

APPENDICES

11 March 2016

INVESTMENT | SAVINGS | INSURANCE | BANKING



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APPENDIX 1

GROUP PERFORMANCE

INVESTMENT | SAVINGS | INSURANCE | BANKING



SUMMARISED P&L

£m	2014	2015
Revenue		
Banking interest and similar income	3,057	3,320
Fee and commission income	2,894	3,027
Net earned premiums	2,901	3,254
Investment return & other	6,626	4,094
	15,478	13,695

£m	2014	2015
Net revenue	1,340	1,288
Profit/losses on disposals & discontinued ops	(52)	(57)
Associate & JV income	26	67
Tax	(462)	(374)
IFRS Profit after tax	852	924

£m	2014	2015
Expenses		
Banking interest payable and similar expenses	(1,672)	(1,924)
Change in invest. contracts	(3,544)	(2,203)
Net claims & benefits	(3,883)	(3,171)
Admin. expenses & other ¹	(5,039)	(5,109)
	(14,138)	(12,407)

Attributable to:	2014	2015
Equity holders of the parent	582	614
Non-controlling interests		
Ordinary shares	252	291
Preferred securities ²	18	19
	852	924

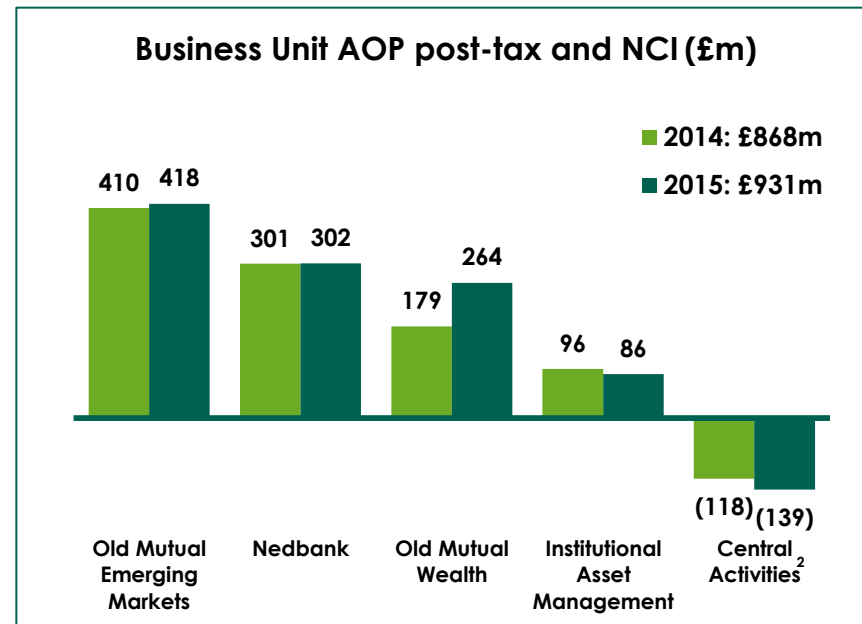
1. Includes impairment of goodwill and other intangible assets of £23m (2014: £14m).

2. Includes Nedbank preference shareholders.



AOP SIMPLIFIED OPERATING RESULT¹

£m	2014	2015	Δ % reported	Δ % constant currency
Business Units AOP	1,745	1,825	5%	11%
Central activities ²	(140)	(162)	(16%)	(14%)
Total AOP (pre-tax & NCI)	1,605	1,663	4%	11%
Taxation	(439)	(403)	8%	1%
Non-controlling interests	(298)	(329)	(10%)	(21%)
AOP post-tax & NCI	868	931	7%	14%



1. Core business only.

2. Includes finance costs, LTIR on excess assets, intercompany interest to non-core subsidiary, corporate costs and other net shareholders' expenses.



2015 PROFIT ANALYSIS¹: H1 vs H2

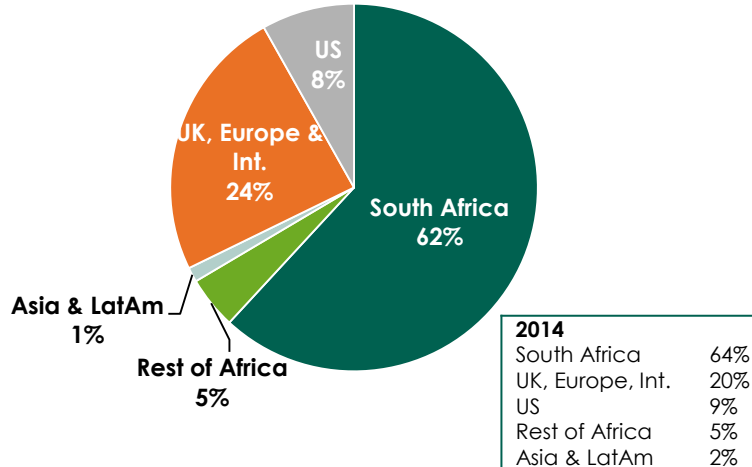
£m	H1 2015	H2 2015	Δ in reported currency	Δ in local currency
Old Mutual Emerging Markets	333	282	(15%)	(1%)
Nedbank	404	350	(13%)	1%
Old Mutual Wealth	151	156	3%	3%
Institutional Asset Management	83	66	(20%)	(20%)
Business Units AOP	971	854	(12%)	
Finance costs	(42)	(41)	2%	
Other ²	(25)	(54)	(116%)	
AOP pre-tax & NCI	904	759	(16%)	
Taxation (Tax rate – H1: 26.0%; H2: 22.1%)	(235)	(168)	29%	
Non-controlling interests (NCI rate – H1: 25.0%; H2: 27.4%)	(167)	(162)	3%	
AOP post-tax & NCI	502	429	(15%)	
Adjusted operating EPS	10.3	9.0	(13%)	

Average Rate	ZAR:GBP	USD:GBP
31.12.14	17.87	1.65
30.06.15	18.16	1.52
31.12.15	19.52	1.53

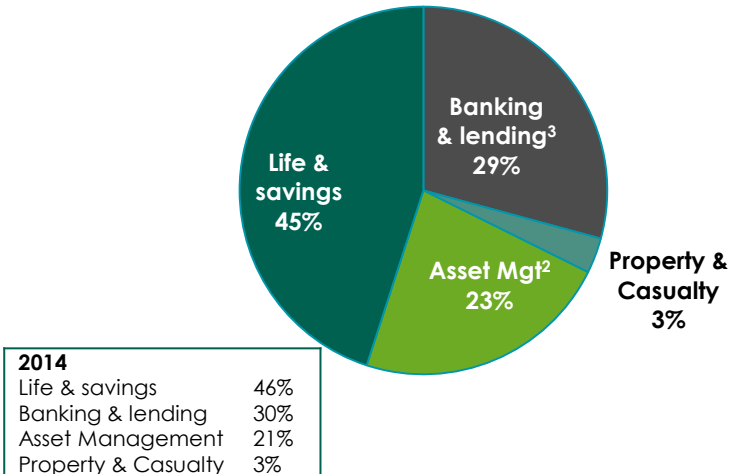
1. Core business only.
2. Includes LTIR on excess assets, intercompany interest to non-core subsidiary, corporate costs and other net shareholders' expenses.

SOURCES OF EARNINGS (AOP)

**2015 AOP¹ (£931m)
by geography**



**2015 AOP¹ (£931m)
by line of business**



1. Core operations post-tax and NCI and includes LTIR. Central activities have been allocated pro-rata for presentational purposes.
2. Includes Institutional Asset Management, OMGI, Quilter Cheviot, OMEM and Nedbank's asset management businesses.
3. Includes Nedbank, OMSFIN, Faulu in Kenya, CABS in Zimbabwe and from FY 2014 Old Mutual Finance.

EARNINGS SPLIT BY HALF YEAR AND KEY STATISTICS¹

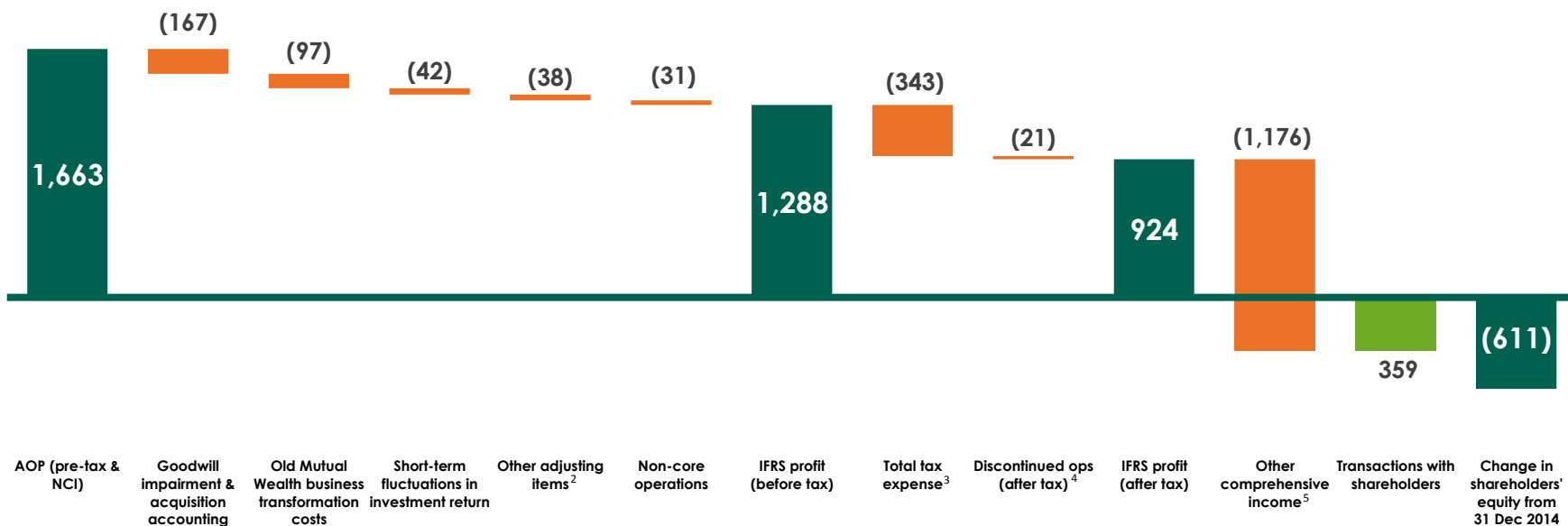
pence/share	2010	2011 ²	2012 ³	2013	2014	2015
AOP EPS - H1	7.3	9.4	8.6	9.3	8.8	10.3
AOP EPS - H2	7.0	8.6	8.9	9.1	9.1	9.0
H1: H2	51% : 49%	52% : 48%	49% : 51%	51% : 49%	49% : 51%	53% : 47%
ZAR:GBP (Ave. Rate)	11.31	11.64	13.01	15.10	17.87	19.52

£bn	2010	2011	2012	2013	2014	2015
Funds under Management	295.2	267.2	262.2	293.8	319.4	327.9

pence/share	2010	2011	2012	2013	2014	2015
IFRS net asset value per share ⁴	151	140	146	138	140	130

1. Core business only.
2. After adjusting for the 7:8 share consolidation, following payment of special dividend.
3. Restated for the impact of changes in IAS 19 & IFRS 10.
4. Net asset value per share is calculated as ordinary shareholder's equity (i.e. excluding the perpetual preferred callable securities) divided by actual shares in issue at the end of the period.

