

momentum
group

Guardrisk


Impact strategy progress

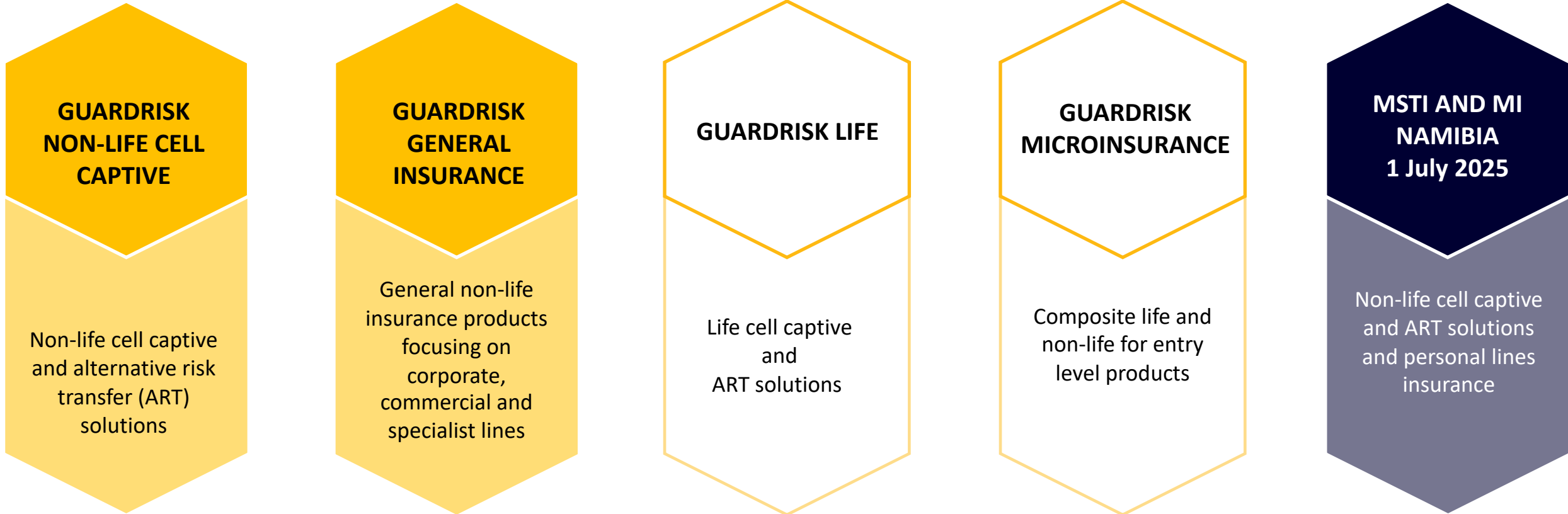
Lourens Botha



 **Impact strategy recap**

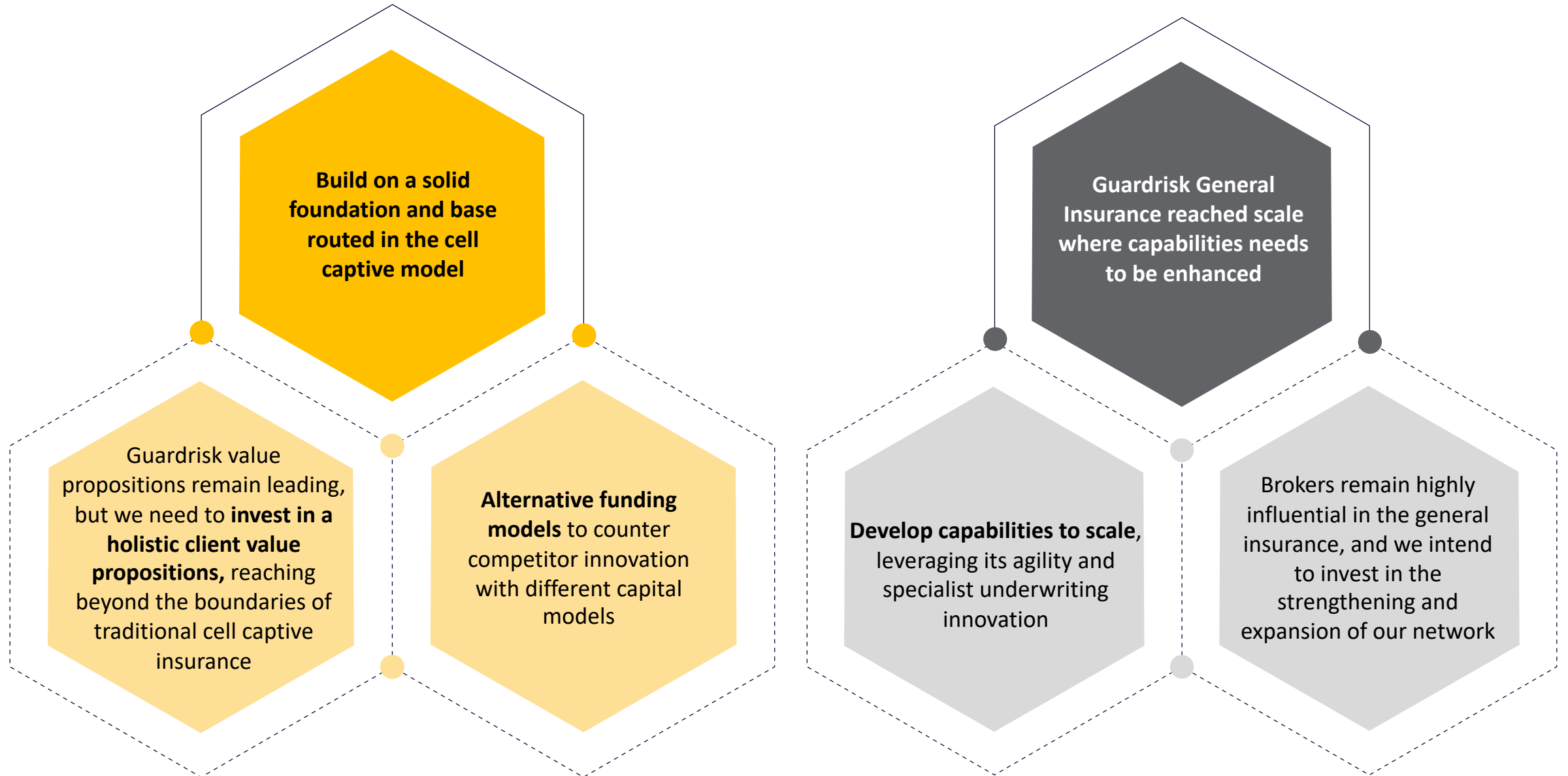
 **Strategy progress update**

 **Closing**



Revenue contribution | **UW – 35%**

Revenue contribution | **Fees – 65%**



“

*LONG-TERM***WINNING ASPIRATION**

To remain the ***leading cell captive*** and alternative risk transfer (ART) provider and to have a ***well-established corporate and commercial general insurance*** business, setting the tone as the best in the market.

”

“

*IMPACT STRATEGY***AMBITION**

To position Guardrisk as a strategic partner creating ***value beyond traditional cell captive insurance***.
Strong growth in the ***establishment of a general insurance business*** focusing on corporate and commercial insurance.

”

Impact strategy

What this means for us

F2027 measures of success

- Counter volatility in earnings through revenue diversification
- Growth and revenue diversification through targeted acquisitions
- Increase contribution to Momentum Group earnings
- Drive organic growth and increase share of premium
- Optimise own ROE
- Cell capital efficiencies
- Reinsurance optimisation
- Foster a purpose-led culture and build an EVP to attract and retain talent
- Drive sustainable business practices in line with our commitments
- Recognised and well-established insurance brand

- Diversify revenue for growth through alternative solutions (embedded insurance)
- Optimise value chain through vertical integration
- Alternative capital solutions

