**Sanlam Investor Conference
Partnering for Growth**

Gerrit van Heerde

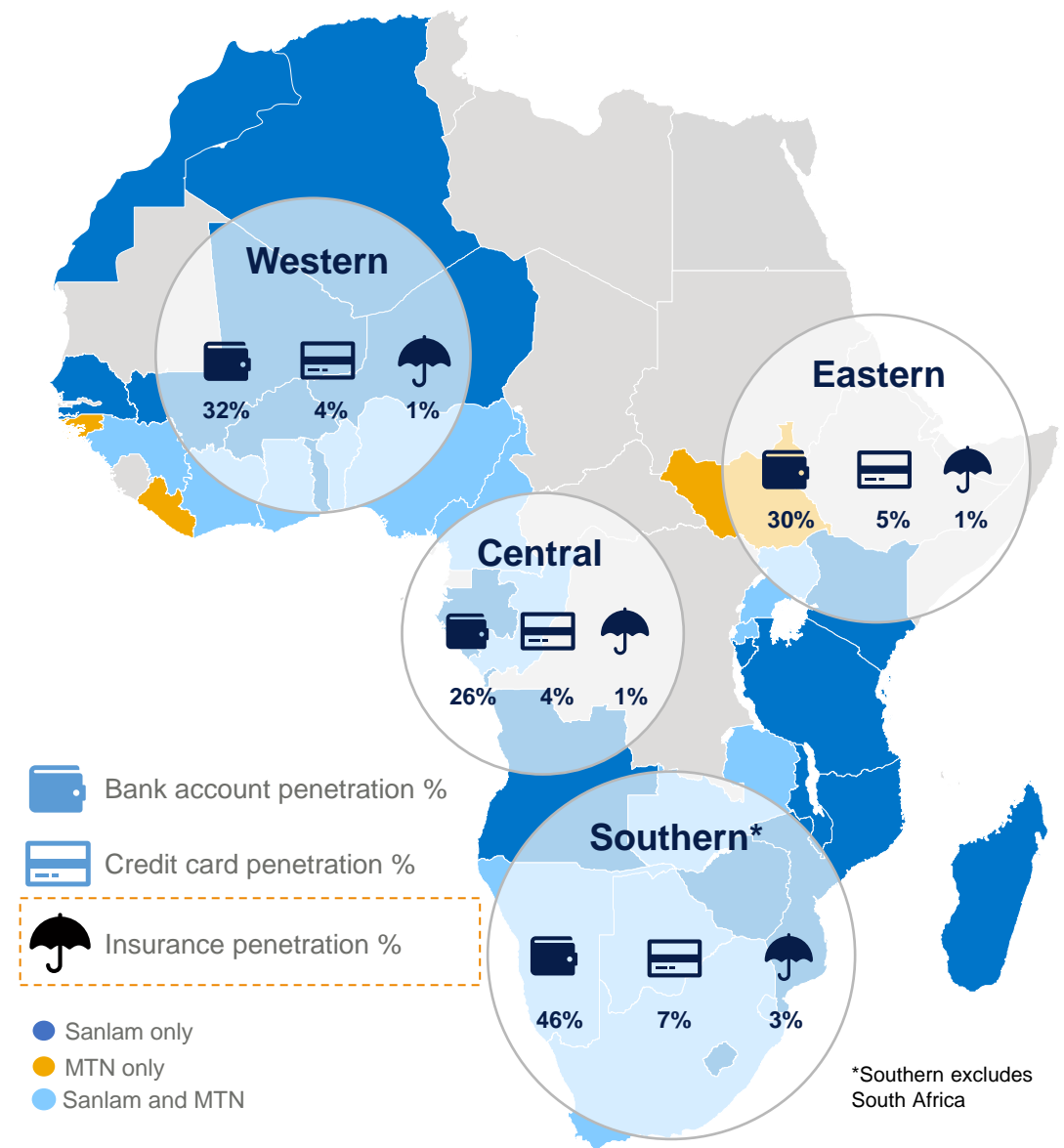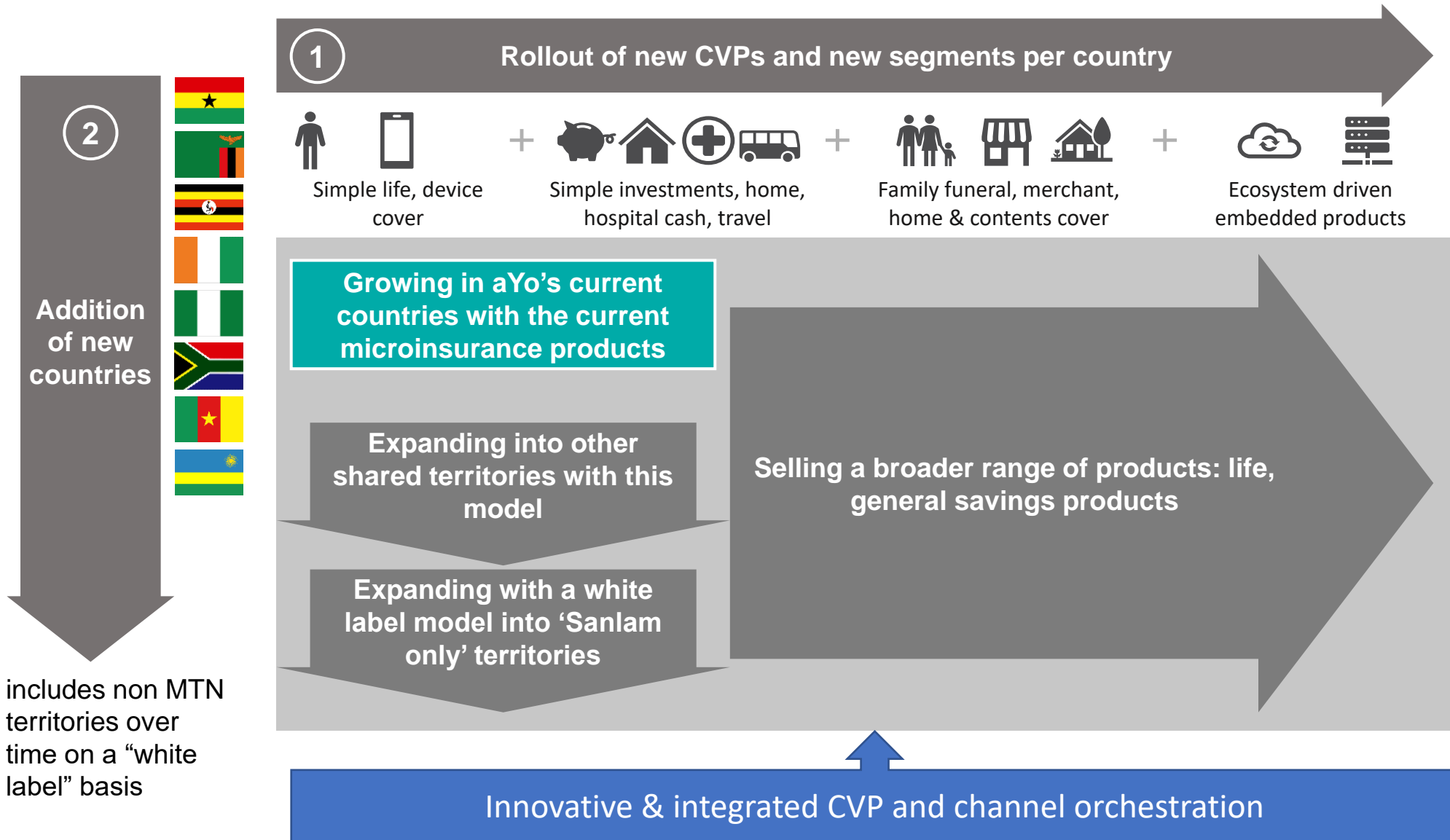# The partnership creates the platform to enable growth through financial inclusion