RECONCILIATION OF 2015 AOP TO CHANGE IN EQUITY HOLDERS' FUNDS¹ (£m)



1. Total Group including perpetual preferred callable securities, ordinary shareholders equity and non-controlling interests.

2. Other adjusting items consists mainly of dividends declared to holders of perpetual preferred callable securities £31m, Institutional Asset Management equity plans (£9m), net loss on disposal of subsidiaries, associated undertakings and strategic investments (£36m), credit-related fair value gains on Group debt instruments £7m and investment return adjustment for Group equity and debt instruments held in life funds (£31m).

3. Net of income tax attributable to policyholder returns.

4. Represents divestment costs incurred in relation to the sale of US Life in 2011.

5. Includes currency translation differences on translating foreign operations of (£1,106m).



OLDMUTUAL

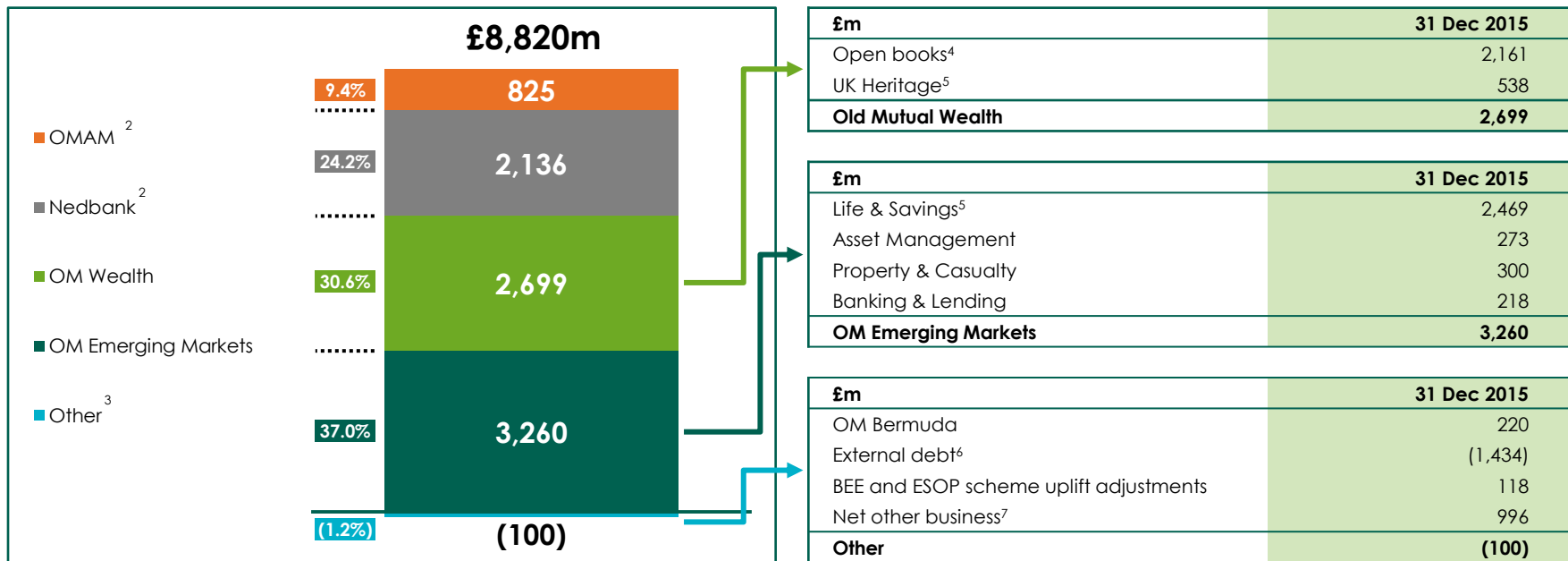
LTIR CALCULATION METHODOLOGY

Long-term investment rates ¹	2013		2014		2015	
Old Mutual Emerging Markets: Long-term business	8.0%	Cash, deposits & bonds: 75% Equities: 25%	8.0%	Cash, deposits & bonds: 75% Equities: 25%	8.0% - 8.5%	Cash, deposits & bonds: 75% Equities: 25%
Old Mutual Emerging Markets: Property & Casualty	7.4%	Cash, deposits & bonds: 90% Equities: 10%	7.4%	Cash, deposits & bonds: 90% Equities: 10%	7.4%	Cash, deposits & bonds: 90% Equities: 10%
Old Mutual Wealth	1.0%	S/T cash & deposits: 76% L/T bonds: 24%	1.0%	S/T cash & deposits: 75% L/T bonds: 25%	1.0%	S/T cash & deposits: 75% L/T bonds: 25%

1. The long-term rates are derived from a review of risk-free 10 year Government bonds, 3 month Libor and money market rates. Old Mutual Emerging Markets: Long-term business and Property & Casualty hold equities in their asset portfolios and a risk premium is added to the Government Bond rate to derive an expected return from equities. These rates are weighted against the prescribed targeted long-term asset mix in each BU's asset portfolio to arrive at a blended long-term rate, as disclosed above.



ADJUSTED GROUP NAV¹



1. IFRS basis other than where stated.

2. OM plc share of OMAM and Nedbank at market value (31 December 2015).

3. Includes Group assets and liabilities, Old Mutual Bermuda and Rogge.

4. Includes IFRS NAV of Quilter Cheviot (represented by assets acquired and goodwill) as well as capital funding from GHO to fund the acquisition.

5. MCEV basis. MCEV information is subject to departures from MCEV Principles (Copyright© Stichting CFO Forum Foundation 2008) due to the use of the government bond yield curve in the majority of Emerging Markets.

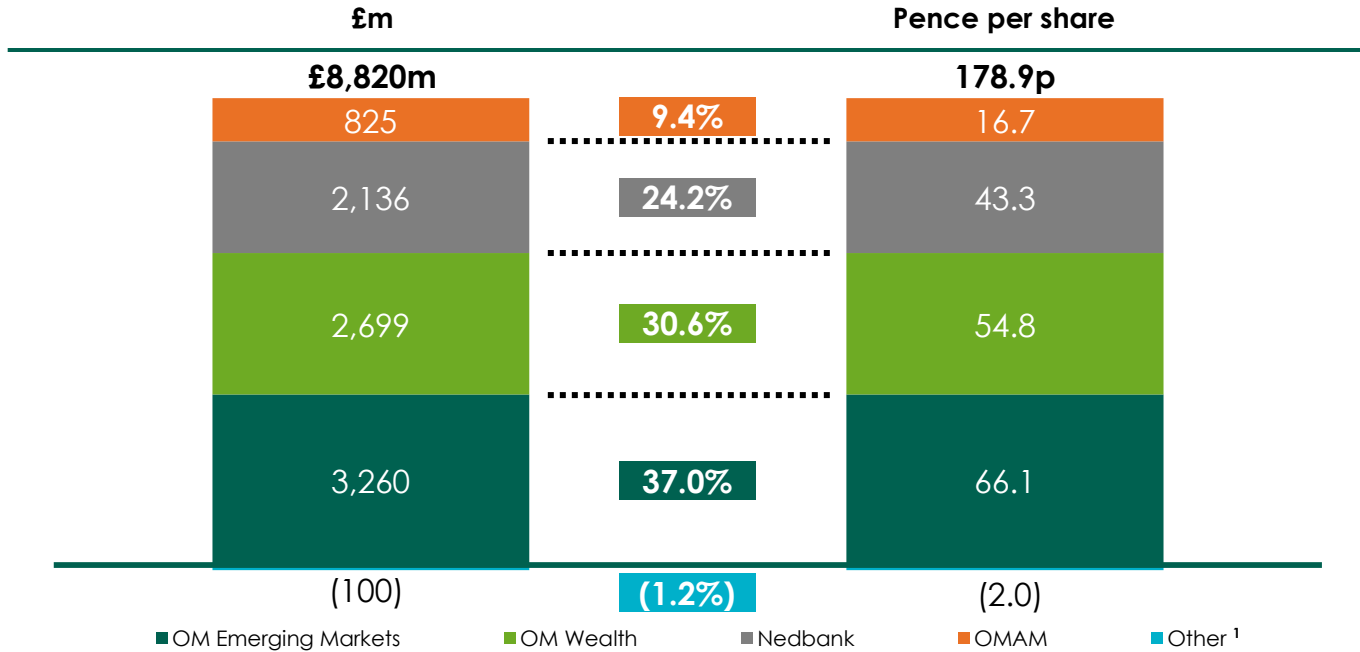
6. External debt held at Old Mutual plc Head Office and valued at Market value.

7. Mostly Old Mutual plc Head Office IFRS NAV net of group adjustments and excluding external debt. Includes Rogge.



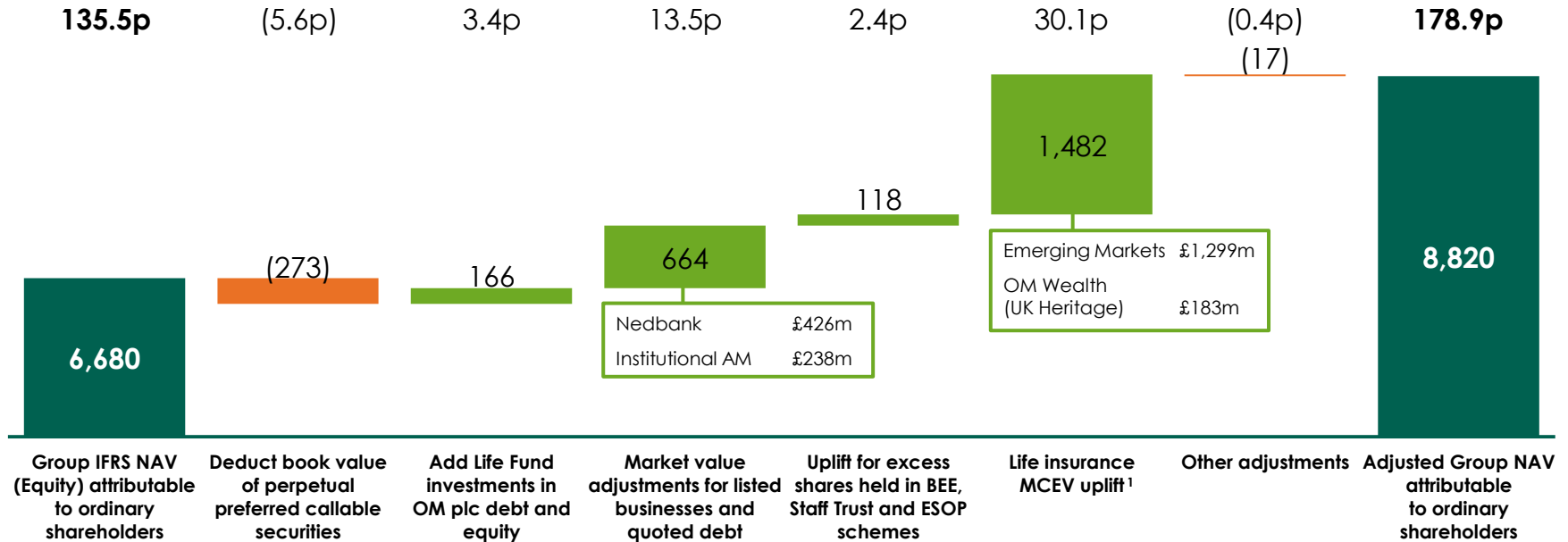
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ADJUSTED GROUP NAV PER BU



