INTERIM RESULTS 2017

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL

DISCLAIMER

This presentation may contain certain forward-looking statements with respect to certain of Old Mutual plc's plans and its current goals and expectations relating to its future financial condition, performance and results and, in particular, estimates of future cash flows and costs.

By their nature, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances which are beyond Old Mutual plc's control including amongst other things, UK and South Africa domestic and global economic and business conditions, market related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing and impact of other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of tax and other legislation and other regulations in the jurisdictions in which Old Mutual plc and its affiliates operate. As a result, Old Mutual plc's actual future financial condition, performance and results may differ materially from the plans, goals and expectations set forth in Old Mutual plc's forward looking statements.

Old Mutual plc undertakes no obligation to update the forward-looking statements contained in this presentation or any other forward-looking statements it may make.

Nothing in this presentation shall constitute an offer to sell or the solicitation of an offer to buy securities.

OLDMUTUAL

PRESENTATION AGENDA

H1 2017 overview	Bruce Hemphill, Group CEO
Financial review	Ingrid Johnson, Group Finance Director
Business reviews	Peter Moyo, CEO OMEM Paul Feeney, CEO Old Mutual Wealth
Concluding remarks	Bruce Hemphill, Group CEO
Q&A	

OLDMUTUAL

Resilient financial performance in line with expectations

On track with delivery of the managed separation

FINANCIAL PERFORMANCE IN LINE WITH EXPECTATIONS

Resilient operational performance by individual businesses

- OMW & OMAM: good performance
- OMEM & Nedbank: holding up well in a challenging environment

Good financial result helped by favourable currency movements

- AOP[1] £969m (H1 2016: £708m)
- AOP EPS 10.6 pence (H1 2016: 8.0 pence)
- Adjusted NAV £10.9bn, 220.1 pence/share (31 Dec 2016: £11.3bn, 228.6 pence/share)
- 2017 first interim dividend 3.53 pence/share (2016: 2.67 pence/share)

1. Core business AOP, pre-tax and NCI.

ON TRACK WITH DELIVERY OF THE MANAGED SEPARATION

Considerable progress already made

Business readiness preparations well advanced

Resolving and de-risking head office NAV, converting assets into cash

Regulatory & stakeholder approval processes ongoing

OMW and OML listings and head-office closure expected in 2018

Executing at pace and on track for material completion by end-2018

OLDMUTUAL

FINANCIAL REVIEW

Ingrid Johnson

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL

AGENDA

Growth in operating profit and cash

Realisation and de-risking residual plc NAV

The interaction of capital, debt and cash

Conservative capital management

Financial summary

OLDMUTUAL

GROWTH IN OPERATING PROFIT

£m	H1 2016	H1 2017	∆ (reported)	∆ (const. curr)
Old Mutual Emerging Markets[1]	270	**362**	34%	1%
Nedbank	345	**472**	37%	3%
Old Mutual Wealth	104	**134**	29%	29%
OMAM & Rogge[2]	58	**64**	10%	(4%)
plc Head Office				
Finance costs	(45)	**(35)**		
plc corporate costs (gross)[3]	(42)	**(30)**		
Other shareholder income/(expenses)	18	**2**		
AOP pre-tax and NCI	708	**969**	37%	6%
Taxation	(181)	**(266)**		
Non-controlling interests	(145)	**(197)**		
AOP post-tax and NCI	382	**506**	32%	3%
AOP earnings per share	8.0p	**10.6p**	2.6p	0.3p
IFRS profit after tax[4]	284	**531**	87%	n/a

1. OMEM AOP includes LTIR on excess assets (previously shown as a separate item within the plc head office). Comparatives have been restated.
2. Rogge was sold with effect from June 2016 (H1 2016 (£5m)). Phased sell-down of OMAM: shareholding 66% at 30 Jun 2016, 51% at 31 December 2016, 20% at 30 Jun 2017.
3. Before recharges (H1 2017 £4m, H1 2016 £12m).
4. Profit after tax attributable to equity holders of the parent.