Customer reach and distribution, MoMo capabilities

+

Insurtech, efficiency & flexibility

+
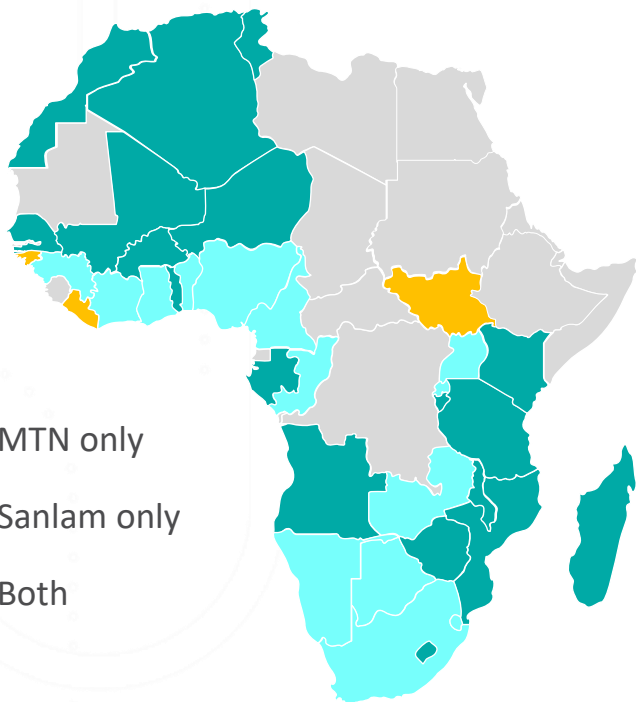
Insurance capabilities, licences

These combined capabilities can solve the insurance challenge in Africa.

We are planning to build a collaborative ecosystem, generating additional revenue streams, opportunities and benefits for existing businesses.

Western
- 32%
- 4%
- 1%

Eastern
- 30%
- 5%
- 1%

Central
- 26%
- 4%
- 1%

Southern*
- 46%
- 7%
- 3%

Bank account penetration %

Credit card penetration %

Insurance penetration %

- Sanlam only
- MTN only
- Sanlam and MTN

*Southern excludes South Africa

Sanlam will help aYo grow geographically and in products offered

2 Addition of new countries

includes non MTN territories over time on a "white label" basis

1 Rollout of new CVPs and new segments per country

Simple life, device cover

\+

Simple investments, home, hospital cash, travel

\+

Family funeral, merchant, home & contents cover

\+

Ecosystem driven embedded products

Growing in aYo's current countries with the current microinsurance products

Expanding into other shared territories with this model

Expanding with a white label model into 'Sanlam only' territories

Selling a broader range of products: life, general savings products

Innovative & integrated CVP and channel orchestration

The transaction unlocks value for clients and for both MTN and Sanlam

Collaborative ecosystem

- MTN only
- Sanlam only
- Both

MTN

- Africa's largest mobile network operator: over 200 million customers
- Largest fintech operator in Africa: 60 million wallets
- Earns fees and commissions from the model
- Access to billing platforms

