

# OLD MUTUAL AT A GLANCE

## Who we are

Old Mutual is an international long-term savings and investment group, based in London and operating in 35 countries, employing 57,000 people.

## What we do

### Long-term savings

Innovative life assurance based product solutions, addressing both protection and retirement savings needs.

### Asset management

Growing our customers' savings and wealth, whether through active and direct asset management or the selection of funds and managers for customers to invest in.

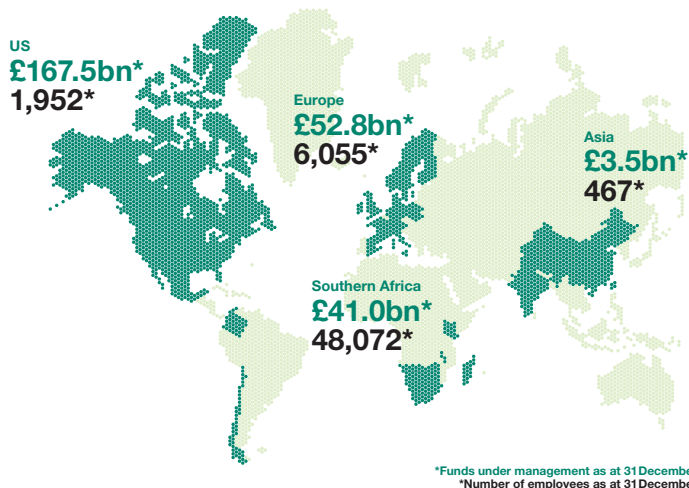
### Banking

We have a majority shareholding in Nedbank as well as banking interests in Sweden and Norway through Skandiabanken.

### Short-term Insurance

We provide short-term insurance products and services in southern Africa through Mutual & Federal.

## Where we do it



## Our vision and strategy

### Our vision

To become the international long-term savings and investment provider of choice and the premier financial services provider in South Africa.

### Our strategy

To focus on leveraging our core businesses (South Africa and Long-Term Savings), to streamline the Group, and to drive performance improvement opportunities within, and between businesses.

### Our priorities

Maintain and strengthen capital position	Streamline portfolio	Leverage scale in long-term savings businesses	Drive value creation in and between South African businesses	Strengthen governance and risk management
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## Financial highlights

Year to 31 December	2008	2007	2006
Net client cash flow (£bn)	(1.2)	23.4	22.3
Funds under management (£bn)	264.8	278.9	237.1
Operating profit (IFRS) (£m)	999	1,624	1,459
Embedded value per share (p)	117.6	166.3	N/A
Earnings per share (p)	12.2	16.9	15.1
Return on Equity (%)	9.0	13.2	12.0
Dividend per share (p)	2.45	6.85	6.25

## Financial calendar

2009 Full Year Results	11 March
Annual General Meeting	13 May
Q1 Interim Management Statement	13 May

## Top leadership

### Chairman

Patrick O'Sullivan



Patrick has been non-executive Chairman since January 2010. He also chairs the Nomination Committee. He was formerly Vice Chairman of Zurich Financial Services (Zurich) from March 2007 until April 2009; Group Finance Director of Zurich between 2002 and 2007 and Chief Executive of Eagle Star Insurance Company from 1998 to 2002.

### Group Chief Executive

Julian Roberts



Group Chief Executive since September 2008. Appointed to the Board as Group Finance Director in August 2000 and appointed as Chief Executive of Skandia in February 2006. He was formerly Group Finance Director of Sun Life and Provincial Holdings plc. Before that he was a director and Chief Financial Officer of Aon UK Holdings Limited.

### Group Finance Director

Philip Broadley



Group Finance Director since November 2008, having previously been Group Finance Director of Prudential plc from 2000 to March 2008. Prior to that, he was a Partner at Arthur Andersen. He has also been chairman of the 100 Group of Finance Directors, was a founding member and Trustee of the CFO Forum of European Insurance Company Finance Directors and a member of the IASB's Insurance Working Group. He is currently a member of the Code Committee of The Takeover Panel.

### Group Executive

Julian Roberts (Group Chief Executive), Philip Broadley (Group Finance Director), Andrew Birrell (Head, Risk & Actuarial), Tom Boardman (Chief Executive, Nedbank Group), Paul Hanratty (Chief Executive, Long-Term Savings), Don Hope (Head, Strategy), Paul Maddox (Head, Strategic Implementation), Don Schneider (Group Human Resources Director), Tom Turpin (Chief Executive, US Asset Management).