OLDMUTUAL

EFFICIENT CONVERSION OF PROFITS TO CASH

H1 2017 (£m)	AOP (post-tax & NCI)	Free surplus generated	Free surplus deployed / retained[1]	Remitted to plc[2]	H1 2017 % of AOP remitted	H1 2016 % of AOP remitted[3]
OM Emerging Markets	248	213	153	60	**24%**	74%
Old Mutual Wealth[4]	112	86	70	16	**14%**	34%
Nedbank[5]	175	175	72	103	**59%**	52%
OMAM[5]	26	26	(14)	40	**154%**	88%
Total before interest & central activities	**561[6]**	**500**	**281**	**219**	**39%**	60%

89% conversion of AOP to free surplus (H1 2016: £375m, 88%)

H1 2016: £119m

44% of free surplus (H1 2016 : £256m, 68%)

Includes UK platform transformation costs of £48m after tax (H1 2016: £39m)

1. PLC share of free surplus generated which has been deployed or retained by the business.
2. Cash remitted to the PLC, excluding proceeds from disposals.
3. H1 2016 remittance as % of AOP is as reported. OMEM H1 2016 AOP not restated for LTIR on excess assets. OMAM based on Institutional Asset Management AOP which included £5m loss from Rogge (sold with effect from June 2016).
4. Free surplus generation is on a local statutory basis.
5. Free surplus generation calculated at 100% of PLC share of their post-tax AOP. Remittances represent the amount paid to PLC in respect of their declared dividend. For OMAM, remittances also include £35m in respect of the accelerated settlement of the deferred tax agreement.
6. £561m is AOP of the businesses (post-tax and NCI) and is before interest and central activities of £(55)m.

OLDMUTUAL

INCREASED PLC CASH BALANCE

£m	H1 2016	H1 2017
plc opening balance	**750**	**743**
Operational flows		
- SA remittances (OMEM & Nedbank)		
Rand	204	163
Hedging	-	(13)
- Plc Ordinary Dividend	(315)	(166)
	(111)	**(16)**
- Hard currency remittances (OMW & OMAM)		
Sterling & USD	52	56
Hedging	-	(1)
- plc Head Office cash movements[1]	(142)	(66)
	(90)	**(11)**
Capital flows	**26**	**144**
plc closing balance	**575**	**860**

Capital management policy aligns plc dividend to shareholders with remittances from SA businesses.

Reduced HO cash movements in hard currency, broadly in line with hard currency remittances in H1 2017.

Capital flows, H1 2017	**£m**
Net sale proceeds: OMAM	417
Net sale proceeds: OMW Italy	210
Net debt repaid	(288)
Capital into OMW[2]	(200)
Net other movements	5

Supporting dual demands of existing group obligations and funding managed separation objectives[3].

1. Includes corporate costs (finance and other central activities), payments related to the funding of employee share plans and other plc operational inflows and outflows.
2. Previously held centrally as part of the early warning threshold (EWT) and transitioned to OMW as an initial step in preparing capital structures and transitioning centrally held liquidity buffers.
3. Caters for an early warning threshold (EWT) of c.£400m of liquidity buffers held centrally, contingencies and for downside scenarios.

OLDMUTUAL

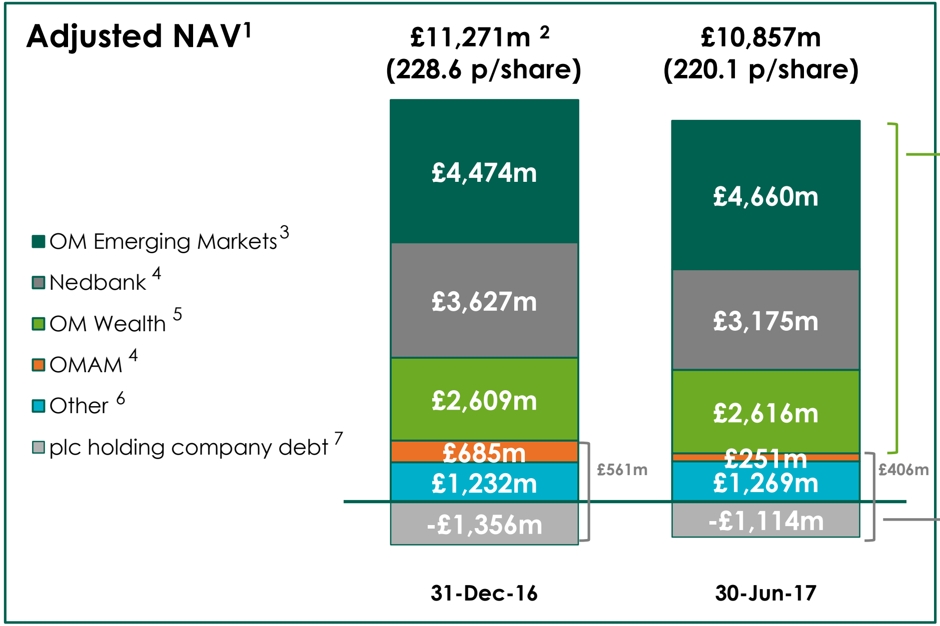
DEMANDS ON CASH TO SUPPORT EXECUTION OF THE MANAGED SEPARATION

	One-off plc wind-down and business standalone costs	Transaction advisory costs	Resolution of plc HO pre-existing items	Building OMW and OMEM balance sheets for independence
H1 2017	£19m	£9m	£27m	£200m
Spend to date	**£32m**	**£27m**	**£27m**	**£200m**