Sanlam

- Africa's largest insurer: 31 countries
- Underwriting licenses: Life, general, health, asset management, and credit
- Earns CoC, fees and underwriting margins from the model
- Earns debt funding returns
- Benefits from migrations of in-force books

aYo will leverage the skills & assets of both parties, and
- Accelerate Sanlam's **digital disruption**;
- Drive **financial inclusion in Africa**
- Accelerate MTN's and Sanlam's **financial services growth**;
- Create a business of sufficient **scale and efficiency** to significantly move the needle for both shareholders
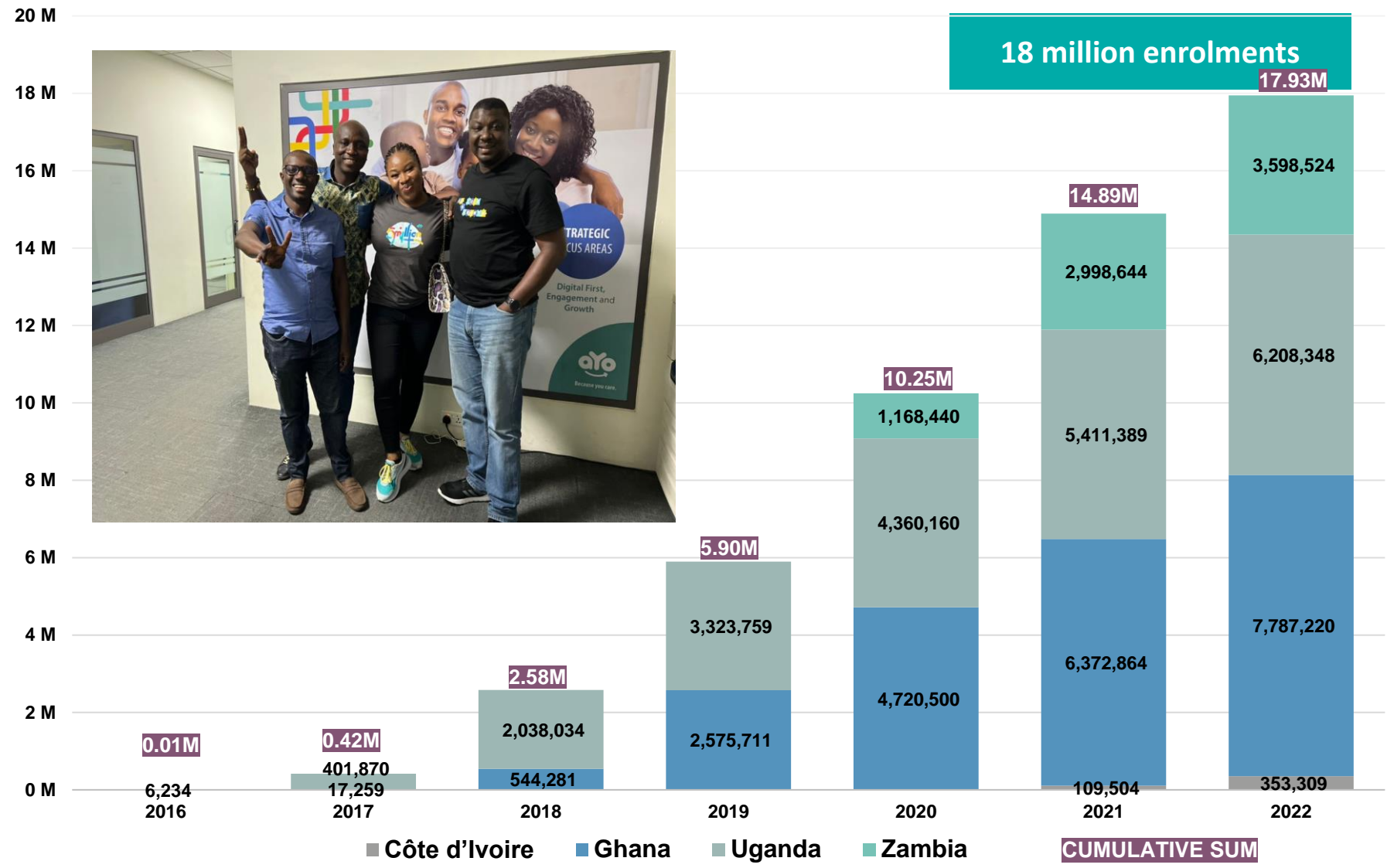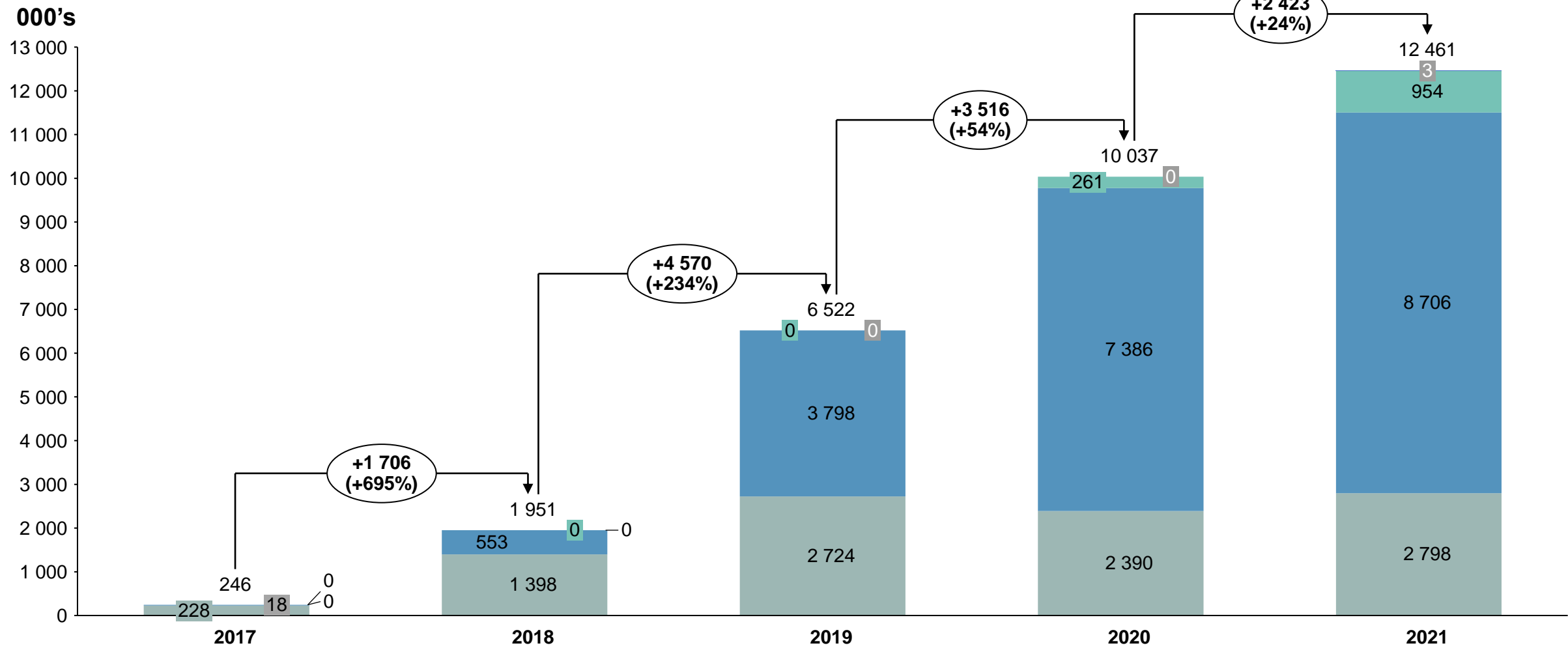
aYo Partnership

