



OLDMUTUAL

2021 ANNUAL RESULTS



DO GREAT THINGS EVERY DAY

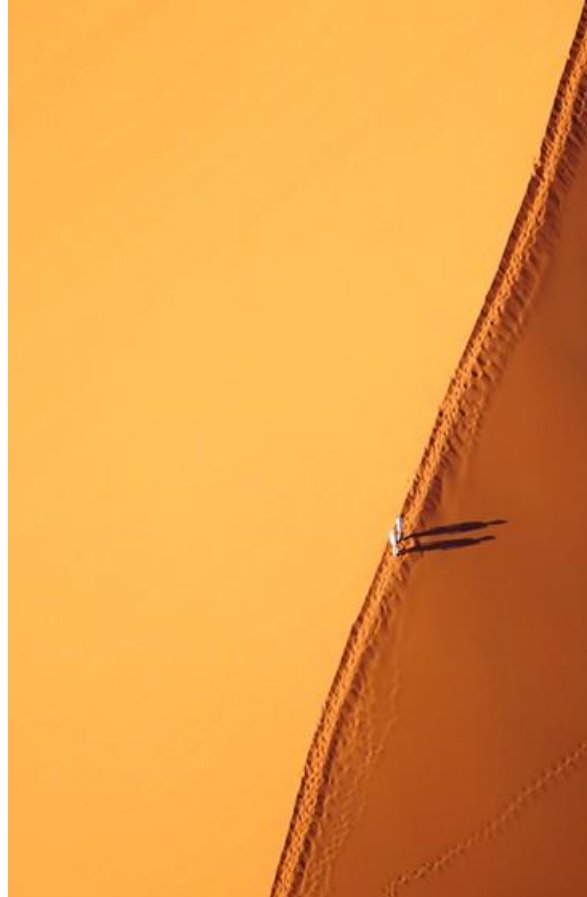
SHIFTING GEARS Accelerating Growth



AGENDA



Strategic review
Iain Williamson
Group CEO



Financial review
Casper Troskie
Group CFO



Looking ahead
Iain Williamson
Group CEO



Q&A
OML ExCo



OLD MUTUAL

01

STRATEGIC REVIEW



DO GREAT THINGS EVERY DAY



EXECUTION OF OUR STRATEGY

a truly mutual strategy



Implementation of ESG principles across asset owner and asset manager moving at pace





EXECUTION OF OUR STRATEGY DELIVERING RESULTS

Strong recovery in the front-end of the business

a truly
mutual strategy



16%

Life APE
sales
R11.4bn



>100%

Value of
new business
R1.3bn



80bps

Value of new
business margin
1.9%



(99%)

Net client
cash flows
R0.1bn



15%

Funds under
management
R1.3trn



>100%

Results from
operations
R4.4bn



520bps

Return on
net asset value
9.0%



46%

Final dividend
per share
51 cents

Nedbank unbundling returned **R10.7 billion** to shareholders



HOW WE EXECUTE OUR STRATEGY

Becoming our customers' first choice to sustain, grow and protect their prosperity

a truly
mutual strategy

RECTIFY

SIMPLIFY

AMPLIFY





HOW WE EXECUTE OUR STRATEGY

Our commitments to investors

a truly
mutual strategy

RECTIFY



Change the trajectory of the customer experience



Build an entirely new insurance business



Realise R750 million cost efficiencies by 2022



Regain competitive advantage in Mass and Foundation Cluster



Re-energise both customer and adviser experience in Personal Finance and Wealth Management