Estimated outlay over managed separation period[1]	c.£130m of which £50-65m at the plc HO	At least c£100m[2]	c. £130m	TBD

1. Estimates and sensitive to timing.
2. Excludes transaction costs for capital items.

UNLOCKING VALUE FOR SHAREHOLDERS



Managed separation base case: For distribution to shareholders

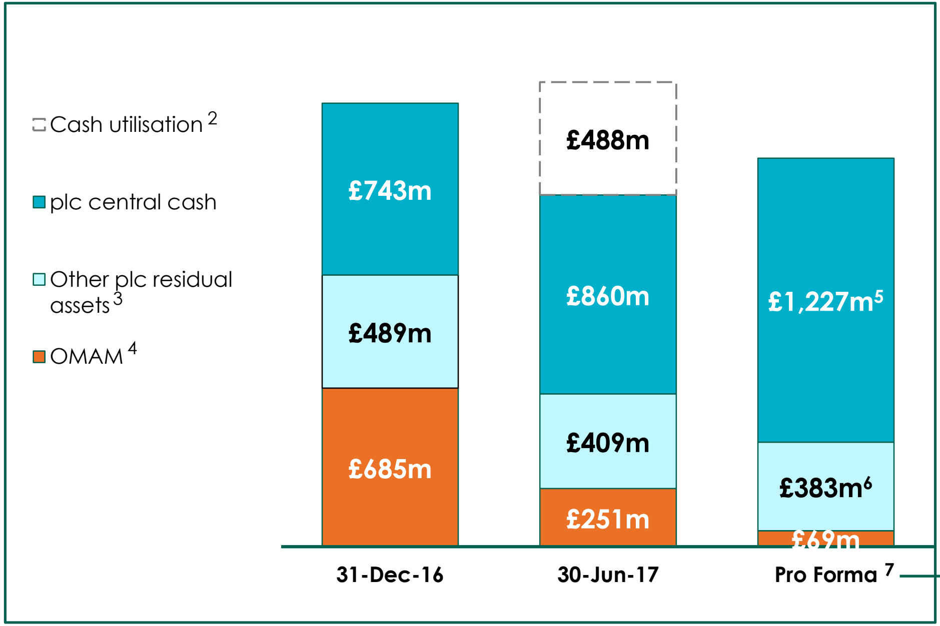
(£m)	31-Dec-16	30-Jun-17
plc holding company debt[7]	(1,356)	(1,114)
Other[6]	1,232	1,269
	(124)	155
OMAM[4]	685	251
Residual plc adjusted NAV	561	406

Realisation to support the managed separation and existing obligations.

1. IFRS basis other than where stated. Not adjusted for expected impact of Tranche 2 of OMAM sale to HNA and sale of JV with Kotak.
2. Adjusted NAV at 31 December 2016 would have been £11,216m (227.5 pence per share) if the value is restated using 30 June 2017 exchange rates.
3. Life business is included on an MCEV basis, 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 OMEM. Other business is included on an IFRS basis.
4. OM plc share of OMAM and Nedbank at market value and exchange rates (31 December 2016 and 30 June 2017).
5. UK Heritage is included on an MCEV basis. Other business is included on an IFRS basis.
6. OM Bermuda, Seed, BEE & ESOP scheme adjustment, and plc Head Office IFRS NAV (including cash) net of group adjustments and excluding external debt.
7. External debt held at plc Head Office and valued at market value.

OLDMUTUAL

INCREASED CASH CERTAINTY OF RESIDUAL PLC ASSETS[1]