Marius Botha

Because you care.

aYo built a scalable and fast growing insuretech business in Africa

UNIQUE ENROLLMENTS BY COUNTRY

18 million enrolments

Year	Côte d'Ivoire	Ghana	Uganda	Zambia	Cumulative
2016	6,234				0.01M
2017	17,259	401,870			0.42M
2018		544,281	2,038,034		2.58M
2019		2,575,711	3,323,759		5.90M
2020		4,720,500	4,360,160	1,168,440	10.25M
2021	109,504	6,372,864	5,411,389	2,998,644	14.89M
2022	353,309	7,787,220	6,208,348	3,598,524	17.93M

Legend: ■ Côte d'Ivoire ■ Ghana ■ Uganda ■ Zambia — CUMULATIVE SUM

- **4,3m active (RGS90) premium paying customers**

- **follows termination of 2m active on loyalty schemes in UG & ZM as part of restructure and impact of COVID19**

- **4 countries**

- **operationalising 3 more this year viz. Cameroon, Nigeria, SA**

6

GwP per Country per Year (USD)
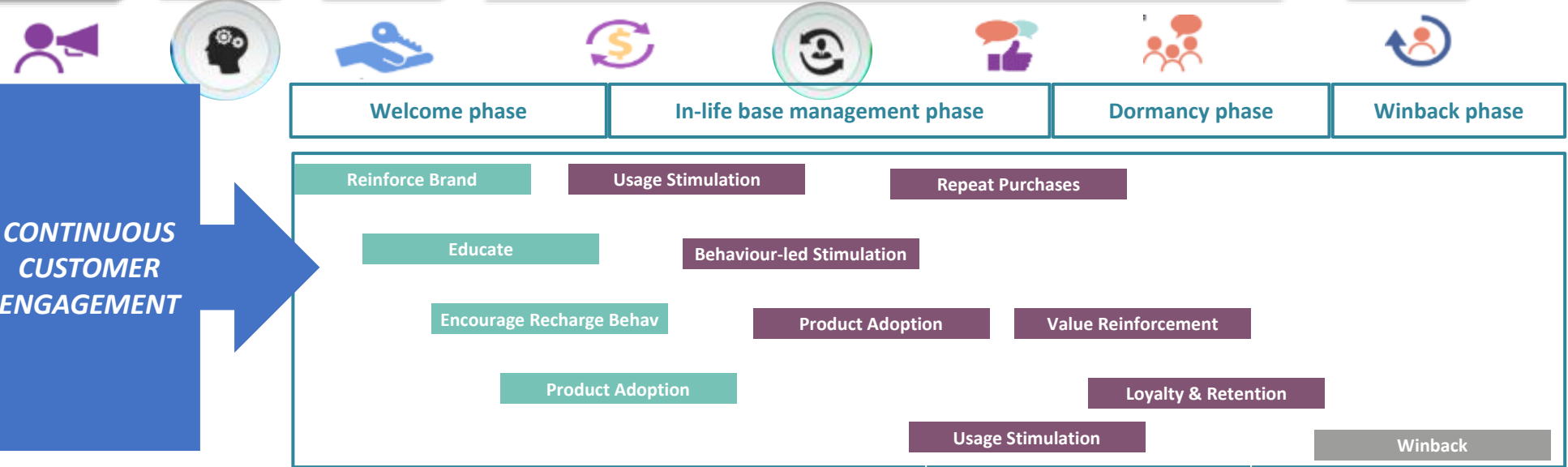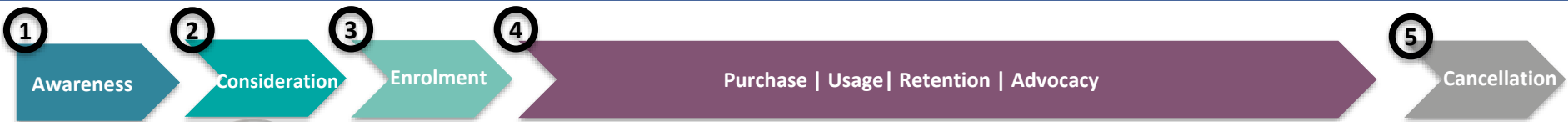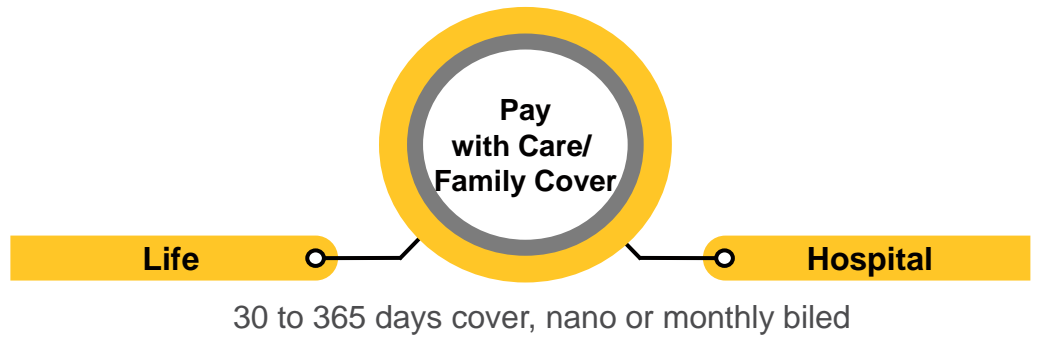

