momentum
group

Momentum Insure

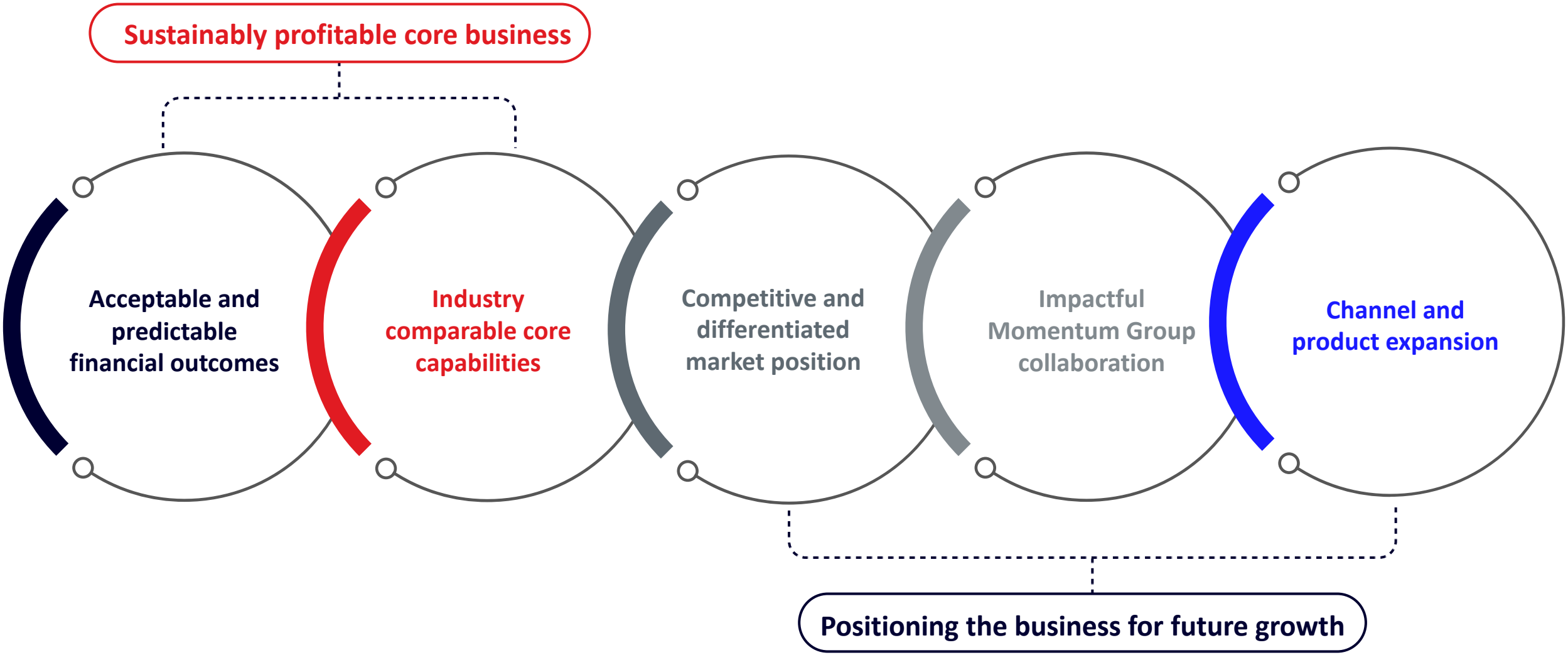
Impact strategy progress

Brand Pretorius

momentum
group

- Impact strategy recap
- Strategy progress update
- Closing

Impact strategy targeted outcomes



Recap: Aspiration and ambition

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***.