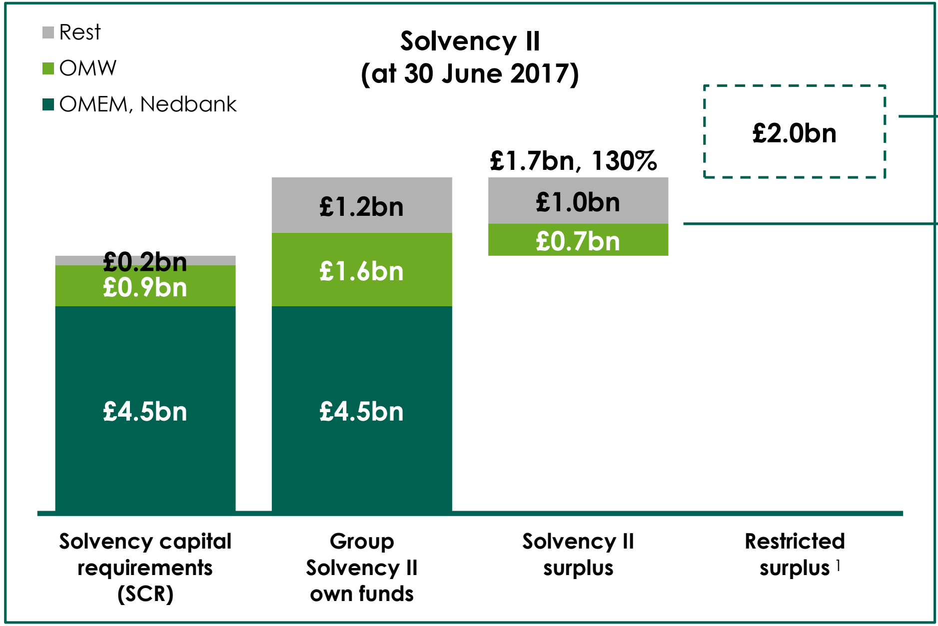
- Converted assets into cash
  - OMAM & OMW Italy
  - Kotak and seed expected in H2
- Reduced FX and market risk
- Materially reduced debt
- Reduced downside risks

30 June 2017 updated for proceeds from transactions contractually agreed (Tranche 2 of OMAM sale to HNA, sale of JV with Kotak, seed from OMAM)

1. Adjusted NAV basis, before debt obligations and demands related to managed separation and plc HO pre-existing items.
2. £488m capital flows in H1 2017, comprising £288m used to repay debt and £200m capital transitioned to OMW as an initial step in preparing capital structures and transitioning centrally held liquidity buffers.
3. OM Bermuda, Seed, BEE & ESOP scheme adjustment, intercompany balances (excluding £566m of capital funding to OMW) and other plc HO residual assets.
4. OM plc share of OMAM at market value and exchange rates (31 December 2016 and 30 June 2017).
5. Increased cash expected from Tranche 2 of OMAM sale to HNA (c£180 million), sale of JV with Kotak (c£138 million) and seed from OMAM (c£49 million).
6. Includes impact of currency hedges.
7. Includes estimates of the unwind of the net assets due to contractually agreed transactions.

OLDMUTUAL

T2 DEBT UNDERPINS PLC SOLVENCY II SURPLUS



Surplus which is excluded from the Group Solvency II surplus due to fungibility restrictions: Primarily loss-absorbing surplus from South Africa.

£1.7bn Group Solvency II surplus includes:

- Central cash and liquidity buffers.
- Resilient OMW solvency within the Group structure.

Surplus underpinned by plc T2 debt of £1.05bn[2]

Solvency II and standalone balance sheets are key considerations for further decisions on capital structure.

1. Restricted surplus is principally the loss-absorbing surplus from South Africa which we are not allowed to recognise due to strict Solvency II fungibility and transferability restrictions. The majority of the remaining restricted surplus relates to Old Mutual Wealth.
2. Calculated value for regulatory purposes. Nominal value is £950m. Market value is £1.1bn.

OLDMUTUAL

CONSERVATIVE CAPITAL MANAGEMENT

First interim dividend for 2017:

- 3.53 pence per share.
- Calculated arithmetically: based on cover ratio 3.0 times AOP earnings as specified in the capital management policy.
- Non-sterling dividends calculated using our average effective exchange rate for the period.

Outlook:

- Maintaining conservatism and flexibility.
- Will determine any second interim dividend for 2017 at the year-end as per normal business practice.
- 2017 full year dividend likely to be towards the upper end of the target cover range of 2.5 to 3.5 times AOP earnings.

OLDMUTUAL

FINANCIAL SUMMARY

Resilient financial performance

Increased certainty on cash and value crystallisation following management actions

Considerable actual and potential demands on central cash

Standalone balance sheets a key consideration

Maintaining conservatism and flexibility

OLD MUTUAL EMERGING MARKETS

Peter Moyo – Chief Executive Officer

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL

"SECOND" IMPRESSIONS OF OMEM

Benchmark brand of trust and integrity within South Africa

Broad range of product and customer touch points

- Full spectrum across financial services
- Opportunity across sub-Saharan Africa