Legend: Côte d'Ivoire, Zambia, Ghana, Uganda

000's

- **2017:** 246 total — Uganda 228, Côte d'Ivoire 18, Zambia 0, Ghana 0
- **2018:** 1 951 total — Uganda 1 398, Ghana 553, Zambia 0, Côte d'Ivoire 0 — **+1 706 (+695%)**
- **2019:** 6 522 total — Uganda 2 724, Ghana 3 798, Zambia 0, Côte d'Ivoire 0 — **+4 570 (+234%)**
- **2020:** 10 037 total — Uganda 2 390, Ghana 7 386, Zambia 261, Côte d'Ivoire 0 — **+3 516 (+54%)**
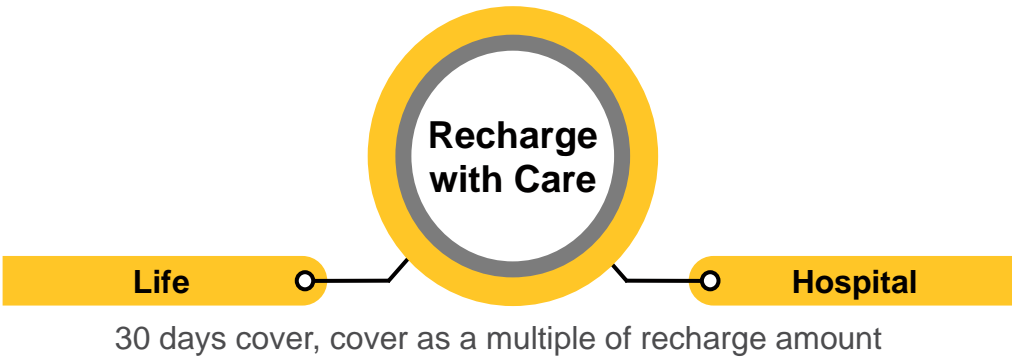- **2021:** 12 461 total — Uganda 2 798, Ghana 8 706, Zambia 954, Côte d'Ivoire 3 — **+2 423 (+24%)**

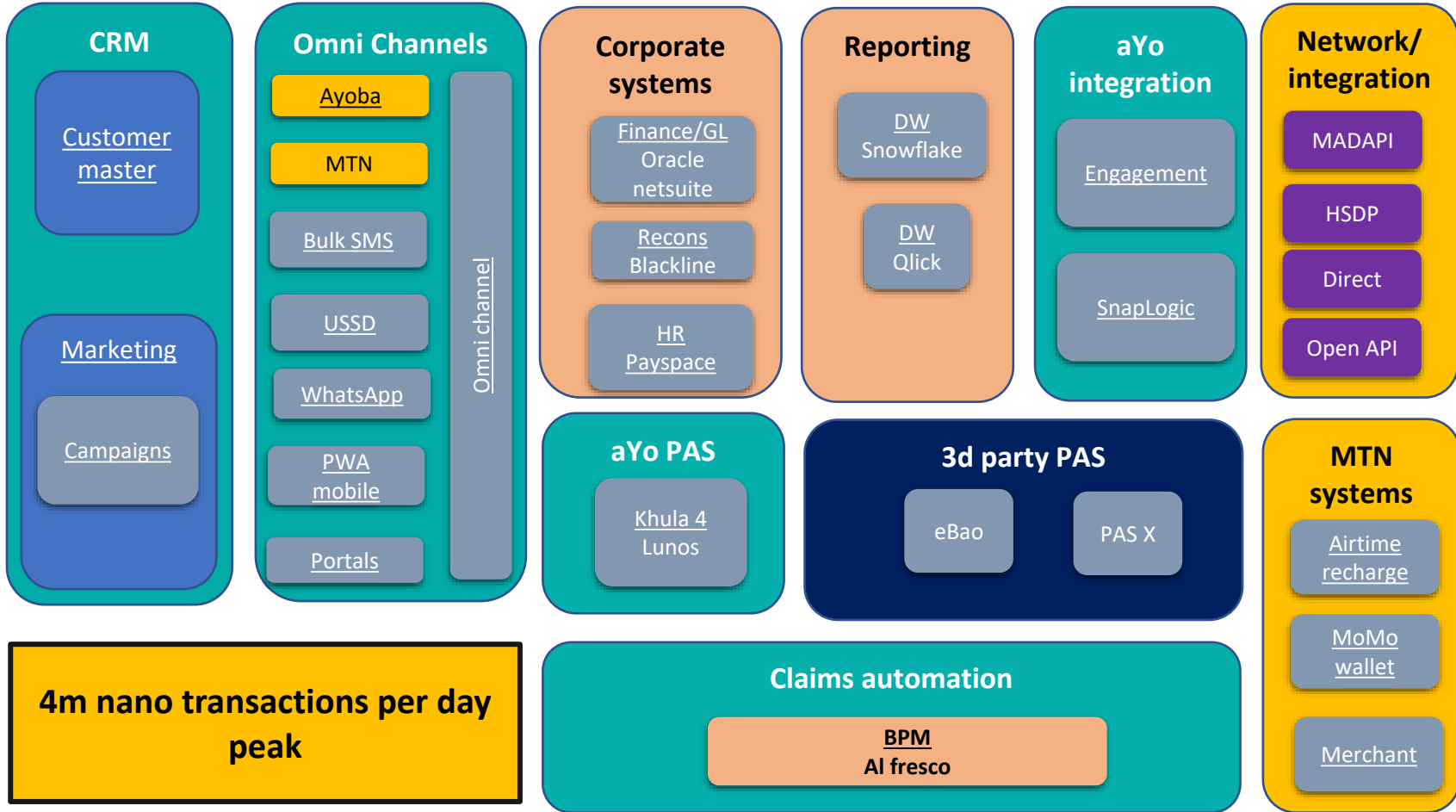# Growth was driven by inserting ourselves into the telco customer journeys