Recap: Objectives and measures of success

Impact strategy	What this means for us	F2027 measures of success	
	• Deliver predictable and acceptable earnings and ROE, in line with Momentum Group's expectations • Increase direct sales to become our largest personal-lines distribution channel • Ensure all distribution channels achieve targeted profitability • Focus our Safety client value proposition on improving client attraction	Combined ratio	Between 92% – 96%
	• Accelerate digitalisation to drive efficiencies and reduce costs	ROE	Between 15% – 20%
	• Increase the share of commercial sales relative to total sales • Diversify our premium income	Growth in Personal Direct	Personal direct >40% of total new business premium
	• Enhance client experience to build loyalty	Safety CVP adoption	50% of inforce book
		NPS	>55
		Non-motor portion of NEP	Up by 3-6 percentage points

Unlock full potential of our businesses

Harness synergies of collaboration

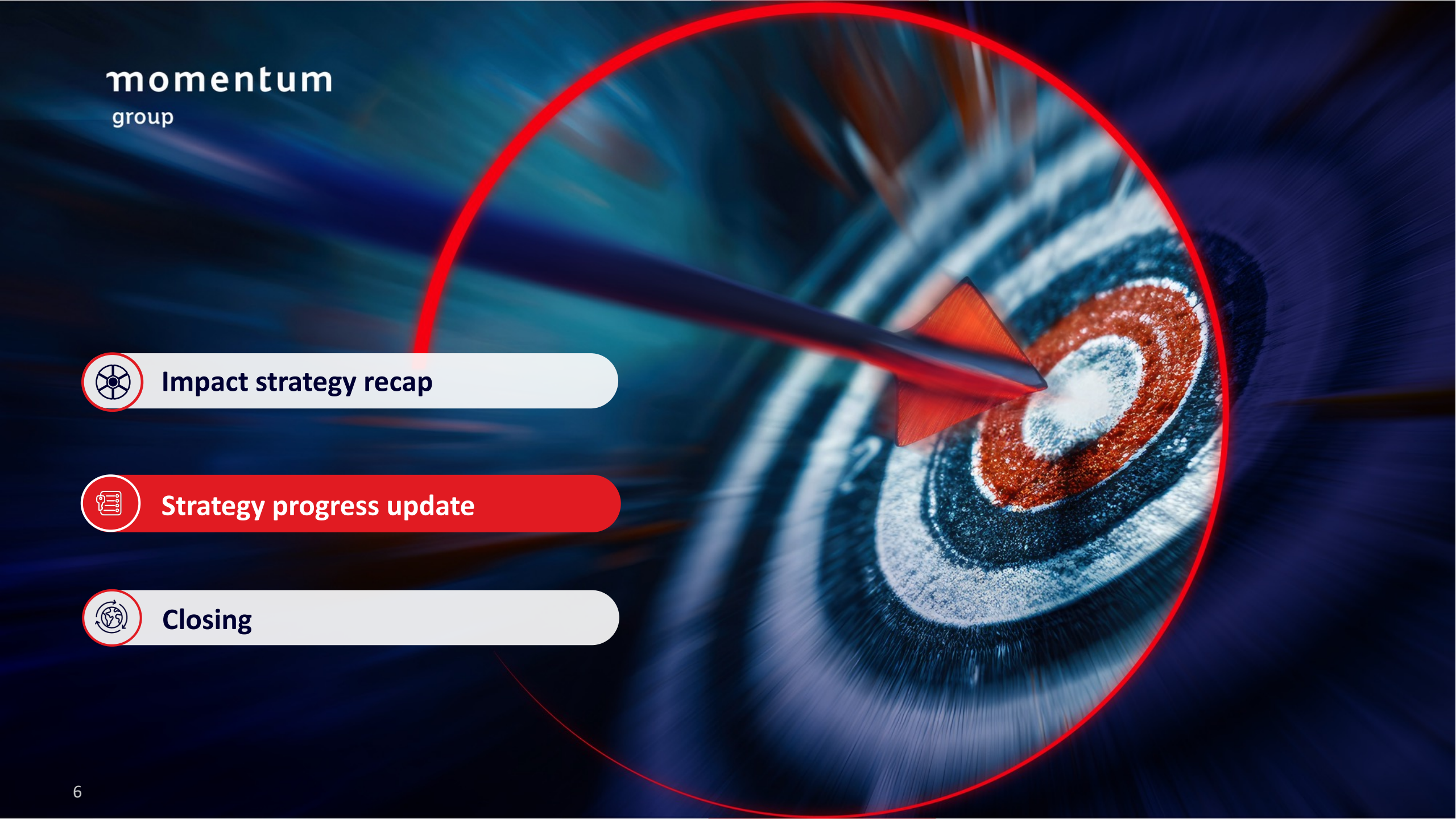
Optimise our cost base

Invest aggressively in advice

Selectively expand our addressable market

Design simplified and impactful client experiences

momentum
group



- Impact strategy recap
- **Strategy progress update**
- Closing

Strategy progress update

Impact strategy	What this means for us	Progress towards F2027 objectives
	Deliver predictable and acceptable earnings and ROE, in line with Momentum Group's expectations	Highly confident
	Increase direct sales to become our largest personal-lines distribution channel	Highly confident
	Ensure all distribution channels achieve targeted profitability	Highly confident
	Focus our Safety client value proposition on improving client attraction	Deprioritised
	Accelerate digitalisation to drive efficiencies and reduce costs	Reasonably confident
	Increase the share of commercial sales relative to total sales	Reasonably confident
	Diversify our premium income	Fully confident
	Enhance client experience to build loyalty	Highly confident