Crucial part of South Africa society

- Champion of Financial Inclusion and Education
- Responsible investment

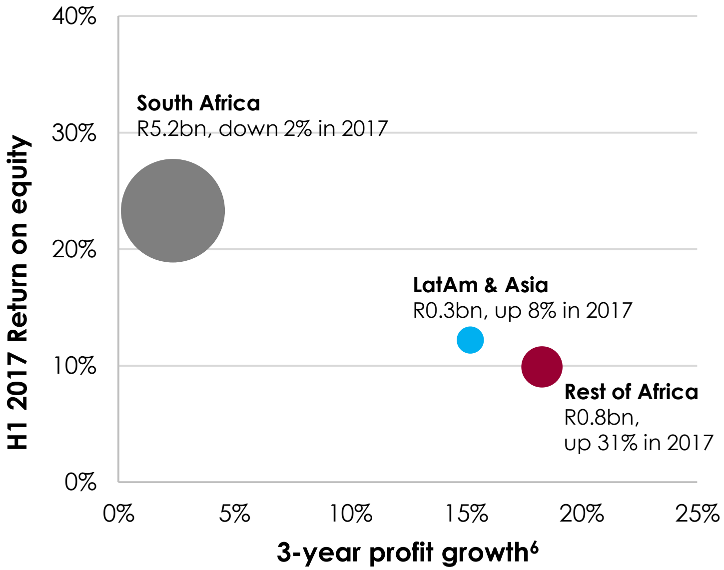
Strong capital position, resilient profit generator

OPERATIONAL PERFORMANCE

Rm	H1 2016	**H1 2017**	Δ
AOP (pre-tax)	5,952	**6,025**	1%
Return on equity[1]	20.0%	**19.2%**	(80 bps)
Gross sales (Rbn)	103.7	**103.6**	-
NCCF (Rbn)	8.0	**7.3**	(9%)
FuM[2] (Rbn)	1,008.7	**1,127.9**	12%
AOP conversion to free surplus[3]	72%	**86%**	n/a
Cash remitted to the plc (Rbn)[4]	2.7	**1.0**	(63%)

Diversified financial services provider, offering life insurance, property & casualty, asset management, and banking & lending solutions, predominantly in sub-Saharan Africa.

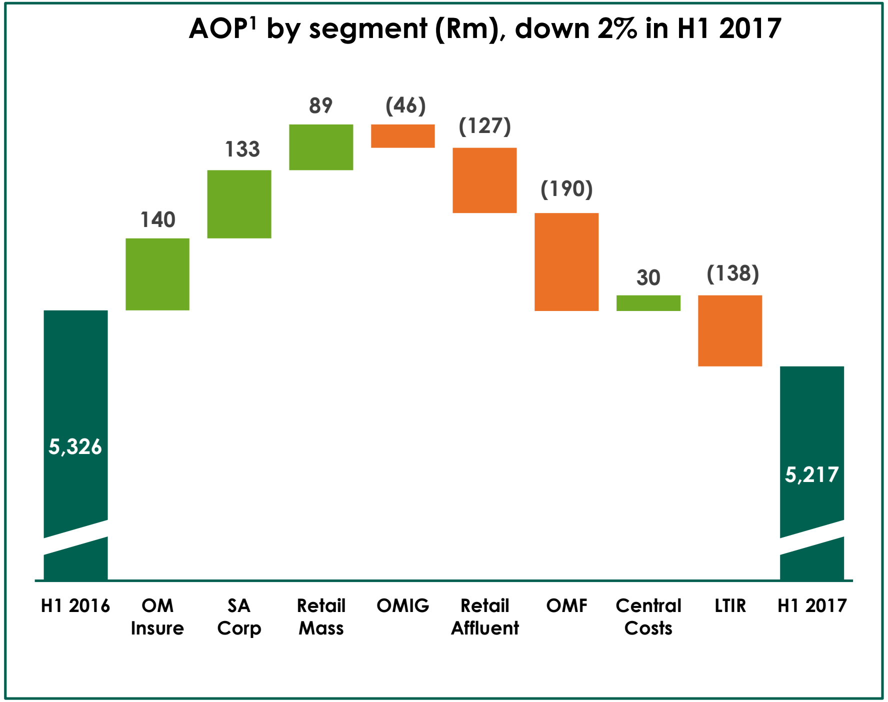
AOP by geography[5,7] (Rm)



1. AOP (post-tax and NCI) as a % of average IFRS equity attributable to equity holders of the parent.
2. FuM is shown on an end-manager basis and the prior year comparative represents the balance as at 31 December 2016.
3. Free surplus as percentage of AOP post-tax and NCI.
4. Excludes dividends of R1.6bn (H1 2016: R1.5bn) remitted to plc in respect of the Nedbank shareholding.
5. AOP by geography excludes debt costs of R286m (H1 2016: R259m).
6. Pre-tax AOP, 2014-2017.
7. Size of bubble indicates AOP as defined in footnote 6.