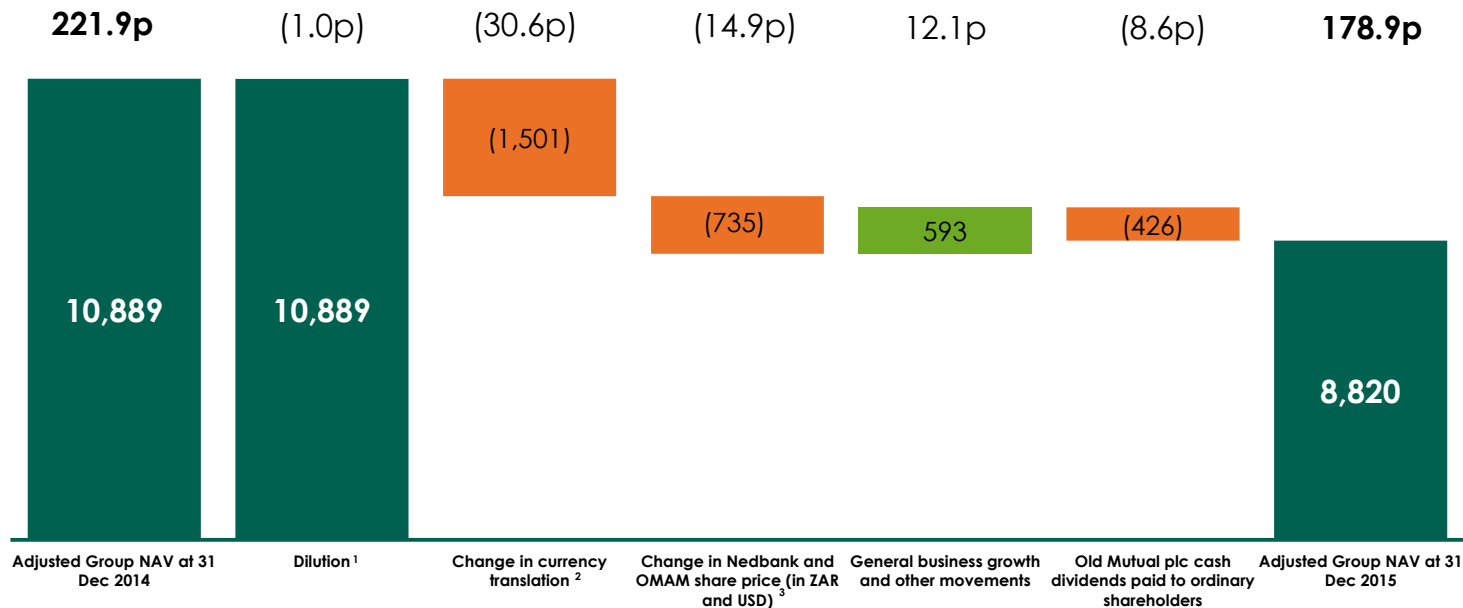
1. Includes Group assets and liabilities, Old Mutual Bermuda and Rogge.

ADJUSTED GROUP NAV (£m)



1. OM Wealth uplift relates to the UK Heritage business (includes Protect and Series 6 pensions) only.

MOVEMENT IN ADJUSTED GROUP NAV (£m)



1. Impact of dilution due to the additional number of shares at 31 December 2015 versus 31 December 2014.

2. Of which (32.2p) is ZAR/GBP and 1.6p is USD/GBP and EUR/GBP.

3. Of which (13.9p) is Nedbank and (1.0p) is OMAM.



ADJUSTED GROUP NAV

£m	FY 2015		
	Equity attributable to equity holders of the parent	Adjusted Group NAV	AOP post-tax & NCI
Old Mutual Emerging Markets	1,805	3,260	418
Life & Savings ¹	1,002	2,469	304
Asset Management ¹	272	273	42
Property & Casualty	301	300	25
Banking & Lending	230	218	47
Nedbank	1,710	2,136	302
Old Mutual Wealth ²	1,950	2,699	258
Open books ³	1,595	2,161	197
UK Heritage	355	538	61
Europe – closed book ²	-	-	-
OMAM ⁴	588	825	86
Other and non-core operations ⁵	627	(100)	
Group	6,680	8,820	

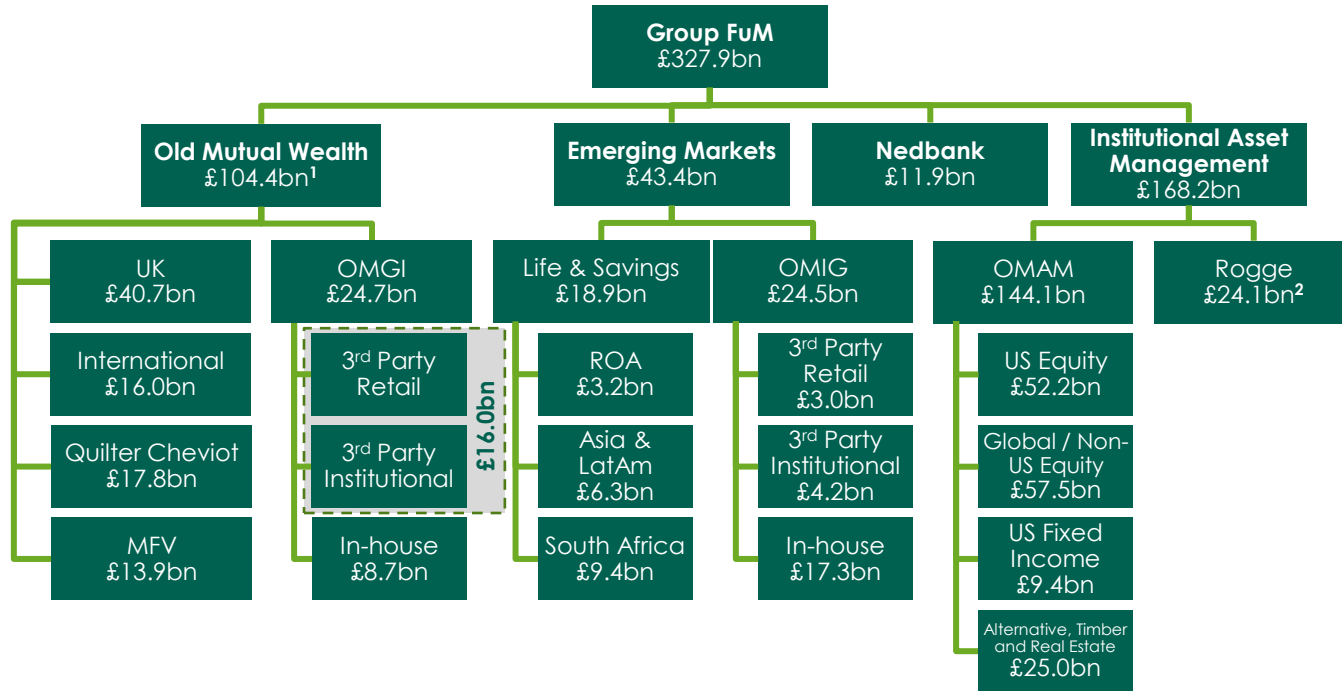
£m	FY 2014		
	Equity attributable to equity holders of the parent	Adjusted Group NAV	AOP post-tax & NCI
	1,927	3,835	410
	1,180	3,108	282
	340	336	68
	191	189	21
	216	202	39
	2,069	3,575	301
	2,125	2,343	158
	1,517	1,517	98
	368	586	47
	240	240	13
	637	986	94
	648	150	
	7,406	10,889	

1. Included in Life & Savings AOP (after tax and NCI) is R111m of profit relating to life-wrapped business invested in OMUT unit trusts. These profits have been accounted for as Asset Management in AOP reporting for FY 2015
2. AOP post-tax and NCI value for Old Mutual Wealth excludes profits from businesses sold during the respective periods of £6m for 2015 and £21m for 2014.
3. The IFRS NAV of Quilter Cheviot (represented by assets acquired and goodwill) as well as capital funding from GHO to fund the acquisition is included in the 2015 Open books Adjusted Group NAV value.
4. OMAM only.
5. Includes Rogge.



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ASSET MANAGEMENT CAPABILITY



1. Old Mutual Wealth excludes OMGI in-house FuM, which is recorded in other parts of the business unit.
2. Rogge is classified as held for sale.

HEADLINE TARGETS

Group (OM plc)	Old Mutual Wealth	Emerging Markets	Nedbank (medium to long-term targets) ¹	Property & Casualty
RoE: 12-15% ²	Operating Margin: 40%	RoE: 20-25%	Diluted headline earnings per share growth: ≥ CPI + GDP growth + 5%	Sustainable Top 2 position in the South African market
Solvency II: Above early warning threshold of 120%		R1 billion pre-tax synergies by the end of 2017		Underwriting Margin: 4-6% (combined ratio of 94-96%)
Dividend Cover: 2.5 to 3.5 times Group AOP earnings			RoE (excl. goodwill): 5% above cost of ordinary shareholders' equity	Significant P&C operations in the RoA in major markets, supporting the Group's African expansion
			NIR : Expenses ratio > 85% Efficiency Ratio 50% - 53%	
			Credit loss ratio: Between 0.6% and 1.0% of average banking advances	
			Common-equity tier 1 capital adequacy ratio (Basel III) 10.5% - 12.5%	

1. The credit loss ratio target changed in the current year from 0.8% - 1.2%.

2. 2016 target based on the Group in its current construct.



APPENDIX 2

CAPITAL / TREASURY

INVESTMENT | SAVINGS | INSURANCE | BANKING



FGD

Regulatory capital	FY 2014 ¹		FY 2015 ²	
	£bn	%	£bn	%
Ordinary equity	4.8	89%	3.8	83%
Other Tier 1 equity	0.4	7%	0.4	9%
Tier 1 Capital	5.2	96%	4.2	92%
Tier 2 Capital	1.3	24%	1.4	30%
Deductions from total capital	(1.1)	(20%)	(1.0)	(22%)
Total capital resources	5.4	100%	4.6	100%
Total capital resource requirements	3.3		2.9	
Group FGD surplus	2.1		1.7	
Coverage ratio	164%		160%	

1. As submitted to the Prudential Regulation Authority (PRA) on 30 April 2015.
2. Based on the preliminary estimates. Formal filing due to the PRA by 30 April 2016.