Unlock full potential of our businesses

Harness synergies of collaboration

Optimise our cost base

Invest aggressively in advice

Selectively expand our addressable market

Design simplified and impactful client experiences

Strategy progress update (continued)

What we achieved over the last year

- Strong earnings and ROE. Sizeable dividend at half year
- Loss ratio and combined ratio comparable with other listed non-life insurers
- Client NPS up 13 percentage points (+32%) – best result since F23
- More digital functionality, with more clients and advisers using it

Where we are experiencing challenges

- Insurance revenue and new business volumes
- Rising cost-to-income ratio driven by declining insurance revenue and increased marketing expenses

Combined ratio	86% as at 3QF26
ROE	>25% as at H1F26
Growth in Personal Direct	38% of Total NB API 47% of Personal NB API
Safety CVP adoption	33% as at 3QF26
NPS	54 as at 3QF26
Non-motor portion of NEP	Up 1.5 percentage points – 3QF26

Building digital and AI capabilities

1 Our approach

Anchored in our Impact strategy
Every initiative measured against experience, cost efficiency or growth

Disciplined prioritisation
Fewer things, with clear line-of-sight to value

2 Solving for

- Client and adviser experience
- Cost efficiency
- Sustainable growth

3 Impact achieved

Service
85 000 interactions removed from contact centre in last 12 months

Claims
- 55% of claims can be digitally transacted
- 6% of claims authorised without human involvement
- 9% of claims digitally enabled

Live

- (AI) Pricing and fraud detection
- (AI) Software code generation and testing
- (AI) Digital marketing content development
- (AI) Call transcription, complaint categorisation and root cause analysis
- STP claims: hail, windscreen, vehicle accident, geyser – mobile app
- All non-financial self-service transactions – app, web and Adviser Connect
- Excess changes – mobile app
- Vehicle inspections – mobile app

