



# GROUP INTERIM RESULTS

six months ended 30 June 2020



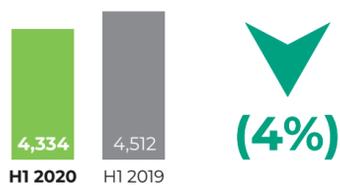
## A message from our CEO

“The COVID-19 pandemic has had an unprecedented impact on our business and our lives. We are proud that we were able to ensure that the majority of our employees could work remotely during the crisis. Servicing our customers remained a top priority and through innovative digital solutions we ensured uninterrupted payment of claims and processing of transactions. We remained active in supporting our communities, with R67 million pledged towards COVID-19 relief efforts. We feel confident that our response to the crisis is sufficient in the short term and that it reflects our conscious choice to prioritise the future sustainability of the business. We extend our deepest condolences to the families of our 8 colleagues who have sadly passed away due to COVID-19, they will be missed dearly.”

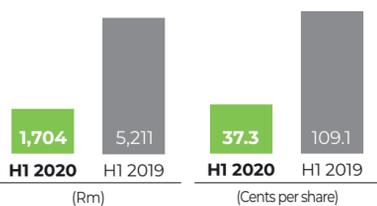
**Iain Williamson**  
Chief Executive Officer

## Financial Highlights

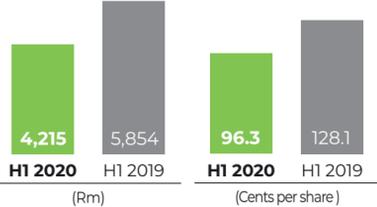
### Normalised Results from Operations (Rm)



### Adjusted Headline Earnings (Rm)

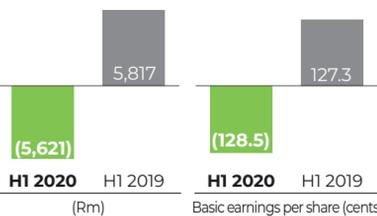


### Headline Earnings (Rm)

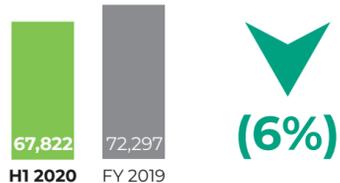


### IFRS (Loss)/Profit after tax

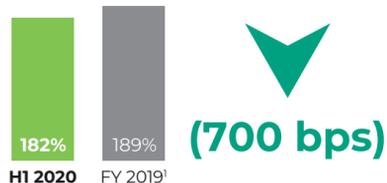
Attributable to equity holders of the parent



### Embedded value (Rm)



### Group Solvency ratio (%)



<sup>1</sup> We have re-presented FY 2019 Group solvency position in line with the final group designation by the Prudential Authority.

## Supplementary income statement

Rm	H1 2020	H1 2019
Mass and Foundation Cluster	650	1,512
Personal Finance and Wealth Management <sup>1</sup>	1,718	1,426
Old Mutual Investments <sup>1</sup>	489	511
Old Mutual Corporate	883	870
Old Mutual Insure	522	141
Rest of Africa	272	214
Net expenses from central functions	(200)	(162)
<b>Normalised Results from Operations</b>	<b>4,334</b>	<b>4,512</b>
Separately identifiable COVID-19 items	(2,793)	-
<b>Results from Operations</b>	<b>1,541</b>	<b>4,512</b>
Shareholder investment return	680	1,060
Finance costs	(244)	(309)
Income from associates	364	1,431
<b>Adjusted Headline Earnings before tax and non-controlling interests</b>	<b>2,341</b>	<b>6,694</b>
Shareholder tax	(678)	(1,425)
Non-controlling interests	41	(58)
<b>Adjusted Headline Earnings after tax and non-controlling interests</b>	<b>1,704</b>	<b>5,211</b>
<b>Interim dividend per share (cents)</b>	<b>-</b>	<b>45</b>

<sup>1</sup> Effective 1 January 2020, the Wealth Management business has been managed alongside the Personal Finance business. We have aligned segment reporting to reflect this and the new segment has been renamed Personal Finance and Wealth Management. The previous Wealth and Investments segment has been renamed Old Mutual Investments.

## Strategic Update

When Old Mutual Limited listed in 2018, after the completion of the Managed Separation, we set medium term objectives that were referred to as our strategic battlegrounds. The battlegrounds provided a framework for measuring the outcomes we were driving in the short to medium term and were tactical in nature. During 2019, we commenced a series of strategy workshops with our Board to articulate our long term strategy. These workshops were completed in the first half of 2020, and this long term strategy is now being utilised throughout the organisation to shape our focus areas and drive prioritisation. Our strategic vision is to be our customers' first choice and our purpose is to champion mutually positive futures everyday. We have defined five strategic pillars, the delivery of which will allow us to achieve this vision and sustain and grow the prosperity of the customers and communities we serve.

Our role is to sustain, grow and protect the prosperity of the customers, families and communities we serve

To be our customers' **1st** choice, enabled by the delivery of our 5 strategic pillars

- 01 Old Mutual Cares
- 02 Always present first
- 03 Rewarding digital engagement
- 04 Engaged employees
- 05 Solutions that lead

## Condensed consolidated statement of financial position

Rm	At 30 June 2020 (Unaudited)	At 31 December 2019 (Audited)
Total assets	899,506	910,902
Total liabilities	829,927	832,977
<b>Net assets</b>	<b>69,579</b>	<b>77,925</b>
<b>Shareholders' equity</b>		
Equity attributable to equity holders of the parent	66,932	74,763
Total non-controlling interests-ordinary shares	2,647	3,162
<b>Total equity</b>	<b>69,579</b>	<b>77,925</b>

## SUPPORTING COMMUNITIES DURING THE CRISIS

**R4 billion**

of free life cover to healthworkers

**R67 million**

pledged towards various COVID-19 relief initiatives

## LEVERAGED DIGITAL CAPABILITY

**23,000**

employees enabled to work from home

Continued service to customers via digital channels during lockdown

## SOLVENCY AND LIQUIDITY REMAIN POSITIVE AND RESILIENT

**182%**

Group solvency ratio

remains within target ranges under stress test scenarios

## NEW COST EFFICIENCY TARGET

**R750 million**

of pre-tax cost savings by the end of 2022