SUMMARISED BALANCE SHEET

£m	2014	2015
Assets		
Loans & advances	34,857	30,965
Investments & securities	87,547	82,601
Goodwill & intangibles	2,763	3,276
Other	17,349	16,706
	142,516	133,548
Net Assets	9,545	8,934
Shareholders' equity	9,545	8,934

£m	2014	2015
Liabilities		
Bank deposits	36,243	32,328
Insurance reserves		
- Life insurance products	10,519	7,714
- Investment products	68,841	67,854
- Property & casualty	319	341
Third-party interests in consolidated funds	5,986	4,661
Borrowed funds ¹	3,044	3,524
Other	8,019	8,192
	132,971	124,614

Attributable to:	2014	2015
Equity holders of the parent	7,406	6,680
Non-controlling interests		
Ordinary shares	1,867	1,982
Preferred securities ²	272	272
	9,545	8,934

1. Includes Nedbank.
2. Includes Nedbank preference shareholders.

OLD MUTUAL GROUP COMPANY RATINGS¹

	Moody's	Fitch
Republic of South Africa		
• Sovereign rating (S&P: BBB- (neg))	Baa2 (rfd)	BBB-
Old Mutual plc		
• Senior debt rating	Baa3 (neg)	BBB
• T2 debt rating	Ba1 (neg)	BB+
• T1 debt rating	Ba2 (neg)	BB+
• Short-term debt rating	P3	F2
OMLAC (SA)		
• National insurance financial strength	N/A	AAA
• National long-term rating	N/A	AAA
• National long-term subordinated debt rating	N/A	AA
• Global insurance financial strength	Baa1 (neg)	Not rated
Mutual & Federal Insurance Company Limited		
• National insurance financial strength	N/A	AAA
Old Mutual Wealth Life Assurance Limited		
• Insurance financial strength	A2 (neg)	A-
Nedbank		
• Long-term foreign currency rating	Baa2 (neg)	BBB-

SOURCES AND USES OF PLC CASH

£m		2014	2015
Operational remittances (Rand)	OM Emerging Markets	169	184
	Nedbank	141	146
		310	330
Ordinary cash dividends	SA register	(227)	(254)
	UK register	(184)	(172)
		(411)	(426)
Operational remittances (hard currency)	OM Wealth	84	109
	Institutional AM	70	54
		154	163
Structural hard currency outflows	Interest ¹	(64)	(62)
	Corporate costs	(55)	(57)
	Other operational flows	20	(40)
		(99)	(159)
Hard currency deficit		(46)	(92)
Add back: Old Mutual Wealth business transformation costs		60	97
Hard currency surplus (excl. OMW business transformation costs)		14	5

APPENDIX 3 FREE SURPLUS GENERATION

INVESTMENT | SAVINGS | INSURANCE | BANKING



EMERGING MARKETS: VIF CONVERSION TO FREE SURPLUS

	2014				2015			
	Opening VIF		VIF Conversion		Opening VIF		VIF Conversion	
	£m	£m	%	Years	£m	£m	%	Years
In-force:								
Emerging Markets	1,332	184	14%	7	1,361	186	14%	7

SOURCES OF FREE SURPLUS

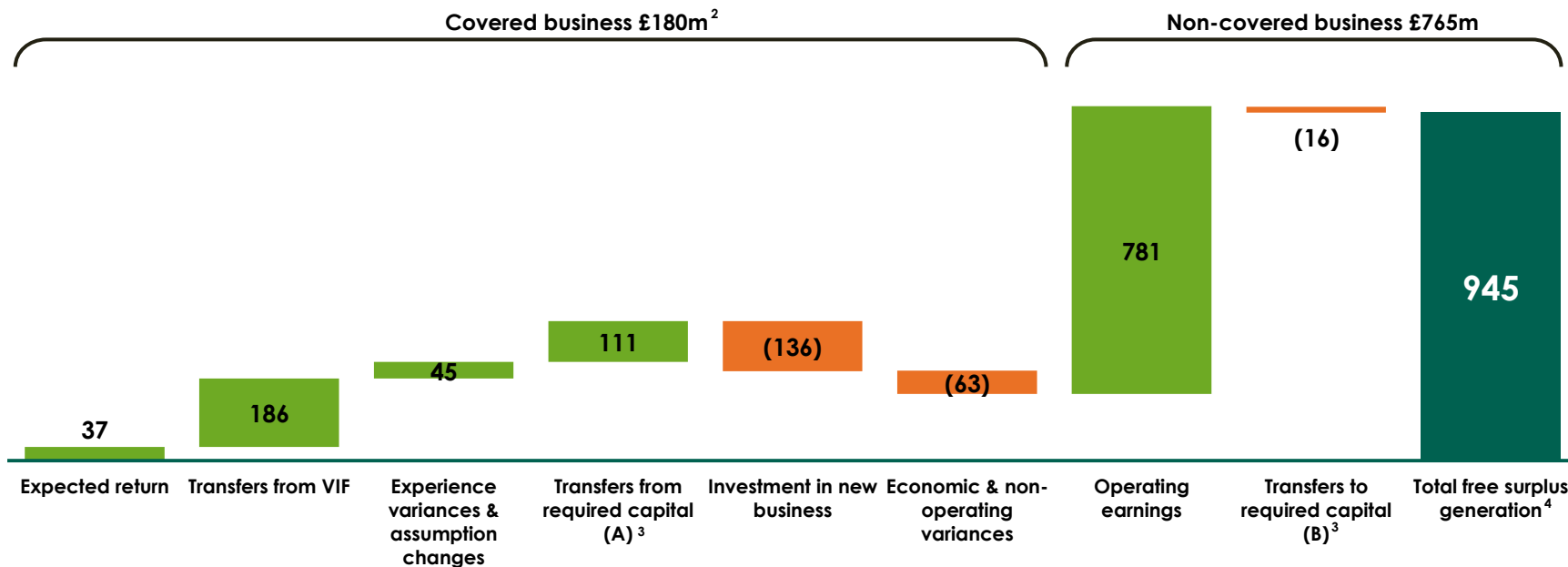
£m	2014	2015
Generated by operations:		
- OM Emerging Markets life and savings ^{1,3}	211	281
- Property and Casualty	21	25
- Banking ^{2,4}	340	348
- Asset Management ^{3,4}	333	395
	905	1,049
Invested by operations - New business (life) ³	(118)	(136)
Transfers from required capital ³	121	95
Other movements:		
- Economic variances ³	(18)	(62)
- Other non-operating variances ³	7	(1)
	(11)	(63)
Core continuing operations	897	945

1. Includes Emerging Markets VIF transfer of £186m (2014: £184m) as well as expected existing business return of £37m (2014: £29m) and experience & other items of £58m (2014: £(2)m).
2. Banking comprises Nedbank and the banking and lending businesses in Emerging Markets (OMF, CABS, Faulu and OMSFIN).
3. Old Mutual Wealth no longer report full MCEV disclosures and free surplus is now prepared from local statutory calculations. All Wealth values are now reflected as asset management. Comparatives have been restated.
4. Nedbank and OM Asset Management are now included as Group's share of post-tax AOP. 2014 was included as Group's share of cash dividend. Comparatives have been restated.



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GROUP¹ FREE SURPLUS GENERATION 2015 (£m)

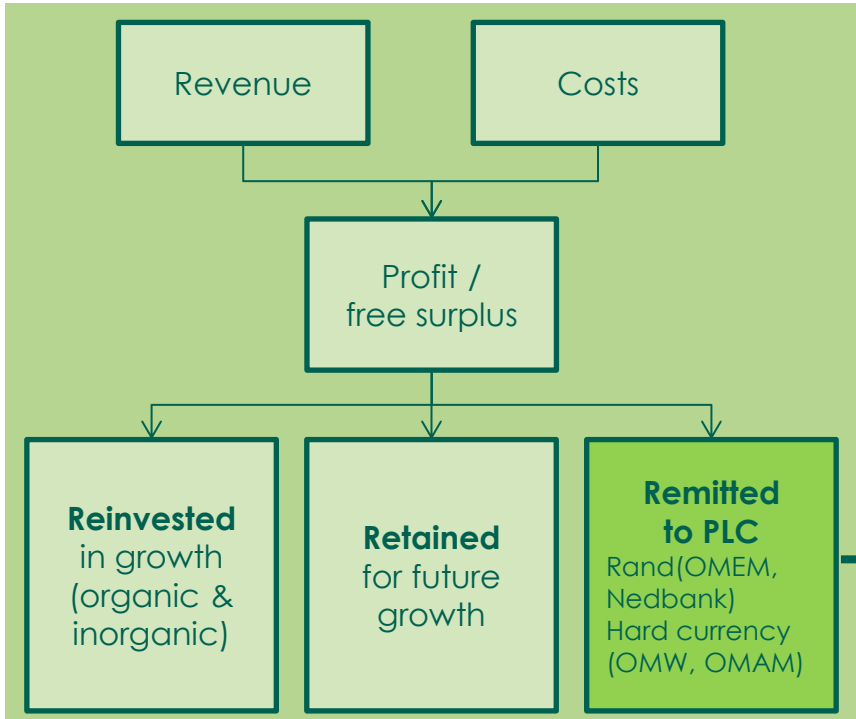


1. Core continuing operations only.
2. OMEM covered business only; Old Mutual Wealth reported in non-covered business.
3. A+B=£95m per previous slide A25.
4. Free surplus generation before business unit cash deployed.

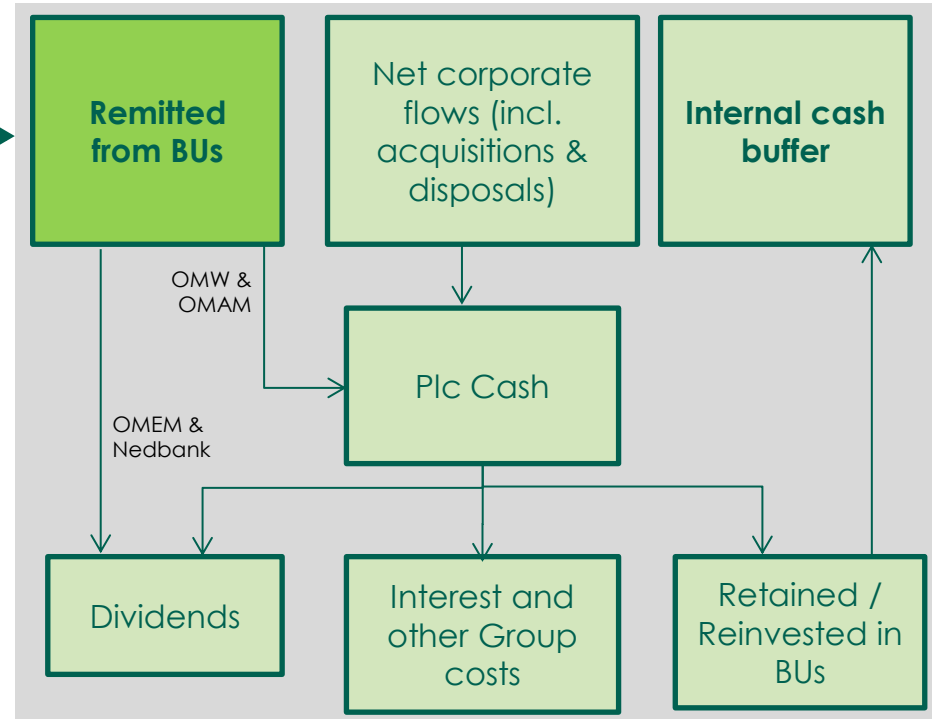


SOURCES AND USES OF CASH

Business Units



PLC



APPENDIX 4 SOLVENCY II

INVESTMENT | SAVINGS | INSURANCE | BANKING



GROUP CAPITAL

	Regulatory			Internal	
	FGD	FGD	Solvency II	EC	EC
	31 Dec 2014	31 Dec 2015	1 Jan 2016	31 Dec 2014	31 Dec 2015
(£bn)					
Total capital resources available	5.4	4.6	6.0	9.2	8.2
Total capital resource requirements	3.3	2.9	4.4	4.0	3.6
Group surplus	2.1	1.7	1.6	5.2	4.6
Coverage ratio	164%	160%	135%	226%	229%

We are **appropriately yet not excessively capitalised** under both the current and evolving capital rules. Going forward, we will manage the business to target a Group ratio above our early warning threshold of 120%.