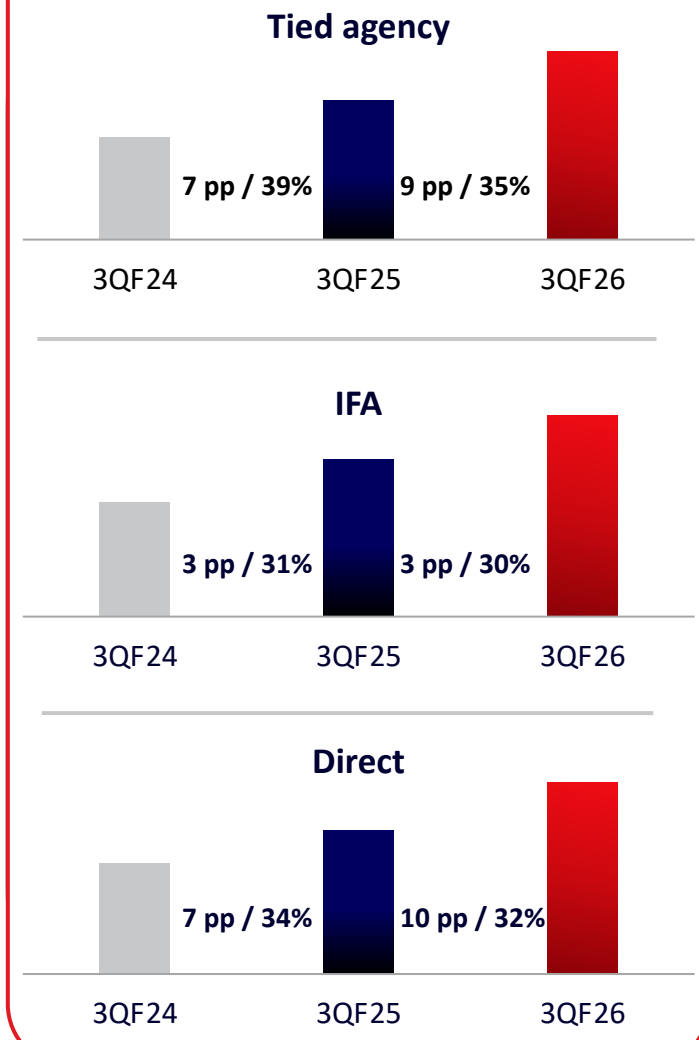
Launching in 6-12 months

- End-to-end digital quote, accept and amend – clients and advisers

Foundational for chat-enabled engagement and the responsible introduction of agentic (autonomous) capabilities across selected client journeys in future

Unlocking sustainable premium growth

Conversion proof points



Cause and effect

- Subdued lead volumes across channels, reflecting intensifying competition for leads
- Premium stagnation compounds cost ratio pressure – underwriting strength alone cannot substitute for scale
- Without renewed insurance revenue momentum, meaningful earnings growth in the next strategic cycle will be challenging

Strategic response

Disciplined price competitiveness improvement

- Quote conversion up 72% across all channels since 3QF24

Existing channel initiatives

- Direct: better tech +31% marketing spend increase
- Tied: multi-skilling of all agents, new remuneration model + MFP collaboration
- IFA: Consult integration and dedicated sales support
- Commercial: pricing and underwriting optimisation

Growth expansion

- Hippo integration (4QF26)
- Personal-lines product suite simplification (F27)
- Adjacent revenue opportunities

Ctrl technology acquisition

- End-to-end digital quoting, acceptance and policy amendment for clients and advisers

momentum
group

- Impact strategy recap
- Strategy progress update
- **Closing**

Our focus for the final 12 months

Unlocking sustainable growth

1

- Digital quoting and fulfilment – new business: client and adviser
- Optimising existing distribution channels
- Vesting Hippo lead partnership
- Personal-lines product offering revamp and simplification
- Evaluation of adjacent revenue opportunities

Increasing cost efficiencies

2

- Digital policy amendments: client and adviser
- Implementing remaining cost optimisation initiatives
- Client service model alignment

Maintaining underwriting margin

3

- Further maturing pricing and underwriting capability
- Claims procurement and legal spend reduction programme

Our right to win

- **Sustainably profitable and growing core direct personal-lines business**
- **Digitally enabled**
- **Top-tier pricing and underwriting capability**
- **Leading client experience**
- **Better leveraging Momentum Group collaboration opportunities**

momentum
group

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.