OLDMUTUAL

SOUTH AFRICA REVIEW



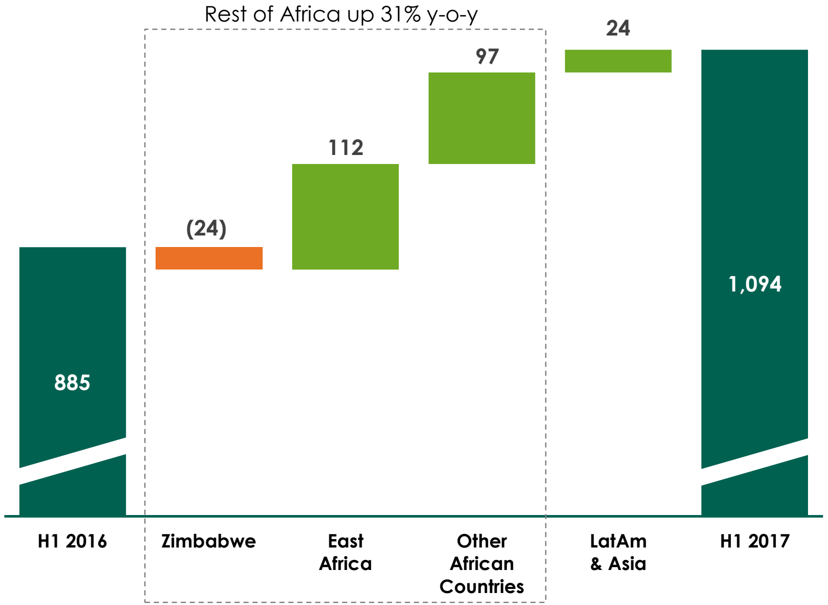
Business commentary

- Turnaround in Old Mutual Insure's underwriting result
- Improved group risk underwriting result in Corporate
- 10% growth in Retail Mass profits but OMF impacted by interest rate caps implementation
- Retail Affluent held back by subdued markets
- Strong improvement in core retail funds investment performance, notably in multi-asset class funds
- Lower LTIR on a reduced shareholder asset base
- Improving cost to income ratio, and IT investment programme remains on track

1. AOP (pre-tax and NCI) by line of business, excludes debt costs of R286m (H1 2016: R259m).

OMEM ex. SOUTH AFRICA REVIEW

AOP[1] by region (Rm), up 24% in H1 2017



Business commentary

- Solid performance in local currency in Zimbabwe - higher asset based income from the strong but volatile equity market
- Improved Property & Casualty claims experience and better Life & Savings profits in East Africa
- Simplified operating structure in Rest of Africa led to a goodwill write-down of R1.2bn (no AOP impact)
- Admin expenses 12% down in the Rest of Africa following management cost initiatives
- Higher investment returns in Latin America and Asia

1. AOP (pre-tax and NCI) includes LTIR by country.

EMERGING MARKETS MCEV RESULTS

Rm	H1 2016	H1 2017	Δ
RoEV	14.8%	**12.8%**	(200 bps)
MCEV Operating Earnings[1]	4,182	**3,769**	(10%)
VNB	1,162	**998**	(14%)
PVNBP Margin	3.3%	**3.2%**	(10 bps)
PVNBP Sales	35,679	**31,049**	(13%)
MCEV[2,3]	57,766	**62,756**	9%

Contribution to RoEV (% opening EV)			
Expected return	9.8%	**9.3%**	(50 bps)
New business	4.1%	**3.4%**	(70 bps)
Experience variances[3]	0.8%	**0.1%**	(70 bps)
Assumption changes[4]	0.1%	**0.0%**	(10 bps)

- Lower VNB given lower sales with margin remaining relatively stable

APE Sales down 10% from H1 2016

- Lower expected returns due to lower risk-free rates
- Positive risk and expense experience, small negative persistency experience
- H1 2016 included positive one-off items not repeated

1. Post-tax.
2. Includes South Africa, Namibia, Zimbabwe, Colombia, Mexico and AIVA at MCEV; Rest of Africa at IFRS NAV and excludes India & China.
3. Includes "development cost variances" from MCEV statement, excluding investment variances.
4. Includes "methodology changes and management actions" from MCEV statement, excluding economic variances.

OLDMUTUAL

OMEM BATTLEGROUNDS

1. Defend SA share in Mass & Corporate
2. Defend and grow in the SA Personal Finance market
3. Improve competitiveness of the Wealth & Investment Cluster
4. Turnaround Old Mutual Insure
5. Turnaround East Africa business & improve ROEs across the Rest of Africa
6. Win the war for talent
7. Refresh technology offering
8. Cost efficiency leadership

OLDMUTUAL

OLD MUTUAL WEALTH

Paul Feeney - CEO

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLD MUTUAL WEALTH: STRONG RESULTS AND GOOD PROGRESS

Progress in H1 2017

- Continued strong operational performance with improvements across all key metrics
- Building distribution footprint
- Excellent progress towards readiness for managed separation in 2018
- Transition to FNZ as UK Platform implementation partner completed