PRUDENT SOLVENCY II PREPARATION BASIS

Old Mutual specifics	Implications
<ul style="list-style-type: none"> • Standard formula Group 	<ul style="list-style-type: none"> • Transparent calculation basis
<ul style="list-style-type: none"> • Surplus from businesses held through South Africa restricted due to application of Solvency II fungibility and transferability rules in respect of South African exchange controls and demutualisation agreement 	<ul style="list-style-type: none"> • South African businesses do not contribute to the Group surplus, Group Solvency II ratio does not represent the underlying strength of individual businesses
<ul style="list-style-type: none"> • Consolidation of OMW insurance entities and deduction and aggregation for other insurance business units 	<ul style="list-style-type: none"> • Prudent approach that does not recognise diversification between non-European insurance businesses
<ul style="list-style-type: none"> • No reliance on transitionals¹ and matching/volatility adjusters 	<ul style="list-style-type: none"> • Solvency position for the Group is not reliant on material ongoing regulatory approvals
<ul style="list-style-type: none"> • Credit default risk on SA government included per Solvency II rules for non-European government exposures 	<ul style="list-style-type: none"> • More onerous charge for South Africa government bonds compared to European governments bonds
<ul style="list-style-type: none"> • Immaterial guarantees in European businesses 	<ul style="list-style-type: none"> • Not impacted by the artificially high ultimate forward rate
<ul style="list-style-type: none"> • Goodwill in OMAM not recognised 	<ul style="list-style-type: none"> • Group ratio is prudent with no recognition of the market value of OMAM

1. Except in relation to the grandfathering of our Group debt instruments issued prior to 2015.

GROUP AGGREGATION

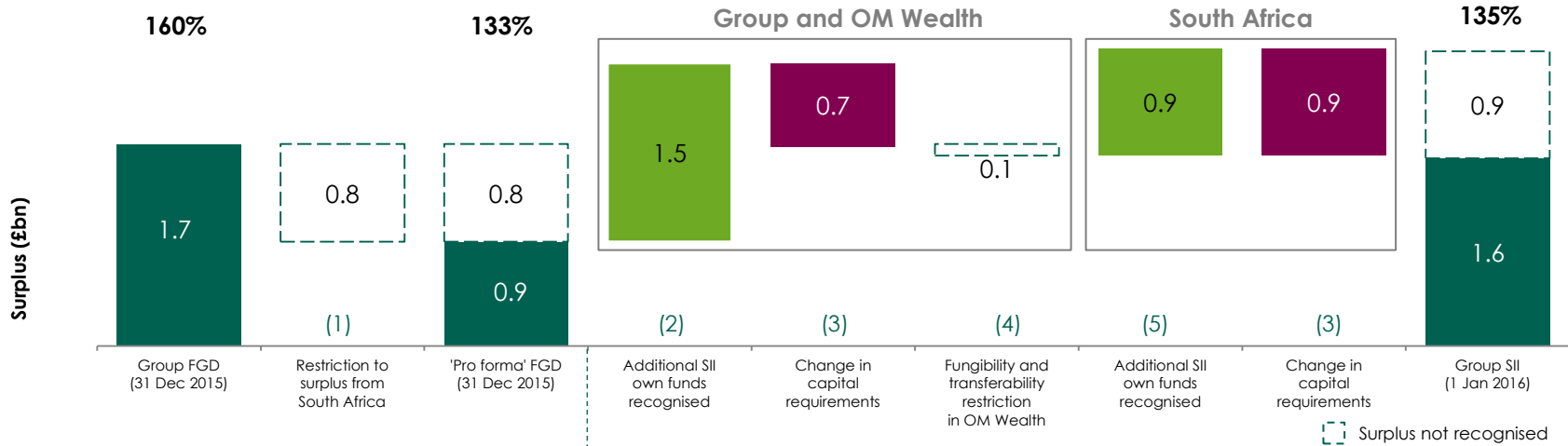
OM Group Solvency II:

a combination of the consolidation and deduction and aggregation methods

	Entities in rest of world	Entities held through South Africa
Insurance	GHO¹ <ul style="list-style-type: none">Group debt and other OMW¹ <ul style="list-style-type: none">SII for insurance entitiesIoM moving towards equivalent regime	OMB² <ul style="list-style-type: none">BMA deemed equivalent but SII used for Group OMEM² <ul style="list-style-type: none">SII for Group reporting until SAM equivalence achievedImpact of SAM equivalence on Group ratio expected to be minimal, but has a number of benefits at entity level
Non-insurance	OMW¹ <ul style="list-style-type: none">Sectoral rules OMAM¹ <ul style="list-style-type: none">Sectoral rules	OMEM¹ <ul style="list-style-type: none">Sectoral rules Nedbank¹ <ul style="list-style-type: none">Basel III rules as applied by SARB

1. These Business Units form part of the consolidated group for Solvency II reporting.
2. The insurance entities in these Business Units are included on a deduction and aggregation basis.

MOVING FROM GROUP FGD TO GROUP SII



- 1) Surplus from South Africa is not recognised due to fungibility and transferability restrictions under Solvency II

Applying a similar restriction to the FGD surplus results in a proforma FGD surplus of **£0.9bn** and ratio of **133%**

- 2) Solvency II adjustments to own funds to move to best estimate liabilities and explicit risk margin
- 3) Solvency II risk-based requirement, calibrated to a 1 in 200 stress scenario
- 4) Solvency II fungibility and transferability restriction to surplus in Old Mutual Wealth relating to other non-insurance business
- 5) Additional own funds recognised in the insurance entities held through South Africa, which are limited to the solvency capital requirement due to fungibility and transferability restrictions

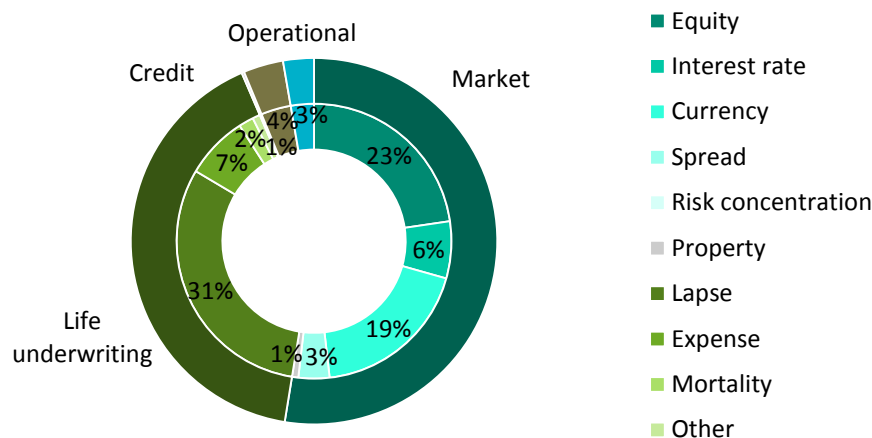
COMPOSITION OF QUALIFYING SOLVENCY II CAPITAL



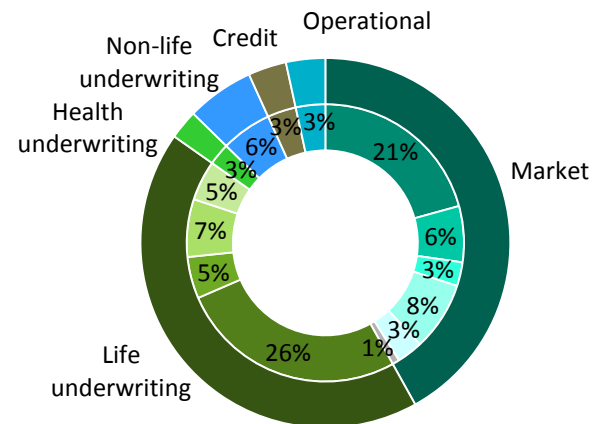
- Group Tier 2 debt contributes a total of £1.0bn to the Group Own Funds
- Group SCR is covered by Tier 1 capital (even after applying restrictions to the surplus from the South Africa) which represents 113% of the Group SCR
- Tier 1 represents 84% of Group capital after fungibility deductions

COMPOSITION OF SOLVENCY CAPITAL REQUIREMENTS – INSURANCE OPERATIONS OF MAJOR BU'S

Contribution to regulatory solvency capital requirements for our **insurance businesses**¹



Consolidated European insurance



Aggregated OMEM insurance

Lapse risk and equity risk are the most significant contributors to the regulatory capital requirements for our insurance businesses. These are based on Standard Formula prescribed stresses².

1. Represents the undiversified capital requirements.

2. The standard formula stress for listed EEA/OECD equities is -36.8%, for other equities is -46.8% and for strategic participations is -22%. The stress for lapses is the maximum of lapse up/down (+50%/-50%) and mass lapse (+40% for retail business, +70% for institutional business).

FUTURE REGULATORY DEVELOPMENTS

2016

- Solvency II live from 1 January 2016
- Full Solvency II quarterly reporting submissions to PRA
- SAM continues with parallel reporting in preparation for 2017
- Twin Peak regulation in South Africa is a pre cursor to SAM going live
- European Commission proposals for Bermuda equivalence expected to be ratified by the European Parliament in Q1 2016

2017

- First Solvency II annual public disclosure reports
- SAM expected to go live on 1 January 2017
 - Parallel reporting ends in South Africa
 - First date SAM can achieve equivalence, EIOPA will determine timelines for equivalence assessments
 - If so, requirement for South Africa to calculate capital on Solvency II basis for Group reporting ends
- New regime in Isle of Man expected to be implemented during 2017

2018 and beyond

- Review of the Solvency II Standard Formula calibration (by December 2018)
- Changes in accounting standards, interpretations and practice standards, including a new insurance contracts accounting standard (IFRS 4 phase 2) and a new standard on financial instruments (IFRS 9)
- Other changes in regulation driven by the European Union institutions, the Basel Committee on Banking Supervision, the IAIS and national regulators



STRESS AND SCENARIO TESTING

As part of our ongoing stress and scenario testing we have assessed the impact on Group capital of a downgrade in the investment status of South Africa, coupled with a deteriorating economic outlook for the rest of the world.

The Business Units have sufficient capital to withstand these very significant shocks, and in these scenarios the capital positions would recover as the management actions took effect.

The Group solvency ratio remains stable due to a combination of the resilience of Old Mutual Wealth, the ability of the restricted surplus in Old Mutual Emerging Markets and Nedbank to absorb the effects of the shock, and the depreciation of the rand.

Although the capital position is resilient, this scenario would materially affect earnings in the business units. The Group dividend flexes within the dividend policy to accommodate the materially lower earnings.