- Enhance client and channel interaction and scalability through modernisation, digitisation and automation
- Data enablement and insights

Earnings → R850m – R1bn

UW margin → 9% – 11% p.a.

ROE → 20% – 25%


Directors value → +25%

B-BBEE → Standalone Level 3

Geographical → India

 **Impact strategy recap**

 **Strategy progress update**

 **Closing**

Impact strategy

What this means for us

Progress towards F2027 objectives

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- Fully confident
- Highly confident
- Fully confident
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- Fully confident

- Highly confident
- Fully confident
- Fully confident

- Reasonably confident
- Fully confident



What we achieved over the last year

- Revenue growth through:
 - New and existing client offerings
 - Underwriting opportunities
- Focus on alternative offerings (Embedded and Guardrisk Alternative Partner Solutions)
- Incorporation of Namibia and bolt-on transactions

Earnings

R693m as at 3QF26

UW margin

11% as at 3QF26

ROE

>25% as at 1HF26

Directors value

R7.25bn as at 3QF26

B-BBEE

Standalone Level 3

Geographical

Progress with India



Where we are experiencing challenges

- Digital transformation – slower than required
- Suitable acquisition targets due to general market conditions
- India progress slower than anticipated

Data basis for AI development

- Clear **data strategy** developed with a data center of excellence
- **Data use cases** focused on utilising AI (data accuracy and completeness)
- AI analyses large historical data to **uncover hidden patterns** for risk differentiation and pricing