Initial products: Linked to Airtime Recharge

Recharge with Care

Life ⸺○⸺ Hospital

30 days cover, cover as a multiple of recharge amount

Next evolution: Bundles & MoMo, 3d party payments

Pay with Care/ Family Cover

Life ⸺○⸺ Hospital

30 to 365 days cover, nano or monthly biled

---

① Awareness
② Consideration
③ Enrolment
④ Purchase | Usage | Retention | Advocacy
⑤ Cancellation

CONTINUOUS CUSTOMER ENGAGEMENT

| Welcome phase | In-life base management phase | Dormancy phase | Winback phase |

- Reinforce Brand
- Usage Stimulation
- Repeat Purchases
- Educate
- Behaviour-led Stimulation
- Encourage Recharge Behav
- Product Adoption
- Value Reinforcement
- Product Adoption
- Loyalty & Retention
- Usage Stimulation
- Winback

# Transformed monolithic insurance systems and transactional user-interfaces to complex microservices and Open API

CRM
- Customer master
- Marketing
  - Campaigns

Omni Channels
- Ayoba
- MTN
- Bulk SMS
- USSD
- WhatsApp
- PWA mobile
- Portals

Omni channel

Corporate systems
- Finance/GL Oracle netsuite
- Recons Blackline
- HR Payspace

Reporting
- DW Snowflake
- DW Qlick

aYo integration
- Engagement
- SnapLogic

Network/integration
- MADAPI
- HSDP
- Direct
- Open API

aYo PAS
- Khula 4 Lunos

3d party PAS
- eBao
- PAS X

MTN systems
- Airtime recharge
- MoMo wallet
- Merchant

Claims automation
- BPM Al fresco

4m nano transactions per day peak

Key capabilities

- Cloud-based policy admin systems and channels
- Enabled for multi tenancy, maintained at HoldCo level and deployed locally to get cost per policy benefits
- Orchestrated with multiple complex real-time integrations with MTN
- Leveraging airtime and mobile money billing capability (outside traditional banking system)
- Fully digital engagement journeys ("digital first"), leveraging USSD, SMS, web-app, whats app and campaign capability
- Supported by physical distribution (footsoldiers, telesales, portals) and access to MTN service centres

Large volume claims processed via whats app and auto processing
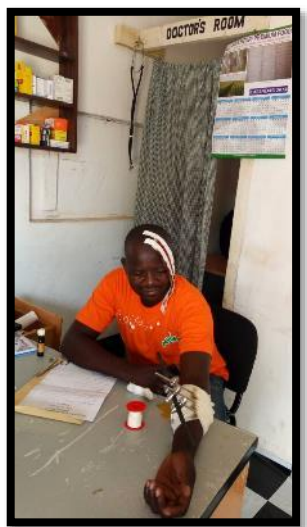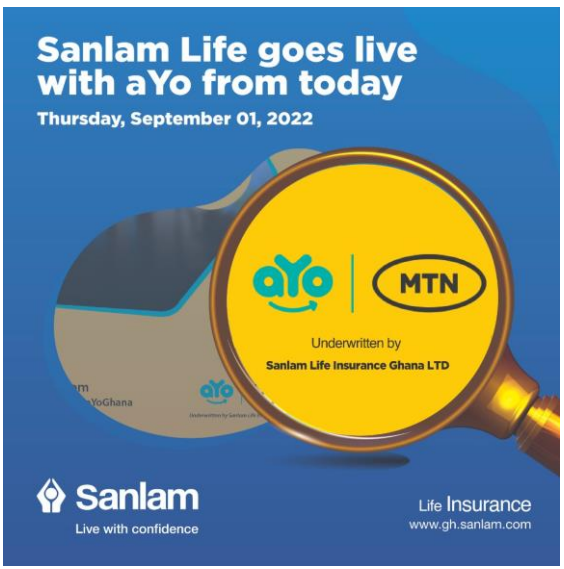

Claims automation capability
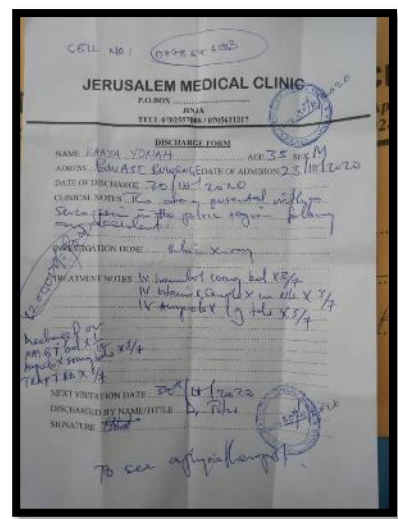
OCR

Fraud

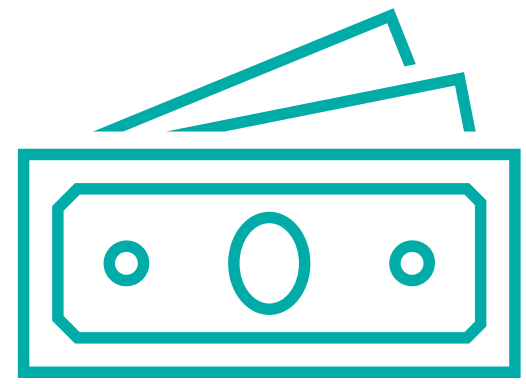# Example of value creation for Sanlam in Ghana