STRONG OPERATIONAL PERFORMANCE

Old Mutual Wealth – selected highlights			
	H1 2016	**H1 2017**	**∆**
IFRS (loss)/profit post-tax (£m)	(23)	**42**	-
AOP pre-tax (£m)	104	**134**	29%
Operating margin %	28%	**30%**	2pp
Gross sales (£bn)	10.5	**14.1**	34%
NCCF (£bn)	3.2	**4.9**	53%
NCCF[1] as a % of opening FUM	8%	**11%**	-
FuM (£bn)	115.3[2]	**127.3**	10%
Integration: £bn			
Platform assets managed by OMGI	5.1	**8.1**	59%
Total integrated flows	0.7	**2.2**	214%

- Performance drives IFRS results back into profit
- Adjusted operating profit substantially up on prior year
- Operating margin of 30% includes 2pp uplift from performance fees
- Strong NCCF growth
- Net inflows as a proportion of opening funds under management above target of 5%
- Strong growth in integrated flows

1. Annualised NCCF is used in the calculation of NCCF as % of opening FUM, excluding Italy, South Africa branches and Heritage.
2. FUM is as at December 31 2016, excluding Italy FUM of £6.2bn and South Africa branches FUM of £2.0bn.

OLDMUTUAL

STRONG INTEGRATED FLOWS

Old Mutual Wealth – growth in NCCF		
£bn	**H1 2017**	% growth
Invest & Grow	**6.4**	**73%**
- OMGI[1]	3.3	106%
Multi Asset	1.6	433%
Single Strategy	2.2	37%
- UK Platform	2.1	50%
- International	0.4	100%
- Quilter Cheviot	0.6	50%
Integrated flows	**2.2**	**214%**

- UK Platform growth driven by strong pension flows
- Intrinsic contributed:
  - 33% of OMGI NCCF;
  - 29% of UK Platform NCCF; and
  - 17% of Quilter Cheviot NCCF.
- Integrated flows increased from £0.7bn to £2.2bn

1. Total OMGI NCCF excludes investments in single strategy funds via multi-asset solutions, and two externally–managed funds.

OLDMUTUAL

GOOD PERFORMANCE IN A YEAR OF INVESTMENT

£m	H1 2016	**H1 2017**
Reported AOP (pre-tax)	104	**134**
Invest & Grow	92	**124**
- UK Platform	14	**20**
- OMGI	25	**59**
- Quilter Cheviot	24	**24**
- International[1]	27	**25**
- UK Other	2	**(4)**
Manage for value	14	**22**
Other shareholder income and expenses (OSIE)	(2)	**(12)**

£m	H1 2016	**H1 2017**
Reported AOP (pre-tax)	**104**	**134**
Corporate activity[2]	(16)	-
Heritage fee restructure	21	-
Managed separation and standalone costs (one-off)	2	-
Changes to executive management team	5	-
Underlying AOP (pre-tax)	**116**	**134**
Of which:		
Managed separation and standalone costs (recurring)		(6)
Performance fees		17

1. In H1 2016 International included £5m for South African branches (H1 2017: £nil).
2. Corporate activity includes Italy (sold in January 2017) and South Africa branches (transferred to Old Mutual Emerging Markets).

OLDMUTUAL

REVENUE AND PROFIT DRIVERS

“Tailwinds”

- Buoyant investment markets
- Strong NCCF
- Revenue from previous investments
- Leverage from being an integrated business
- Performance fees

“Headwinds”

- Margin pressures generally
- Business development initiatives
- Business improvement initiatives
  - IT infrastructure and resilience
  - Regulatory and compliance costs
- Recurring costs of being independent and listed

OLD MUTUAL WEALTH:
SIGNIFICANT STRATEGIC PROGRESS

- Continued strong operational performance with improvement across all key metrics
- Building distribution footprint
- Excellent progress towards readiness for managed separation in 2018

The right, diversified, resilient business model to deliver sustainable returns for customers and shareholders alike

BUSINESS REVIEWS

Bruce Hemphill

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL

OMEM: STRONG FRANCHISE IN SOUTH AFRICA & WELL POSITIONED FOR GROWTH IN SUB-SAHARAN AFRICA

H1 2017

- Top line growth challenged by tough market
- Earnings resilient: AOP broadly flat
- Corporate book re-priced
- Old Mutual Insure and East Africa improving
- New leadership driving substantial change

Market opportunity

- Long-term structural shifts supportive
- Significant financial services opportunity
- South Africa the most developed market in Africa
- Good growth prospects over longer term