Key parameters used in the stress testing scenario over the business planning horizon:

	2016	2017	2018
Equity markets			
- SWIX (RSA)	(23%)	9%	1%
- FTSE 100 (UK)	(13%)	0%	5%
- RLV 1000 (USA)	(14%)	0%	5%
Interest rates			
- RSA Prime (Nedbank)	13.3%	12.1%	10.2%
- RSA 10 year government bond (OMEM)	10.9%	9.8%	8.7%
Rand/GBP average			
	29.2	31.3	33.4
Credit risk			
100bps spread widening (OMEM)			
Up to 1.6% additional average credit loss ratio in Nedbank, 2.7% in OMEM			
Business risk			
20% decrease in new business sales in OMEM			
20% increase in lapses in OMEM			

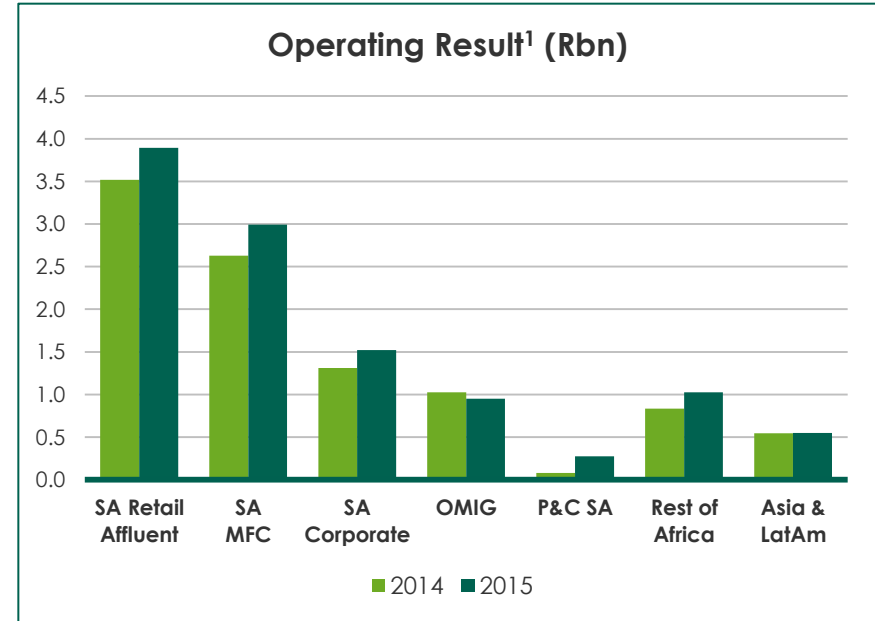
APPENDIX 5 BUSINESS UNITS

INVESTMENT | SAVINGS | INSURANCE | BANKING



OLD MUTUAL EMERGING MARKETS

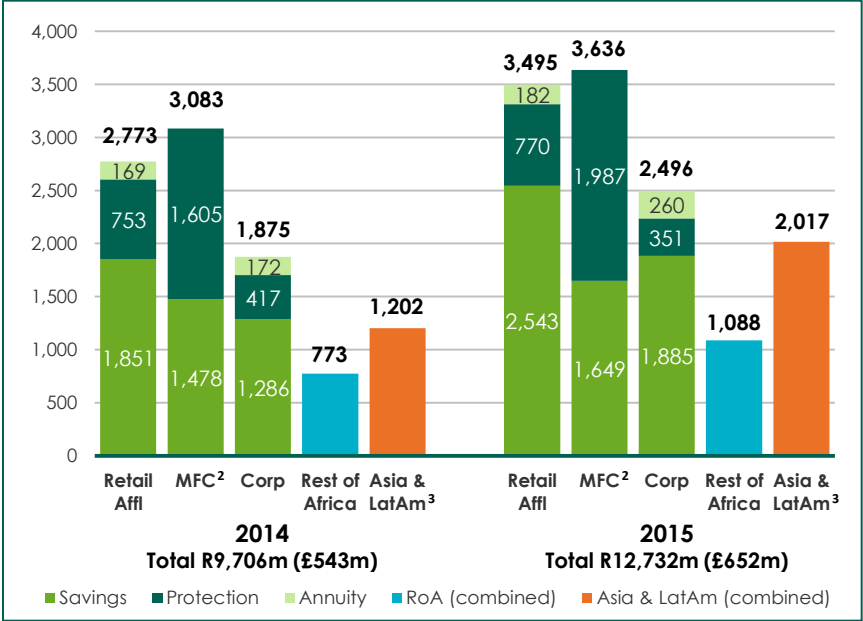
AOP (Rm)	2014	2015
South Africa		
Life & Savings	6,519	7,298
Asset Management ²	1,178	1,163
Banking and lending ³	788	899
Property & Casualty	79	272
LTIR	1,714	1,788
South Africa	10,278	11,420
Rest of Africa		
Operating profit	834	1,026
LTIR	484	632
Rest of Africa	1,318	1,658
Asia & Latin America	546	549
Central costs ⁴	(1,109)	(1,626)
Total AOP (pre-tax)	11,033	12,001



1. Pre-tax, excluding LTIR and central costs.
2. Includes the results of asset management businesses in OMIG and Retail Affluent.
3. Includes the results of OMSFIN and OMF.
4. Central costs include finance costs on new debt raised by OMLAC(SA) of R296m.



OLD MUTUAL EMERGING MARKETS: LIFE APE SALES BY SEGMENT AND PRODUCT (Rm)¹



South Africa sales:

- 14% growth in regular premium sales driven by MFC (2-IN-ONE) and Retail Affluent (Old Mutual Invest), partially offset by lower Corporate sales against a strong comparative.
- Single premium growth of 48% driven by strong XtraMAX and Wealth sales in Retail Affluent (up 24%), and large deals secured in Corporate (up 82%).

Rest of Africa, Asia and Latin America sales:

- Rest of Africa up 41%, driven by excellent growth in Zimbabwe supported by strong growth in Malawi and Namibia.
- Asia up 81%, driven by significant growth in India due to strong individual, group and credit term sales and higher sales in China via internet and broker channel sales.
- Significant growth of 32% in Latin America (Mexico) as a result of strong Retail Affluent sales through the AIVA channel (new Crea product).

1. Segments in **South Africa** are Retail Affluent, Mass Foundation, Corporate. **Latin America & Asia** includes Colombia, Uruguay, Mexico, India and China and **Rest of Africa** comprises Namibia, Zimbabwe, Botswana, Swaziland, Ghana, Malawi, Kenya, Nigeria, Uganda, DRC, South Sudan, Rwanda and Tanzania.

2. From January 2015, Mass Foundation conformed to the recognition basis for APE sales to that of Retail Affluent. The impact of this change on FY 2014 APE sales is +R245m.

3. Asia & Latin America represents Mexico, Colombia from Q4 2015 only (R51m APE), and a proportional share of India and China.

OLD MUTUAL EMERGING MARKETS: RETAIL AFFLUENT – AGGREGATE SALES GROWTH

Rm	2014	2015	% change
Covered life APE sales			
Recurring premium	1,403	1,801	28%
Single premium ²	1,370	1,694	24%
Total covered life APE sales	2,773	3,495	26%
Non-covered sales			
Unit trust/mutual fund	29,495	39,642	34%
SA life licence – unit trust ¹	2,989	600	(80%)
SA life licence – other ¹	1,535	1,415	(8%)
Old Mutual International (OMI) life licence ^{1,2}	4,971	5,480	10%
Other	13,672	18,610	36%
Total non-covered sales	52,662	65,747	25%
Reported by Old Mutual Emerging Markets	47,691	60,267	26%
Reported by Old Mutual Wealth (OMI life licence)	4,971	5,480	10%

1. Life licence business represents business sold by the SA life businesses that utilise a locally regulated life company licence and is classified as non-covered business from an MCEV perspective.

2. OMI life licence sales represent sales made in SA that are reported as part of Old Mutual Wealth's International business.



OLD MUTUAL EMERGING MARKETS: SPLIT OF SA LIFE RESERVES¹

2015 (Rm)	Retail ²	Corporate	Total
Smoothed	80,403	157,187	237,590
Non-profit	32,195	16,277	48,472
Market-related	176,179	55,843	232,022
Total	288,777	229,307	518,084

2014 (Rm)	Retail ²	Corporate	Total
Smoothed	80,660	144,766	225,426
Non-profit	34,616	13,823	48,439
Market-related	155,918	62,756	218,674
Total	271,194	221,345	492,539

1. Total reserves disclosed in OMLAC(SA)'s stand-alone financials.

2. Includes the Retail Affluent and Mass Foundation segments.



OLD MUTUAL EMERGING MARKETS: 2015: SOUTH AFRICA ASSET MANAGEMENT FUND MIX

Asset Class	NCCF (Rbn)			FuM ¹ : (Rbn)	Revenue drivers (Rm)					Pre-tax profit (Rm)			
	Gross inflows	Gross outflows	NCCF	Dec 2015	Base fees	Perf. fees & Transactional fees	Invest return and Mark to Market	Portfolio returns (Net interest margin)	Other	Dec 2015	Banking	Asset Management	Life
Listed Asset Management	37.2	(30.5)	6.7	435.5	939	90	-	-	74	221	-	221	-
Alternatives	1.4	(0.5)	0.9	46.1	220	128	27	-	114	196	-	196	-
OMSFIN	-	-	-	59.0	47	96	73	443	(25)	426	426	-	-
Properties	-	(0.3)	(0.3)	19.5	70	217	-	-	53	108	-	108	-
OMIG	38.6	(31.3)	7.3	560.1	1,276	531	100	443	216	951	426	525	-
Other Asset Management ²	20.1	(13.9)	6.2	44.8	1,695	24	41	-	-	598	15	619	(36)
Central expense allocation ³	-	-	-	-	-	-	-	-	-	19	-	(296)	315
Total	58.7	(45.2)	13.5	604.9	2,971	555	141	443	216	1,568	441	848	279
Margins (bps)⁴					51.3					27.1			

1. FUM shown on an end manager basis.

2. Other Asset Management includes primarily Private Client Securities (PCS) and Old Mutual Unit Trust (OMUT). For MCEV reporting, R154m of OMUT profits have been reallocated from Asset Management to Life & Savings profits with effect from December 2015. For the purposes of this analysis, OMUT profits have been included in Asset Management profits.

3. With effect from December 2015, R315m of central expenses have been reallocated from Life & Savings to Asset Management profits. Comparatives have not been restated. Full year 2014 equivalent was R238m.

4. Margin equals the annualised base fees/profit divided by average FUM.



OLD MUTUAL EMERGING MARKETS: 2014: SOUTH AFRICA ASSET MANAGEMENT FUND MIX

Asset Class	NCCF (Rbn)			FuM ¹ : (Rbn)	Revenue drivers (Rm)					Pre-tax profit (Rm)			
	Gross inflows	Gross outflows	NCCF	Dec 2014	Base fees	Perf. fees & Transactional fees	Invest return and Mark to Market	Portfolio returns (Net interest margin)	Other	Dec 2014	Banking	Asset Management	Life
Listed Asset Management	27.5	(34.9)	(7.4)	403.4	852	148	-	-	42	295	-	295	-
Alternatives	3.4	(0.7)	2.7	37.5	193	110	159	-	89	257	-	257	-
OMSFIN	-	-	-	56.9	46	130	41	358	11	422	422	-	-
Properties	0.2	(0.1)	0.1	20.8	81	185	-	-	(3)	53	-	53	-
OMIG	31.1	(35.7)	(4.6)	518.6	1,172	573	200	358	139	1,027	422	605	-
Other Asset Management ²	14.0	(12.7)	1.3	34.5	1,488	118	39	-	-	554	12	578	(36)
Central expense allocation	-	-	-	-	-	-	-	-	-	(5)	-	(5)	-
Total	45.1	(48.4)	(3.3)	553.1	2,660	691	239	358	139	1,576	434	1,178	(36)
Margins (bps)³					48.2					28.5			

1. FuM shown on an end manager basis.

2. Other Asset Management includes primarily Private Client Securities (PCS) and Old Mutual Unit Trust (OMUT).

3. Margin equals the annualised base fees/profit divided by average FuM.



OLD MUTUAL EMERGING MARKETS: ADJUSTED NAV

AOP & valuation multiples (Rm)	AOP (after tax and NCI) FY 2015	Adjusted NAV 31 December 2015	Implied Multiple
Life & Savings	5,942 ^{1,2}	56,311	9x
Asset Management	803 ²	6,219	8x
Property & Casualty	494	6,835	14x
Banking & Lending	914	4,978	5x
OM Emerging Markets	8,153	74,343	9x

Life & Savings restated on a MCEV basis (Rm)	31 December 2015
MCEV operating earnings ^{1,2}	7,529
AOP after tax and MI for non-covered business	257
Life & Savings earnings	7,786
Implied multiple	7x

- The main reconciling differences between Life & Savings AOP and MCEV operating earnings are the alignment of the statutory basis to the reported basis for investment contracts, increasing MCEV by R623m with no impact on AOP, and other VIF earnings (excluding the impact of the alignment) of R1,354m.
- Included in Life & Savings AOP (after tax and NCI), and capitalised in MCEV is R111m of profit relating to life-wrapped business invested in OMUT unit trusts. These profits have been accounted for as Asset Management in AOP reporting for FY 2015.