Improve investment performance in Old Mutual Investments



Embed digitalisation more firmly in our business operations

SIMPLIFY

AMPLIFY



02

OPERATING ENVIRONMENT

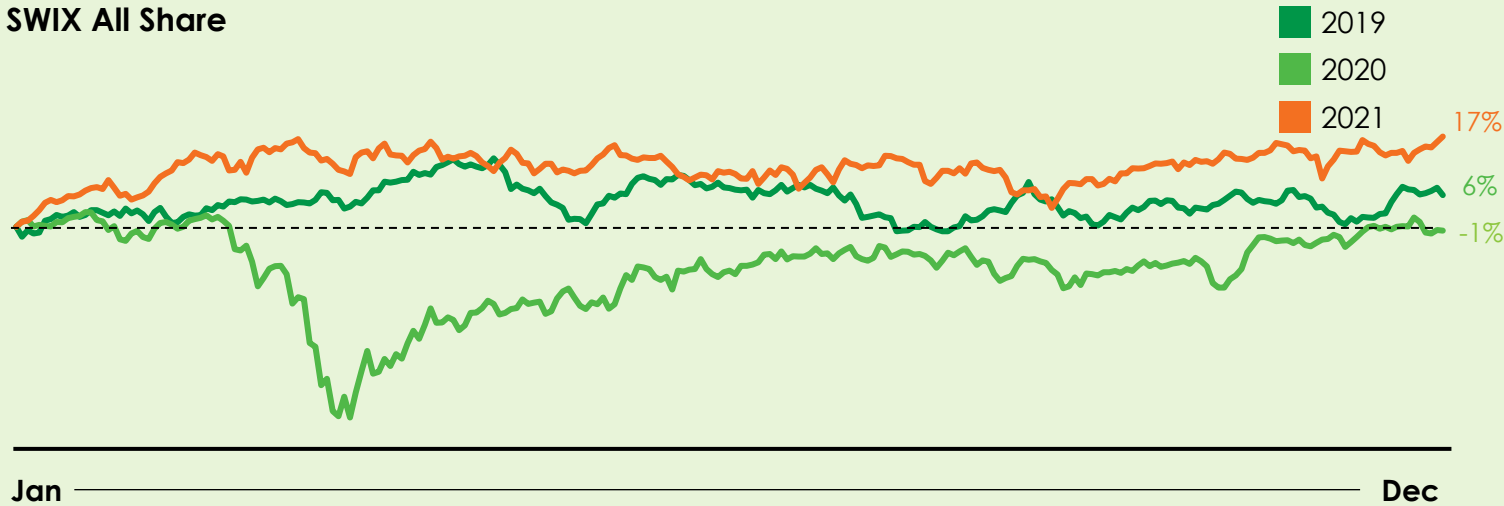


DO GREAT THINGS EVERY DAY



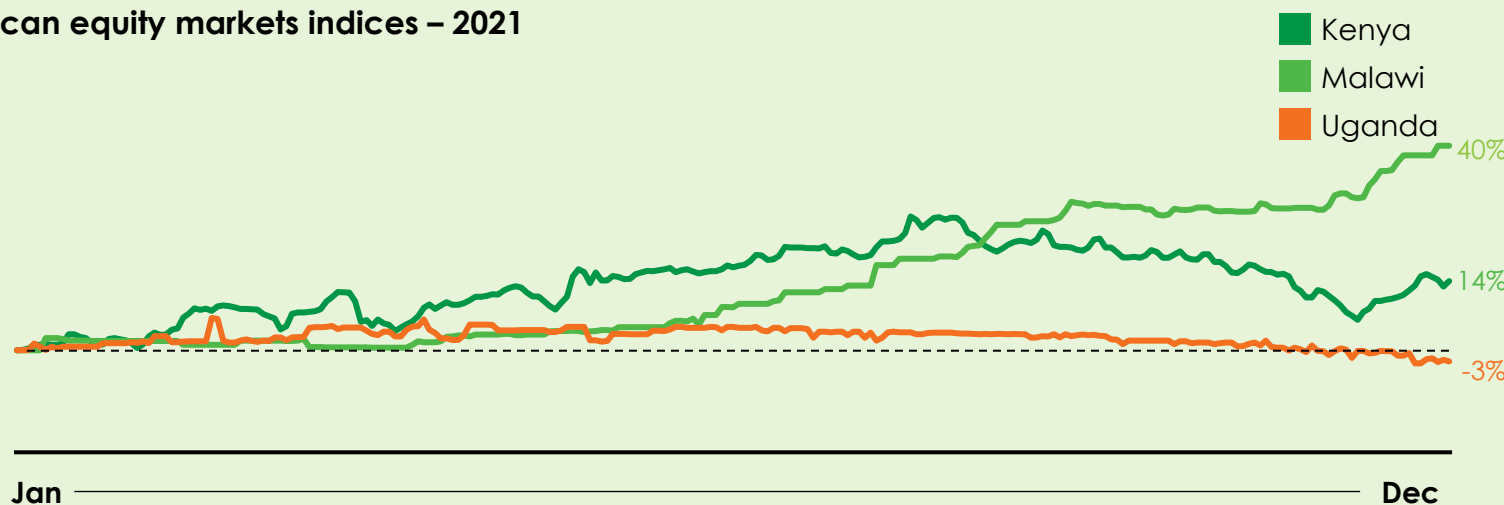
REBOUND IN MARKET LEVELS BUT TOUGH ECONOMIC ENVIRONMENT

JSE SWIX All Share



- Continued outbreaks of COVID-19 constraining growth
- Growing pressure on consumers affecting affordability
- Rising global inflation putting continued pressure on interest rates and GDP