Focus areas

- Customer retention & growth in a tough environment
- Sustain turnaround for East Africa & Old Mutual Insure
- Improving ROEs across the Rest of Africa
- Cost efficiency leadership
- Effectiveness of execution

Business strengths

- High-return and cash-generative businesses in SA
- Platform for growth in Africa
- Strong brand positioning
- Broad spectrum of customers and products
- Integrated offering in selected segments

OLDMUTUAL

OLD MUTUAL WEALTH: WELL PLACED TO CAPITALISE ON OPPORTUNITIES IN A LARGE & GROWING MARKET

H1 2017

- Strong operational performance: AOP up 29%, excellent NCCF
- Continued investment in distribution: Caerus acquisition, growth of Private Client Advisor force
- De-risked UK platform development: new partner FNZ
- Strengthened leadership & governance

Market opportunity

- Demographic drivers support large and growing wealth management market
- Structural shift of assets towards leading investment platforms
- Savings & advice gaps present growth opportunities

Focus areas

- Building operating leverage – driving benefits from the model
- Focus on cost management
- Delivering the new UK platform
- Driving ROE, reflecting investments made

Business strengths

- Clear strategy
- Access to margins across the value chain
- Strong discretionary, wholesale, retail and platform propositions
- Well positioned to deliver increasing benefits of scale

OLDMUTUAL

NEDBANK: GOOD RETURNS IN SOUTH AFRICA AND STRONGLY CAPITALISED

H1 2017

- Headline earnings[1] down 3% but up 7% from managed operations
- Common equity tier 1 ratio 12.3%, NSFR over 100%[2]
- ROE (exc. goodwill & ETI) increased to 18.9%
- Credit loss ratio improved to 0.47%
- ETI – strengthened governance & outlook improving

Market opportunity

- Long-term demographics support retail banking franchise
- South Africa most developed market in Africa
- Rest of Africa financial services to grow faster than SA
- Scope to grow market share in transactional banking & deposits

Focus areas

- Creating an agile, competitive and more digital bank
- Growing transactional banking franchise faster than the market
- Target operating model: R1bn of benefits by 2019
- Deliver value from ETI relationship

Business strengths

- Strong wholesale franchise & leadership in key products
- 8m retail customers
- Well-run business with good risk-adjusted returns
- Strong balance sheet

1. Headline earnings are stated post-tax and local minority interest.
2. Proforma basis.

OMAM: WELL POSITIONED FOR GROWTH WITH MULTI-BOUTIQUE, PROFIT SHARE MODEL

H1 2017

- Economic net income[1] $85.5m (H1 2016: $68.2m)
- Annualised revenue impact of net flows[2] $13.9m (H1 2016: $3.9m)
- Average AuM $250.3bn (H1 2016: $214.4bn)
- Positive contribution from Landmark acquisition

Market opportunity

- Largest asset pool in the world
- Good growth prospects for alternatives
- Positive investment environment for active institutional asset management

Focus areas

- CEO search process commenced
- Incremental earnings growth through accretive acquisitions of additional affiliates
- Collaborative organic growth initiatives with affiliates
- Continued expansion into higher margin product areas and leveraging the cost base

Business strengths

- Positioned for growth
- Good investment performance
- Multi-boutique profit share model
- Diversified leading investment affiliates
- Scope for leverage from global distribution

1. Economic net income (ENI) is the key measure that management use to evaluate the financial performance of, and make operational decisions for, the business. ENI is quoted post-tax. Excludes restructuring charges associated with the CEO transition amounting to $5.4m net of taxes.
2. Annualised revenue impact reflects the expected net annualised management fees to be earned as a result of the net AUM flows in H1 2017 and H1 2016, including equity-accounted Affiliates.

OLDMUTUAL

CONCLUDING REMARKS

Bruce Hemphill

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL

MANAGED SEPARATION IS THE OPTIMAL STRATEGY FOR DELIVERING FUTURE VALUE FOR SHAREHOLDERS

Release value trapped within the Group structure

- Wind-down the plc Head Office.
- Unlock the conglomerate discount.

Create additional value

- Deliver enhanced business performance.
- Businesses owned by shareholders who can value them more appropriately.

- c. £95m run rate operational cost savings.
- Conglomerate discount historically averaged 10-20% of market capitalisation.
- Closing gap to median peer group P/E for OMW and OML with potential for further multiple expansion.

OLDMUTUAL

SUMMARY

Profit growth from resilient operational performance and favourable currency movements
Meaningful progress on the managed separation
Cash resources sufficient for strategy execution: OMEM and OMW balance sheet work continuing
Conservative with cash in the short-term for delivery of higher value in the future
On track for material completion of the managed separation by end-2018

OLDMUTUAL

Q&A

11 August 2017

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL