



Sanlam



Beyond South Africa

UBS SA Financial Services Conference

15 October 2015

Insurance

Financial Planning

Retirement

Investments

Wealth

- ④ Strategic positioning
- ④ Key challenges
- ④ Our progress

strategic positioning



Strategic positioning

What we are about

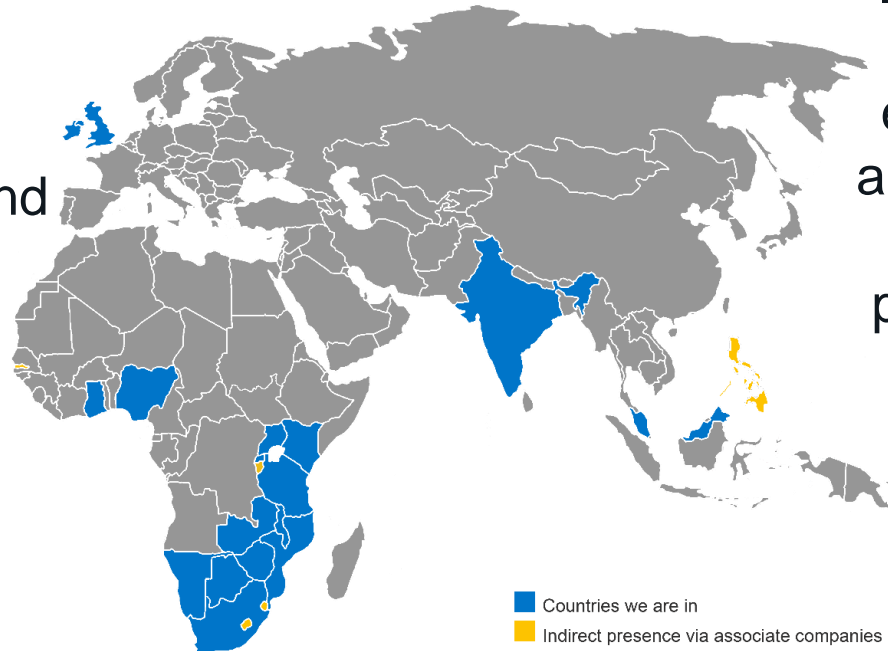


In South Africa

It's about **retaining our leadership position** in financial services and **putting distance** between us and our competitors

Outside South Africa

It's about **deepening and enhancing** our existing relationships and product ranges to become a leading player in our targeted territories – **accelerated organic growth & selected acquisitions**



The Sanlam vision



DIVERSIFIED & BALANCED

A leading Pan-African financial services group with footprint in India, SE Asia and selected niches in developed markets



SANLAM BRAND

A household name on the continent for financial services



ONE GROUP

Our partners and other stakeholders inside and outside of SA feel part of the group and share common purpose, values and principles

The territories that we target



Solid local base key in funding growth beyond South Africa

South Africa

Solid base & cash flows

Developed

Niche, solutions
for SA & RoA
clients

Rest of Africa

Demographics, low
insurance penetration,
competitive
environment, Pan-Africa
opportunity

India/SE Asia

Lower income
segments have similar
dynamics than SA ELM
and RoA

A strategy focused on growth

Optimising value creation



**Sustainable
value
creation for
shareholders**

Maximising RoGEV

Strategic pillars



Earnings growth



Operational efficiencies



Optimal capital utilisation



Diversification



Transformation

Strategic enablers



Sound governance



People development



Responsible products and services



Prosperous society



Environmental footprint

South Africa

Foundation for growth beyond South Africa



South Africa
Delivery of
sustainable growth

- ① Operational and capital efficiencies key in current environment
- ① Further diversifying distribution capability
- ① Reviewing optimal capital structure under SAM
- ① Managing regulatory changes
- ① Opportunities in changing environment

Protect the base and grow in key segments

Beyond South Africa

Execution key differentiator



Rest of Africa
Pan-Africa opportunity

- ① Increased emphasis on accelerated organic growth
- ① Extracting maximum value from existing relationships
- ① Selectively increasing stakes in existing operations
- ① Expanding product lines to fill gaps in countries where we operate
- ① Adding new territories in line with client and intermediary needs – ‘following the flows’

Effective capital management

Beyond South Africa

Execution key differentiator



India/SE Asia

Building on the base

- ⌋ Increasing stake in Indian insurance operations
- ⌋ Diversifying product offerings
- ⌋ Expanding distribution footprint
- ⌋ Cross selling opportunities
- ⌋ Optimise reinsurance and capital structures

Effective capital management

Developed Markets

Niche approach

- ⌋ Products and services for SA and Rest of Africa client base
- ⌋ Expand distribution post Intrinsic sale
- ⌋ Wealth and investment management focus

**challenges =
opportunities**

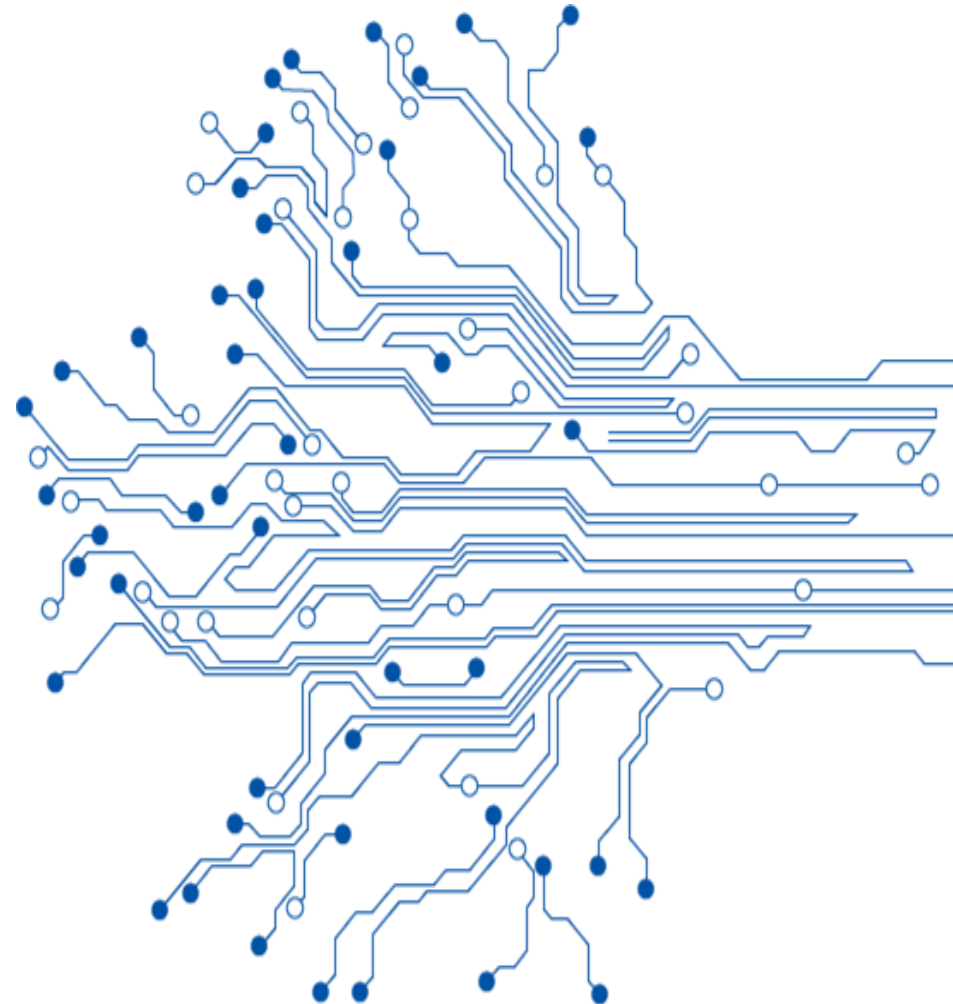
 **Sanlam**



Understand, shape and adapt to the external environment



- ④ Technology
- ④ Disruptors – now and future
- ④ Stakeholder expectations
- ④ Transformation agenda
- ④ Quality of leadership matters
- ④ Retaining and developing top talent
- ④ Economic and competitive forces



Lift our game in certain areas and retain our leadership position in South Africa



- ④ ELM products and footprint
- ④ Digital challenge
- ④ Big data / analytics
- ④ Healthcare
- ④ Risk business
- ④ Loyalty programme
- ④ Servicing the millennials
- ④ Transformation
- ④ Bancassurance

Meet the challenges and capitalise on emerging market opportunities



| Country | Life Insurance | General insurance | Asset Management | Credit/Banking |
|-------------|----------------|-------------------|------------------|----------------|
| Botswana | | | | |
| Burundi | | | | |
| Ghana | | | | |
| India | | | | |
| Kenya | | | | |
| Lesotho | | | | |
| Malawi | | | | |
| Malaysia | | | | |
| Mozambique | | | | |
| Namibia | | | | |
| Nigeria | | | | |
| Philippines | | | | |
| Rwanda | | | | |
| Swaziland | | | | |
| Tanzania | | | | |
| The Gambia | | | | |
| Uganda | | | | |
| Zambia | | | | |
| Zimbabwe | | | | |

Indirect presence via associate companies

Holding Co, Properties, Employee Benefits, Funeral and Health

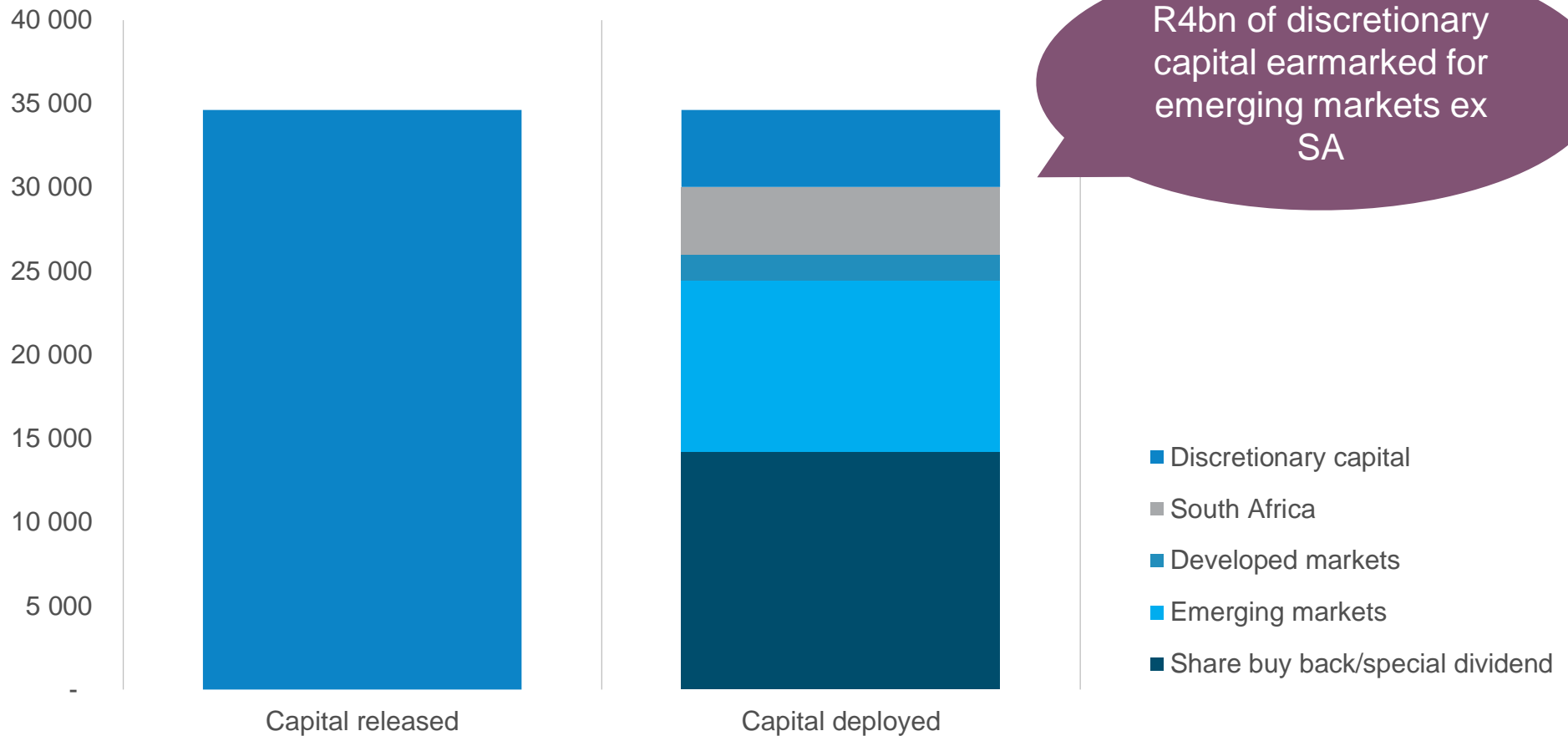
our progress



Capital deployment



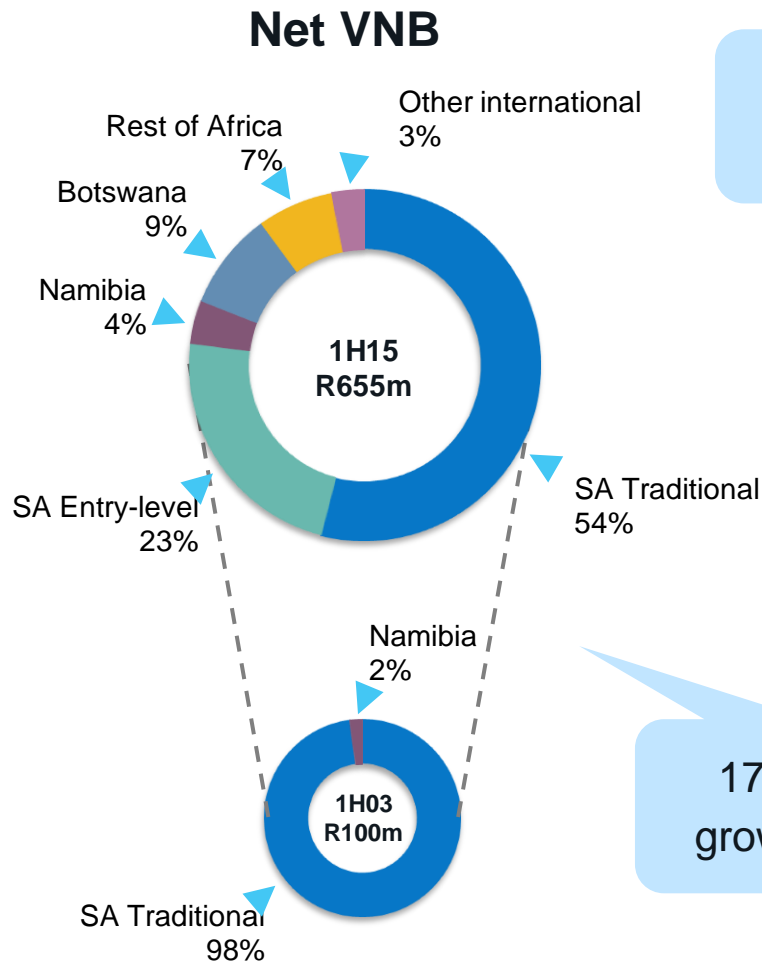
Large portion of capital deployed beyond SA since 2005