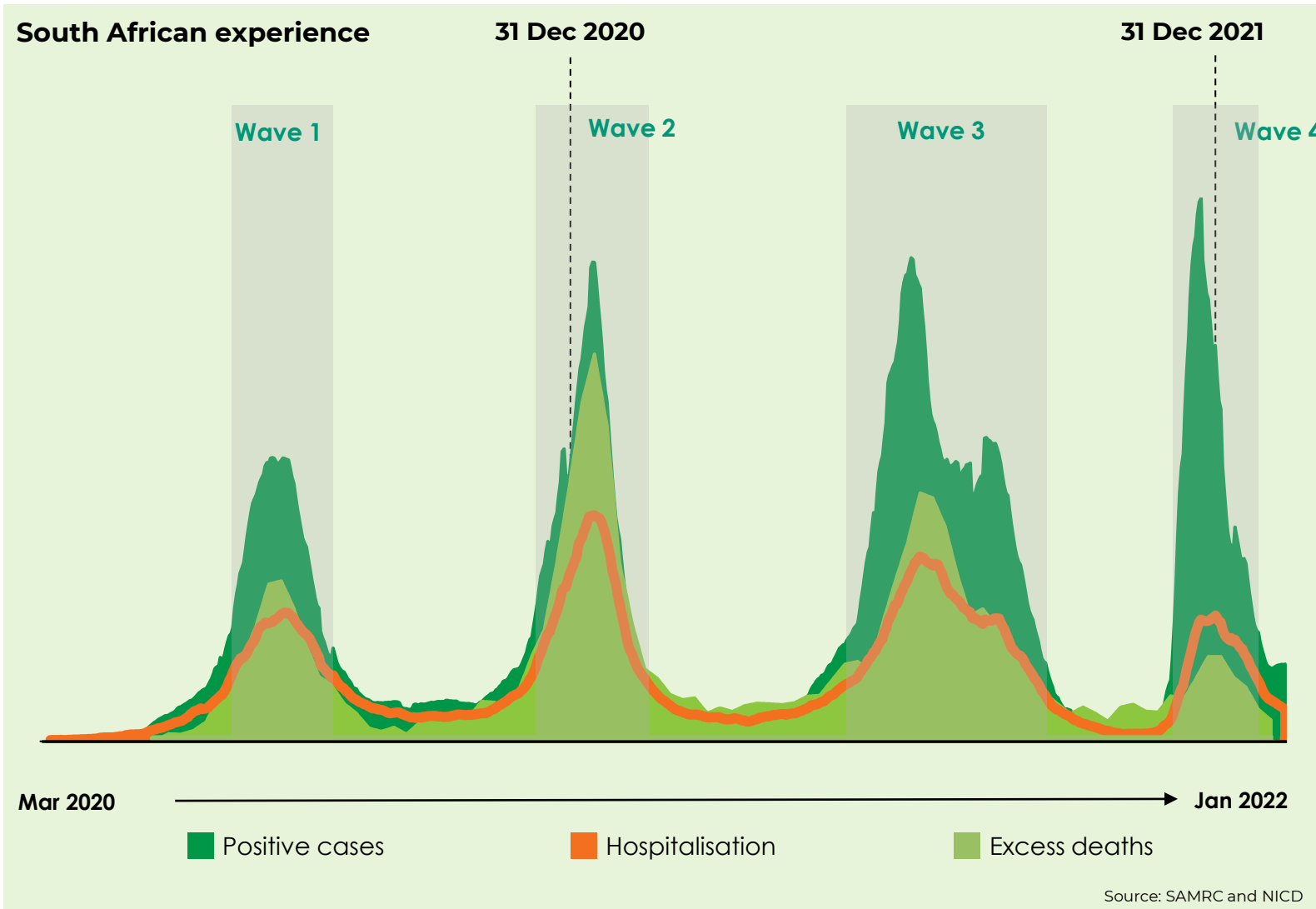
African equity markets indices – 2021



- Heightened volatility in global political landscape
- Rest of Africa markets largely growth trajectory



INCREASED EXCESS DEATHS DUE TO COVID-19 IN 2021



- Personal Finance and Corporate impacted more severely by wave 3
- Paid R13bn in COVID-19 mortality claims
- R2.2bn in additional provisions raised in H2 2021
- Offset by mitigating actions across Group Life and individual business
- Our response to COVID-19 incorporates multiple views
- Vaccinations remain essential



OLD MUTUAL

03

SEGMENTAL REVIEWS



DO GREAT THINGS EVERY DAY



MASS AND FOUNDATION CLUSTER

Strong recovery across key metrics

Overall segment:

- RFO excluding COVID-19 improved by more than 50%