2022

1 SEP

AUGUST STATS BEFORE MIGRATION:

Active customers:	2,551,612
Transacting customers:	1,710,227
Successful transactions:	9,681,135
GWP: USD	437,944

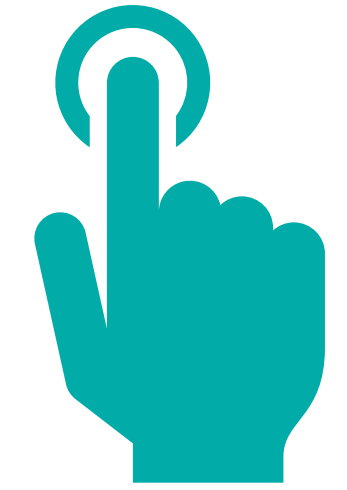VNB estimate for 2022
33k USD

COMMUNICATION

Full GWP after 1st day
USD36,586

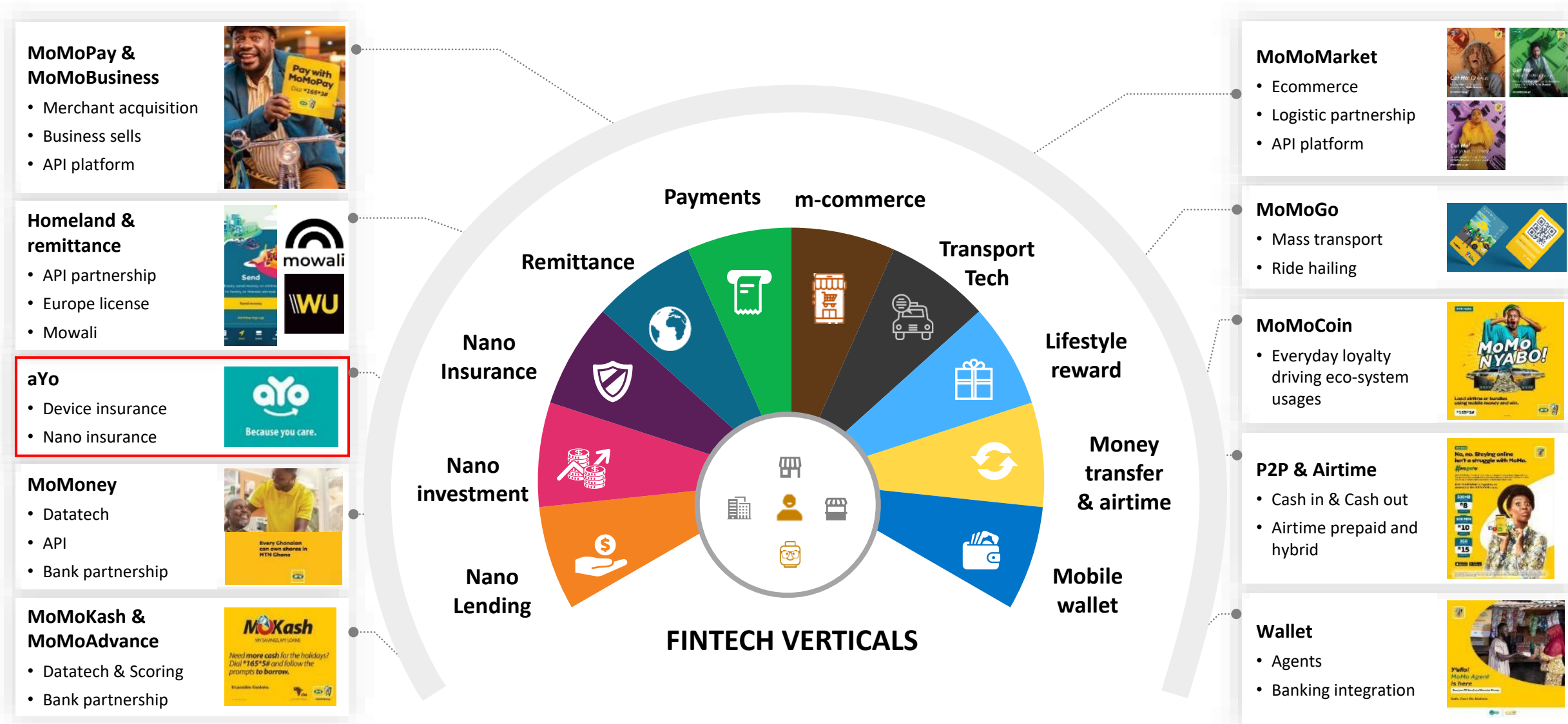*Customers are migrated as and when they transact*

Total Clients after 1st day
307 640

# of Successful Transactions after 1st day
626 468

MoMoPay & MoMoBusiness
- Merchant acquisition
- Business sells
- API platform

Homeland & remittance
- API partnership
- Europe license
- Mowali

aYo
- Device insurance
- Nano insurance

MoMoney
- Datatech
- API
- Bank partnership

MoMoKash & MoMoAdvance
- Datatech & Scoring
- Bank partnership

MoMoMarket
- Ecommerce
- Logistic partnership
- API platform

MoMoGo
- Mass transport
- Ride hailing

MoMoCoin
- Everyday loyalty driving eco-system usages

P2P & Airtime
- Cash in & Cash out
- Airtime prepaid and hybrid

Wallet
- Agents
- Banking integration

FINTECH VERTICALS

Payments · m-commerce · Transport Tech · Lifestyle reward · Money transfer & airtime · Mobile wallet · Nano Lending · Nano investment · Nano Insurance · Remittance