A better balanced portfolio

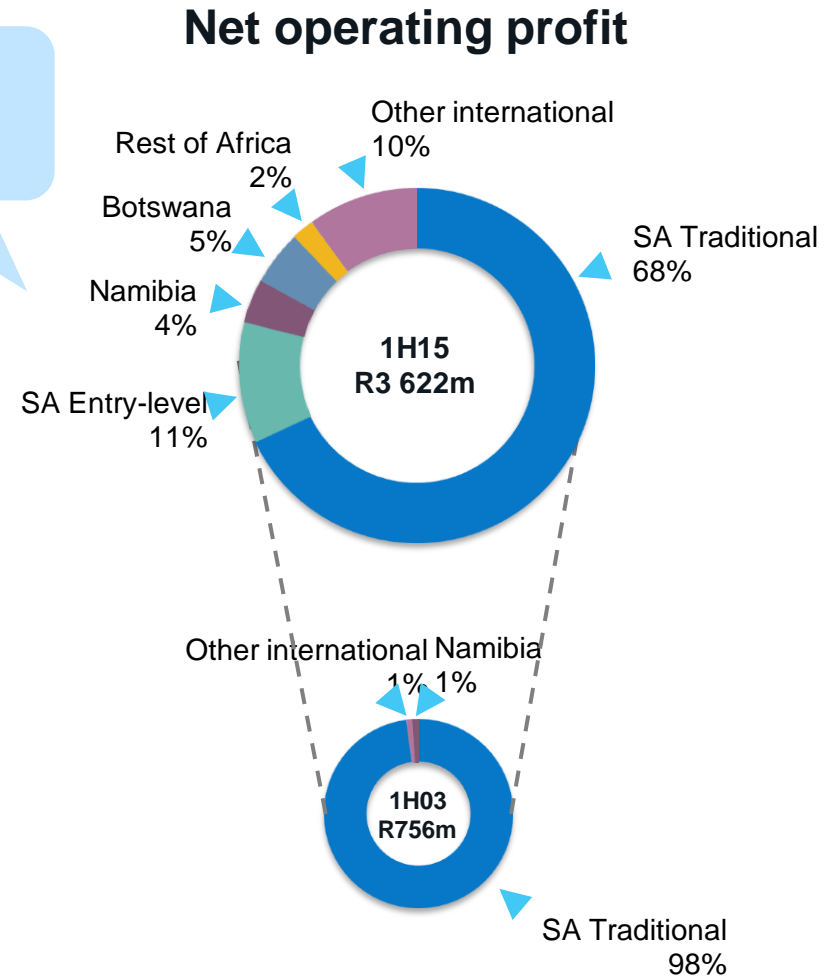


But more to be done – organic growth & acquisitions



16% average growth rate per share p.a.

17% average growth rate p.a.

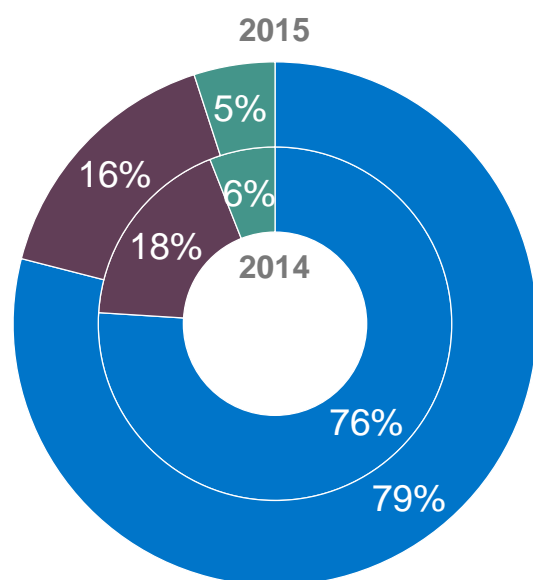


Non-SA contribution

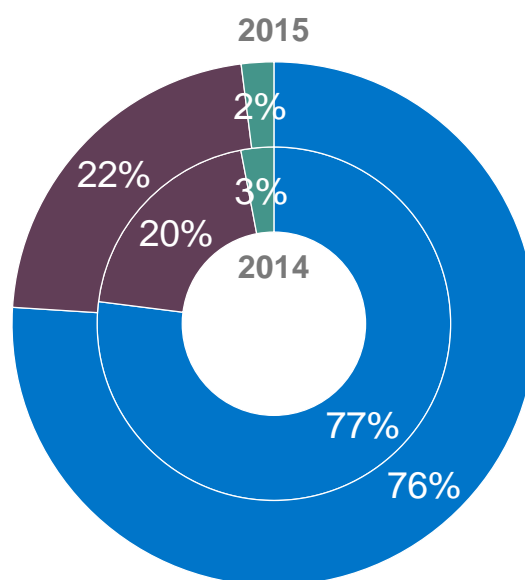


Will grow over time, not chasing specific target

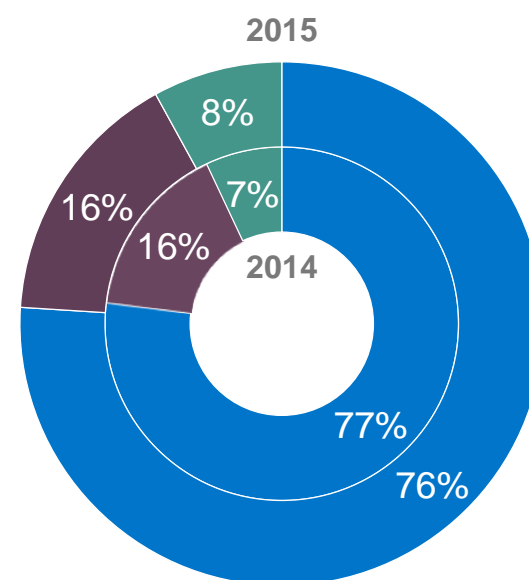
Net operating profit



Net VNB



Group Equity Value



■ South Africa ■ Other emerging markets ■ Other international

thank you 