Actual catastrophe modelling

- **Geo and hazard analytics** enrich data to improve catastrophe risk exposure
- **Early catastrophe detection** strengthens disaster management and client support

Digital reform

- Digitised client **cell administration** system
- Automation of Guardrisk General Insurance's processes and data across all products within a single cloud-based **policy administration platform**

Competition from non-traditional players


- **Banks** increasingly interested in offering insurance products
- **Retailers** pursuing insurance to grow and diversify revenue streams
- **Insurtech and Fintech** disrupting traditional insurance channels and value chains

Underwriting capacity

- **International capacity** for underwriting large commercial and corporate risks

Digital development

- Keeping up with **digital development**

 **Impact strategy recap**

 **Strategy progress update**

 **Closing**

Underwriting

1

- Broker relationships
- Data analytics and pricing capability
- Reinsurance optimisation
- Risk participation opportunities

Revenue diversification

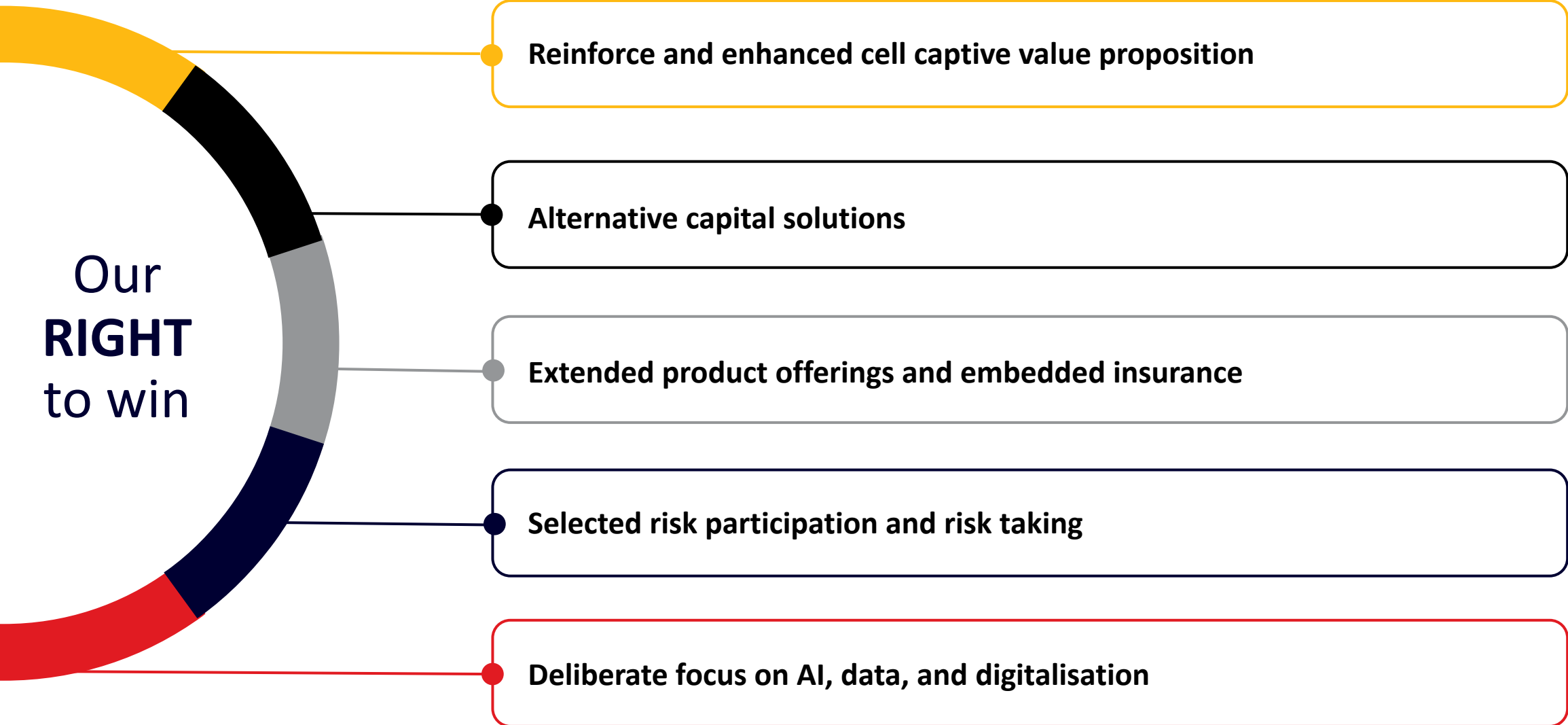
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- Alternative capital solutions
- New products and alternative distribution channels
- Data strategy
- International expansion (India)

Digital modernisation

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- Greater focus on execution of refined strategy and initiatives
- Transition to a new administration platform
- Utilisation of AI



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.