The primary customer brand will be MTN/MoMo, leveraging its fintech ecosystem

Figure 1:

Number of registered and active mobile money accounts, 2012–2021

2021
- 1.35bn ↑ 10.1x
- 518m ↑ 14.8x
- 346m ↑ 12.8x

2012
- 134m
- 35m
- 27m

Legend: ▬ Registered accounts ▬ Active accounts (90 days) ▬ Active accounts (30 days)
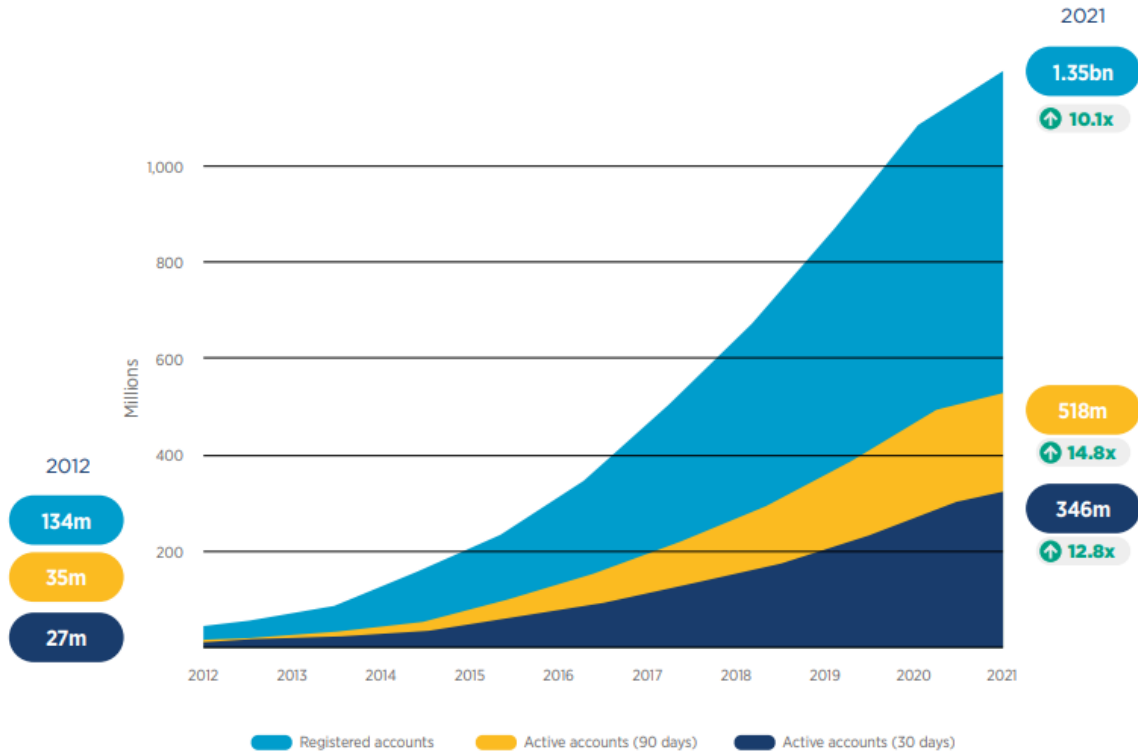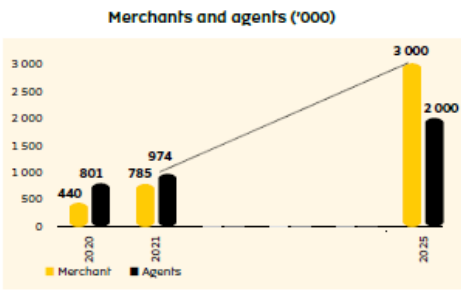
eg. PSB license in Nigeria

- **MOBIL WALLETS**
- **PAYMENTS & E-COMMERCE**
- **BANK TECH**
- **INSURTECH**
- **INTERNATIONAL REMIITANCE**
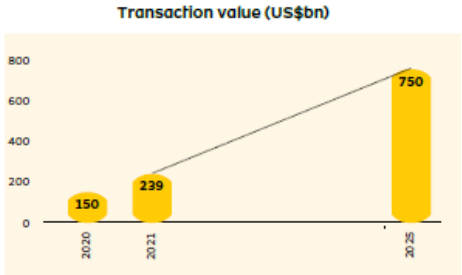
Building a digital financial economy

MTN — *Ambition 2025*

MoMo MAU (m)
- 2020: 46
- 2021: 57
- 2025: 100
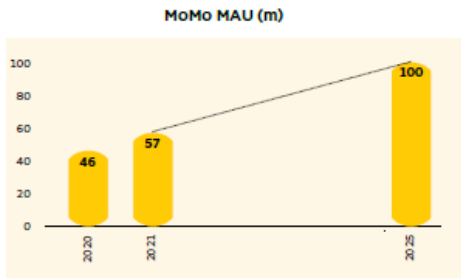
100 million MoMo customers

Merchants and agents ('000)
- 2020: Merchant 440, Agents 801
- 2021: Merchant 785, Agents 974
- 2025: Merchant 3 000, Agents 2 000

Legend: ▬ Merchant ▬ Agents

3 million merchants, 2 million agents

Transaction value (US$bn)
- 2020: 150
- 2021: 239
- 2025: 750

$750bn transaction value

THANK YOU