OLD MUTUAL EMERGING MARKETS: ADJUSTED NAV

Rm	FY 2015		
	Adjusted Group NAV	AOP after tax & NCI	Implied Multiple
South Africa (including M&F)	56,247	6,821	8x
Life & Savings	47,957	5,184 ²	9x
Asset Management	2,350	571 ²	4x
Property & Casualty	3,140	435	7x
Banking & Lending	2,800	631	4x
Rest of Africa	14,400	955	15x
Life & Savings	7,913	550	14x
Asset Management	614	63	10x
Property & Casualty ¹	3,695	59	63x
Banking & Lending	2,178	283	8x
Asia & Latin America	3,696	377	10x
Life & Savings	441	208	2x
Asset Management	3,255	169	19x
Emerging Markets	74,343	8,153	9x

	FY 2014		
	Adjusted Group NAV	AOP after tax & NCI	Implied Multiple
	56,717	6,313	9x
	48,462	4,623	10x
	3,306	875	4x
	2,704	315	9x
	2,245	500	4x
	9,495	642	15x
	7,104	414	17x
	306	(23)	n/a
	689	54	13x
	1,396	197	7x
	2,809	371	8x
	378	15	25x
	2,431	356	7x
	69,021	7,326	9x

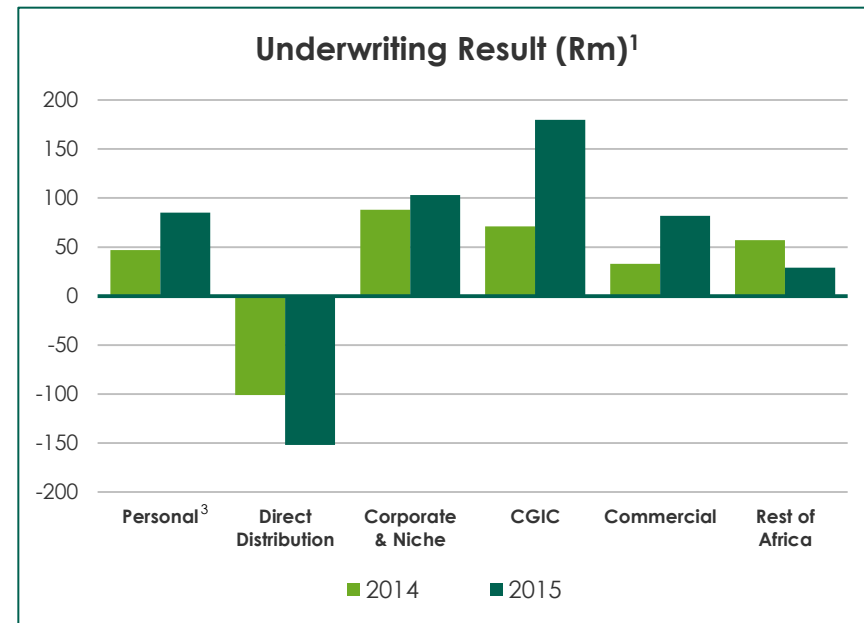
1. 2015 Adjusted Group NAV includes holding in UAP, although profits are only included from the dates that ownership was acquired.

2. Included in Life & Savings AOP (after tax and NCI) for 2015 is R111m of profit relating to life-wrapped business invested in OMUT unit trusts. These profits have been accounted for as Asset Management in AOP reporting for FY 2015.



OLD MUTUAL EMERGING MARKETS: PROPERTY & CASUALTY

Rm	2014	2015
Gross written premiums	12,189	14,297
Net earned premiums	9,457	10,579
Claims ²	(5,847)	(6,072)
Acquisition expenses	(1,526)	(1,783)
Operating expenses	(1,946)	(2,423)
Underwriting result	138	301
LTIR	488	542
Other	(2)	-
AOP pre-tax & NCI	624	843



1. Pre-tax, excluding LTIR and central costs.
2. Claims exclude the reallocation of operating expenses. Comparatives have been restated.
3. Excludes direct distribution.



OLD MUTUAL EMERGING MARKETS: PROPERTY & CASUALTY – CLAIMS ANALYSIS

Channel (Rm)	2014	2015
Personal (excluding Direct Distribution)	1,562	1,621
Direct Distribution	282	287
Commercial	2,304	2,381
Corporate & Niche	822	492
CGIC	457	366
Rest of Africa	420	925
Total P&C Claims	5,847	6,072



OLD MUTUAL EMERGING MARKETS: EAST AFRICA EXPANSION - UPDATE ON UAP

Progress to date

- Completed acquisition of 60.7% of UAP in June 2015 for R2.9 billion in KES
- 100 day integration plan successful
 - New board and management structure in place
 - Governed through OM group operating model
 - Launched a pilot of the direct business in December 2015
- 2015 contribution to OMEM
 - R1.0 bn of GWP
 - R103m of AOP

Strategic focus

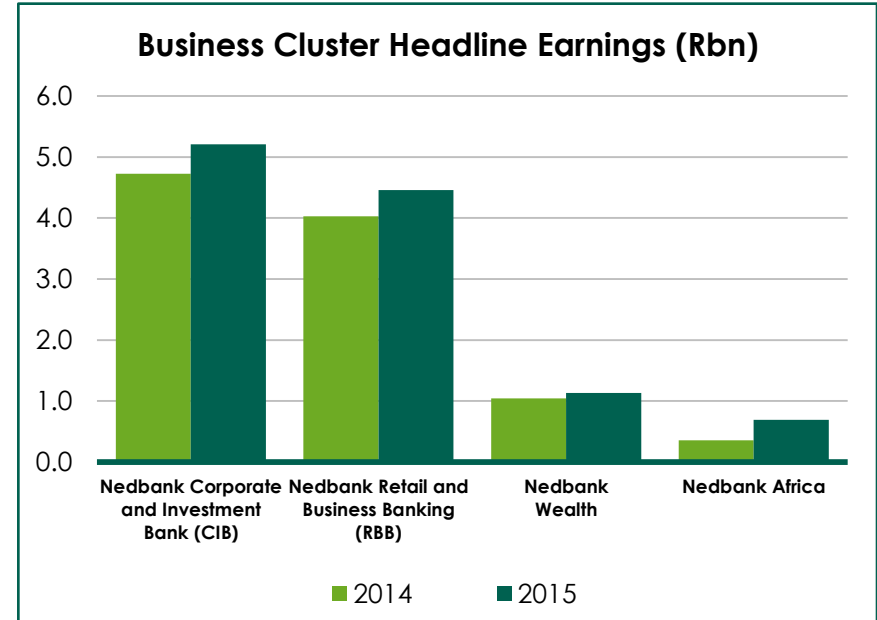
- Merger of Life and Asset Management businesses during 2016
- Leverage SA P&C skills in underwriting and claims management
- Main board listing of combined Group on the Nairobi Stock Exchange by end 2017



1. AOP is pre-tax & NCI reflecting share of associate profits in H1 2015 (23.3% acquired in January 2015), and consolidated profits in H2 2015 (additional 37.3% acquired in June 2015).

NEDBANK

Rm	2014	2015
Net interest income	22,961	23,885
Non-interest revenue	20,312	21,748
Impairments	(4,506)	(4,789)
Operating income	38,767	40,844
Operating expenses	(24,534)	(26,110)
Indirect taxation	(635)	(783)
Associate income	161	871
Headline profit before direct taxation¹	13,759	14,822



1. Headline earnings before direct taxation basis. On an AOP basis profit is R93m lower (2014: R2m lower).

NEDBANK TARGETS

Metric	2014 Performance	2015 Performance	Medium to long-term target	2016 full-year outlook ¹
ROE (excl goodwill)	17.2%	17.0%	5% above cost of ordinary shareholders' equity (to be reviewed during 2016)	Below target
Growth in diluted headline earnings per share (DHEPS)	13.0%	8.5%	≥ consumer price Index + GDP growth + 5%	Below 2015 growth and below target
Credit loss ratio	0.79%	0.77%	Revised to between 0.60% - 1.00% of average banking advances	Within target range
NIR : Expenses ratio	82.8%	83.3%	> 85%	Below target
Efficiency ratio ²	56.5%	56.1%	50.0% - 53.0%	Above target
Common-equity tier 1 capital adequacy ratio (Basel III)	11.6%	11.3%	10.5% - 12.5%	Within target range
Economic capital	Internal Capital Adequacy Assessment Process (ICAAP) : A debt rating (including 10% capital buffer)			
Dividend cover policy	2.07 times	2.06 times	1.75 to 2.25 times	Within target range

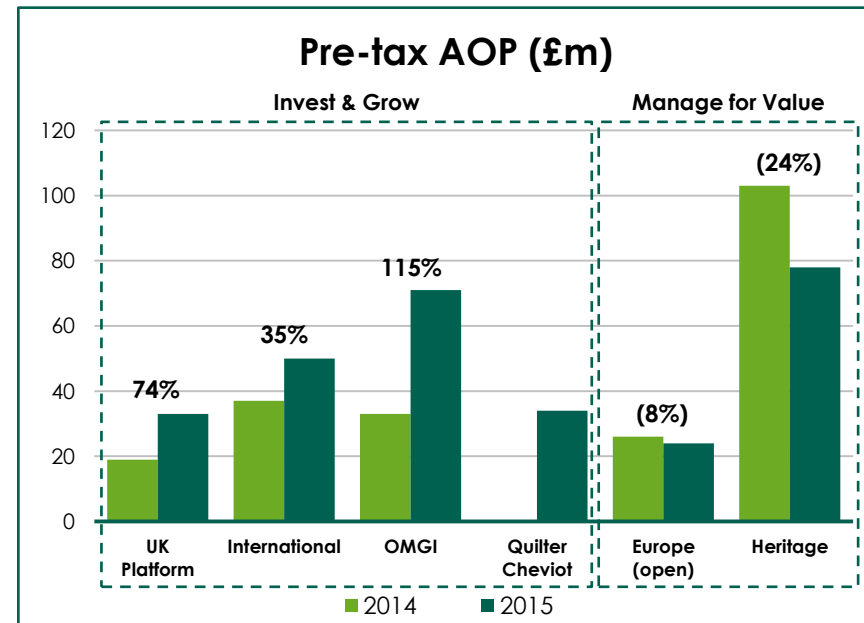
1. 2016 outlook based on latest macro economic outlook and have not been reviewed by the Nedbank auditors.