### Non-Executive Directors

Nigel Andrews, Mike Arnold, Rudi Boggi, Russell Edey, Reuel Khoza, Bongani Nqwababa, Lars Otterbeck, Richard Pym.

## Company history

<b>1845</b> Founded in South Africa as the Mutual Life Assurance Society of the Cape of Good Hope	<b>1986</b> Acquired a majority stake in Nedbank, the fourth largest bank in South Africa.	<b>1995</b> Old Mutual Investment Advisers established in Boston, USA.	<b>1999</b> Demutualised and listed on LSE, JSE, MSE, NSX and ZSE. Moved headquarters to London.	<b>2000</b> Acquired United Asset Management in US	<b>2001</b> Acquired Fidelity & Guaranty Life in the US. Launch of OM Kotak Mahindra Life Insurance in India.	<b>2006</b> Acquired Skandia
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## Our businesses

### Long-Term Savings Division

- Set up to leverage core strengths, scale and capabilities of our long-term savings offerings around the world, is made up of five main businesses:
  - (1) Emerging Markets – Old Mutual South Africa and our other African businesses, operations in India, China and Latin America (Colombia, Mexico and Chile)
  - (2) Nordic – Sweden, Norway and Denmark
  - (3) European Retail – Poland, Austria, Germany and Switzerland
  - (4) Wealth Management – Skandia (UK), Skandia Investment Group (SIG), Skandia International, France, Italy and Spain
  - (5) US Life
- Major brands: Old Mutual and Skandia
- Business lines: life assurance, individual investments and asset management
- Distribution: a combination of tied agents, IFA's, bank distribution, corporate advisers and direct distribution
- Core capabilities: open architecture; distribution relationships and management, product design and product solutions, low-cost administration

### Asset Management (US)

- Operates a multi-boutique model
- Offers institutional clients access to a range of unique entrepreneurial asset managers backed by the stability and resources of a large international company
- Individual investors have access to the investment strategies of our boutiques through Old Mutual Capital's mutual funds and individually managed accounts

### Banking

- Nedbank (55% owned) is one of the four largest banking groups in South Africa
- Offers a wide range of wholesale and retail banking services

### Short-term insurance

- Mutual & Federal provides insurance services to the personal, commercial and corporate markets

## Corporate Responsibility

We are committed to being a responsible corporate citizen in the many communities in which we operate. We express this through our corporate values, our interaction with our stakeholders, and through active investment in our communities and our natural environment.

## Group Values

Despite our geographic and cultural diversity we are bound together by our Group values and we expect all our employees to live and be judged by these values:

- Integrity
- Respect
- Accountability
- Pushing beyond boundaries

## Share listing

Our primary listing is on the London Stock Exchange (LSE)

Country of Registration: England & Wales

Registered number: 3591559

Date of incorporation: 26 June 1998

Listing date: 12 July 1999

Ticker symbol: OML

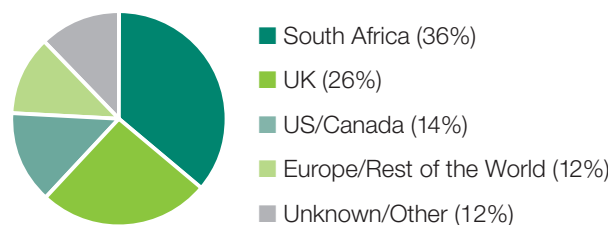
We also have secondary listings on other exchanges:

Johannesburg (JSE)	No. 1999/004855/10
Malawi (MSE)	No. 5282
Namibia (NSX)	No. F/3591559
Zimbabwe (ZSE)	No. E1/99

Total number of shares in issue at 31 Dec 2008 was 5,516,141,360

## Geographic shareholding

at 31 December 2008



## Company Advisors

Auditors: KPMG Audit plc

Bankers: National Westminster Bank plc

Registrars: Computershare Investor Services plc

Corporate Brokers: Merrill Lynch, Deutsche Bank

Financial PR: Finsbury

## Company information

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Email: [contact@oldmutual.com](mailto:contact@oldmutual.com)

Website: [www.oldmutual.com](http://www.oldmutual.com)

Old Mutual plc is a public company limited by shares, incorporated in England and Wales under registered number 3591559. Registered office as above.

## Contacts

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