 Profitability	<ul style="list-style-type: none"> Deliver predictable and acceptable earnings and ROE, in line with Momentum Group's expectations Accelerate digitalisation to drive efficiencies and reduce costs Increase direct sales to become our largest personal-lines distribution channel	<ul style="list-style-type: none"> Highly confident Highly confident Fully confident
 Operating model	<ul style="list-style-type: none"> Ensure all distribution channels achieve targeted profitability	<ul style="list-style-type: none"> Reasonably confident
 Differentiation	<ul style="list-style-type: none"> Focus our Safety client value proposition on improving client attraction Enhance client experience to build loyalty	<ul style="list-style-type: none"> Reasonably confident Highly confident
 Growth	<ul style="list-style-type: none"> Increase the share of commercial sales relative to total sales Diversify our premium income	<ul style="list-style-type: none"> Highly confident Fully confident
<div><div> Unlock full potential of our businesses</div><div> Harness synergies of collaboration</div><div> Optimise our cost base</div><div> Invest aggressively in advice</div><div> Selectively expand our addressable market</div><div> Design simplified and impactful client experiences</div></div>		

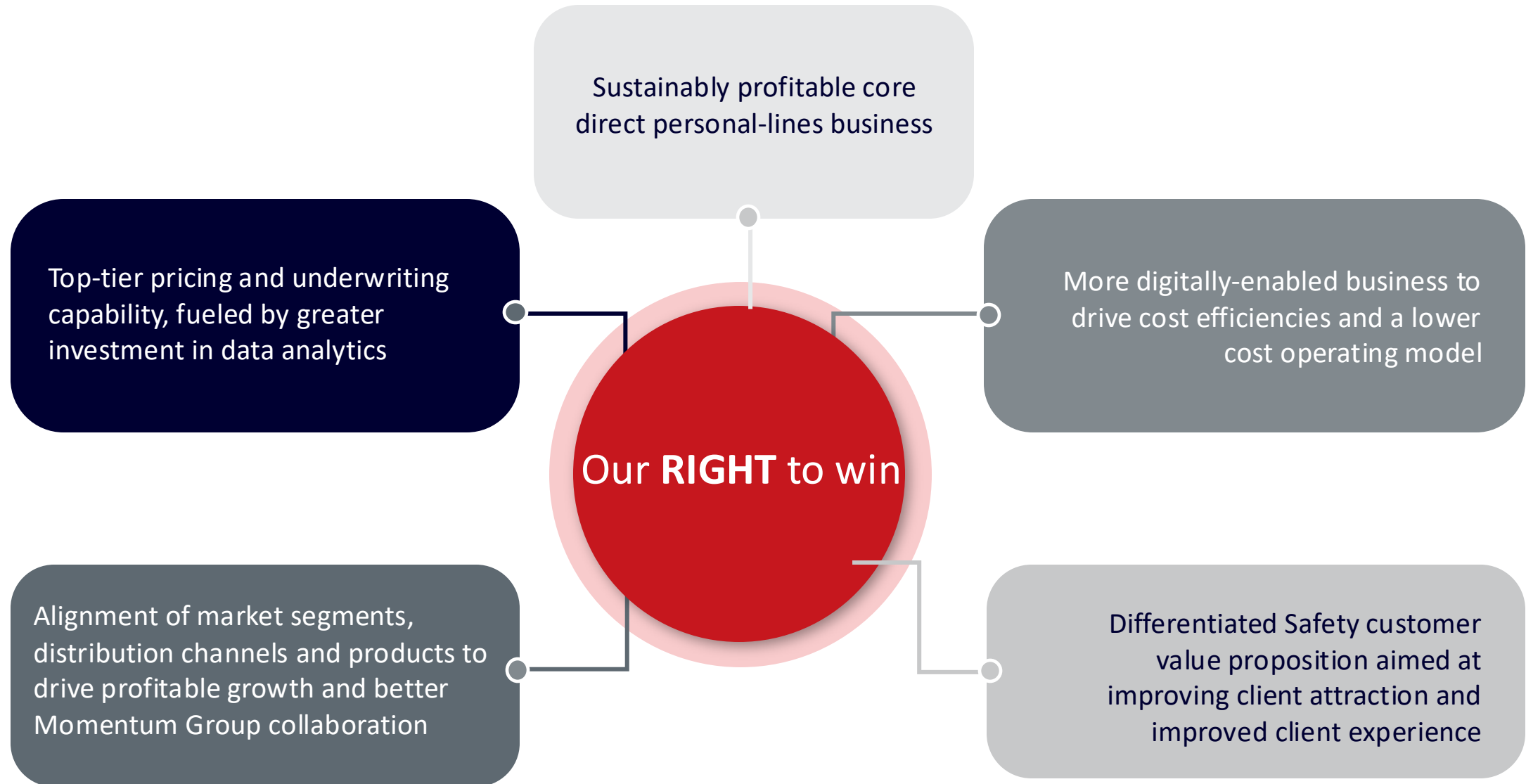
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Continued investment in pricing and underwriting capability

- Pricing software and analytics capabilities
- GIS, weather and 3rd 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.