2. Includes associate income in line with industry accounting practices.



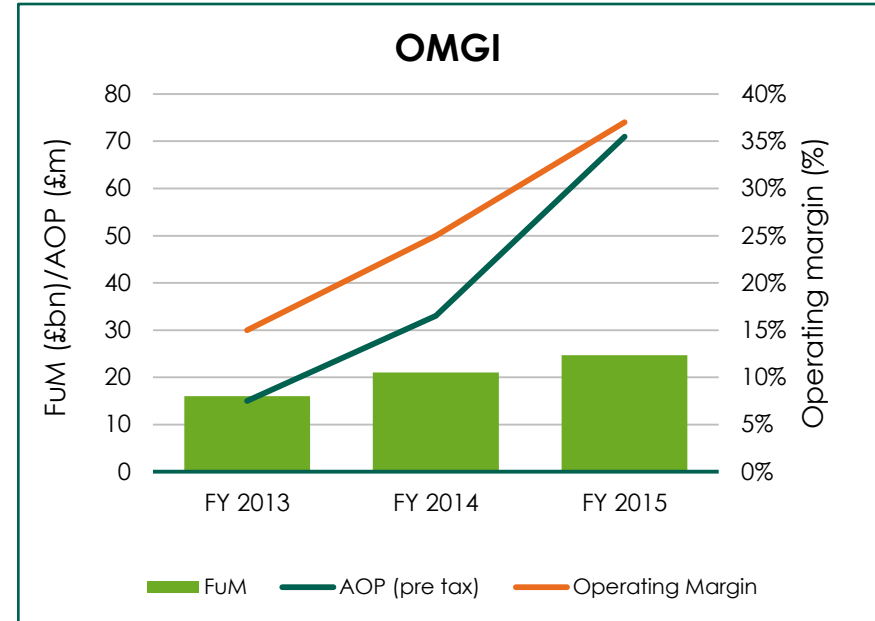
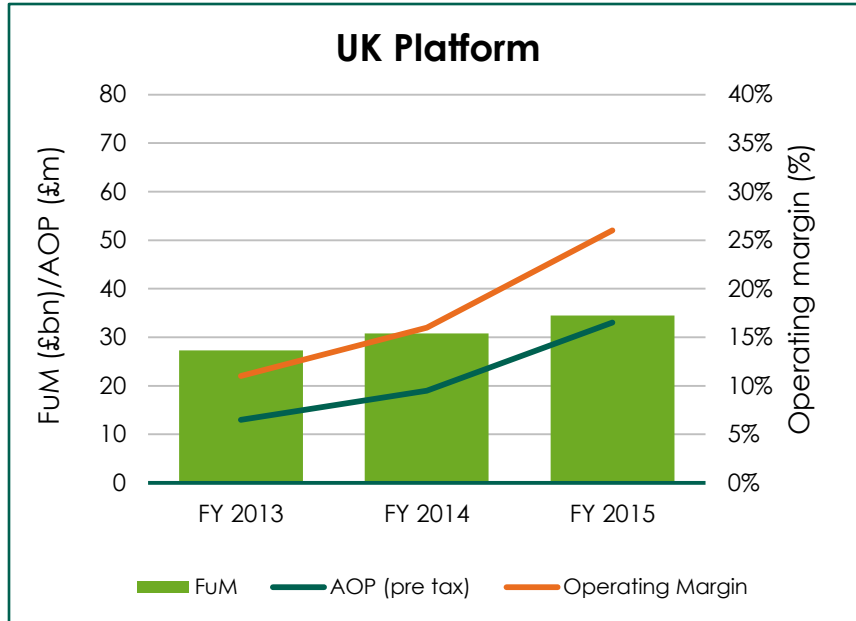
OLD MUTUAL WEALTH

£m	2014	2015
FuM based revenue ¹	863	933
Trail commission	(345)	(294)
Other fees	68	79
Risk return	21	33
Investment return	17	13
Net revenue	624	764
Admin. expenses	(413)	(480)
Policyholder tax contribution	27	34
Adviser fees	(11)	(11)
AOP pre-tax	227	307



1. Includes fixed fees from UK Platform and International, and excludes OMGI gross performance fees.

OLD MUTUAL WEALTH: INVEST & GROW – ECONOMIES OF SCALE



OLD MUTUAL WEALTH – SOURCE OF EARNINGS 2015¹

£m	UK Platform	UK Other	Intl.	OMGI	Quilter Cheviot	Invest & Grow	MFV Open book	Heritage business	Managed for value	Total Wealth
FuM based revenue ²	165	20	156	268	117	726	111	96	207	933
Trail commission	(40)	(4)	(29)	(126)	-	(199)	(60)	(35)	(95)	(294)
Other revenues	2	58	(4)	51	-	107	(14)	32	18	125
Total net revenue	127	74	123	193	117	634	37	93	130	764
Admin expenses	(104)	(57)	(73)	(111)	(83)	(428)	(13)	(39)	(52)	(480)
Policyholder tax contribution	10	-	-	-	-	10	-	24	24	34
Advisor fees	-	-	-	(11)	-	(11)	-	-	-	(11)
AOP (pre-tax)	33	17	50	71	34	205	24	78	102	307
Operating margin	26%	23%	41%	37%	29%	32%	65%	84%	78%	40%
Revenue bps generated ³	38	28	80	64	80	63	105	65	79	62
Tangible net asset value ⁴ (£m)	119	(29)	119	97	45	351	75	213	288	639

1. 2014 comparatives are disclosed in the financial disclosure supplement.

2. Includes fixed fees from UK Platform and International, and excludes OMGI gross performance fees.

3. Revenue margin calculated using FUM based revenue and trail commission.

4. UK Other tangible net asset value excludes inter-company subordinated debt in relation to the acquisition of Quilter Cheviot.



OLD MUTUAL WEALTH – UK HERITAGE VALUATION

UK Heritage MCEV calculation (£m)	2014	2015
IFRS NAV	369	355
Goodwill & intangibles	(178)	(142)
Tangible NAV	191	213
Statutory valuation basis	(78)	(86)
Value of in-force	473	411
MCEV	586	538

UK Heritage Key Value Indicators	2014	2015
FuM (£bn)	9.5	8.7
Surrender rate ¹	9.3%	9.1%
Cash remitted (£m)	95	30
Maintenance cost per policy (£)	103	112
Operating Margin	79%	89%

- MCEV information is still appropriate for UK Heritage business as the run-off value is maintained.

1. The calculation of surrender rates is now based on average FuM in the year (previously opening FuM) and now excludes internal transfers. Comparatives have been restated.

OLD MUTUAL WEALTH ADJUSTED NAV

AOP & valuation multiples (£m)	AOP (after tax and NCI) 2015	Adjusted NAV ¹ 2015	Implied Multiple	Peer Multiples (2015) ²
Open books ³	197	2,161	11x	St James Place / Hargreaves Lansdown/Standard Life: - Earnings multiple - 22x/36x/28x
UK Heritage	61	538	9x	Phoenix: - Earnings multiple - 18x - Price/Book – 1.8x
Old Mutual Wealth⁴	258	2,699	10x	

1. The Open books and Europe – closed book are included at net asset value. UK Heritage is included at MCEV.
2. Per Bloomberg as at 2 March 2016.
3. Includes IFRS NAV of Quilter Cheviot (represented by assets acquired and goodwill) as well as capital funding from GHO to fund the acquisition.
4. AOP (after tax and NCI) excludes profits of £6m from Switzerland, which was sold during 2015.

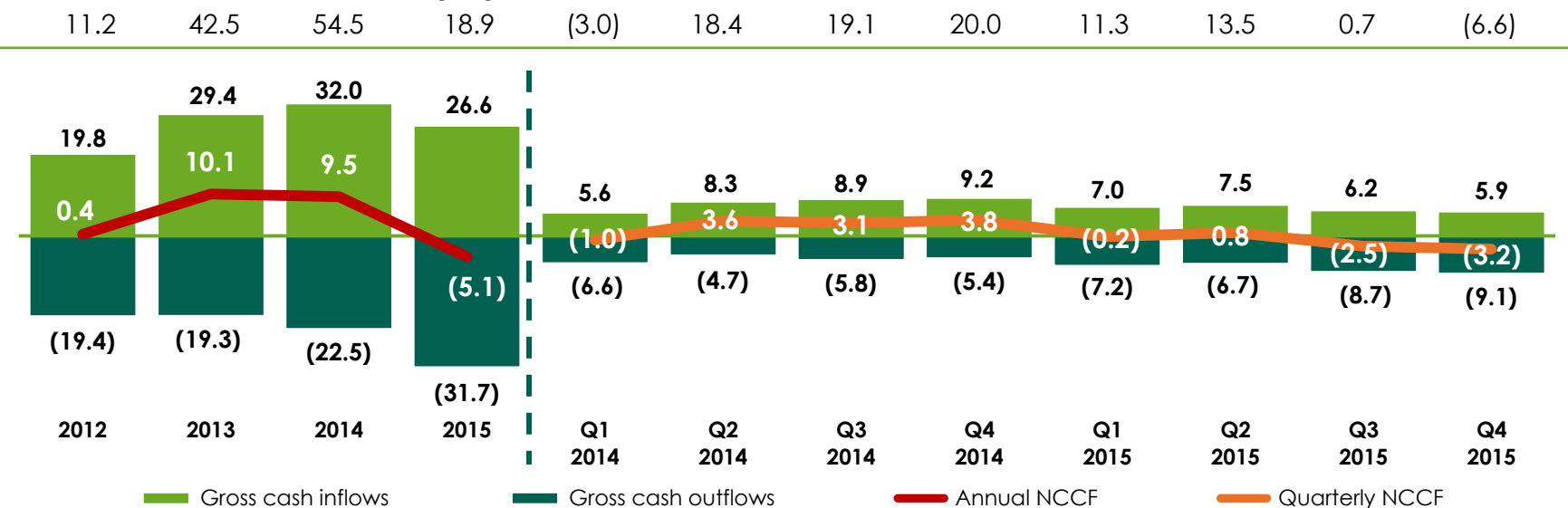


INSTITUTIONAL ASSET MANAGEMENT: OMAM – ADJUSTED OPERATING PROFIT

\$m	2014	2015	% Change
Management fees	590	637	8%
Performance fees	34	62	82%
Other revenue	11	13	18%
Total revenue	635	712	12%
Operating expenses	(214)	(239)	(12%)
Variable compensation	(170)	(202)	(19%)
Total expenses	(384)	(441)	(15%)
AOP pre-affiliate key employee distributions	251	271	8%
Affiliate key employee distributions	(40)	(39)	3%
Net interest expense	-	(3)	(100%)
AOP post-affiliate key employee distributions	211	229	9%
Operating margin pre-affiliate key employee distributions¹	40%	38%	

INSTITUTIONAL ASSET MANAGEMENT: OMAM – NCCF (\$bn)¹

Annualised revenues from NCCF (\$m)²



1. Excludes affiliates disposed of during 2012 and OMAM (UK) which was transferred to Old Mutual Wealth from Q2 2012 onwards. Includes the results of Echo Point which was discontinued in Q4 2013.

2. Annualised revenue is calculated by multiplying the annual gross fee rate for the relevant account by the net assets gained/lost in the account. Excludes Echo Point in 2012 and 2013.