Life and Savings:

- Sustained recovery in productivity
- Alternative and Foundation channels delivered strong sales
- Old Mutual Protect driving improved risk sales
- Pursuing expansion opportunities for funeral services
- Value of new business margin of 6.2% within target range of 6-9%

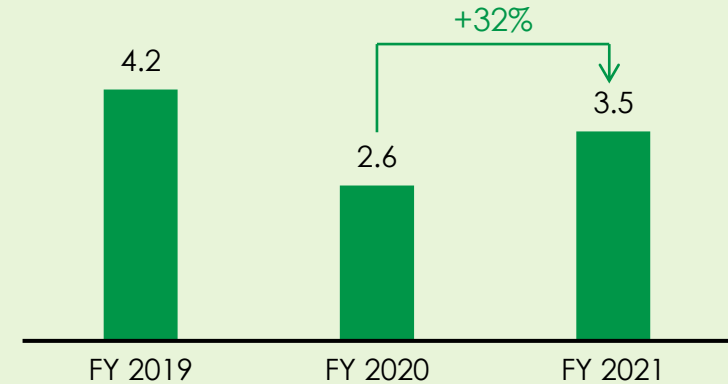
Banking and Lending:

- Lowest credit loss ratio
- Sustainable credit loss ratio between 7-9%

Sales force remains core to our multi-channel distribution strategy

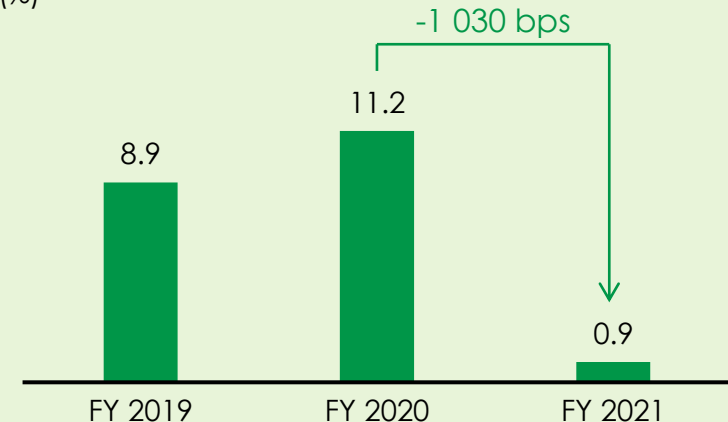
Life APE sales

(Rbn)



Old Mutual Finance credit loss ratio

(%)





PERSONAL FINANCE AND WEALTH MANAGEMENT

Surpassed 2019 levels on majority of key metrics

Personal Finance:

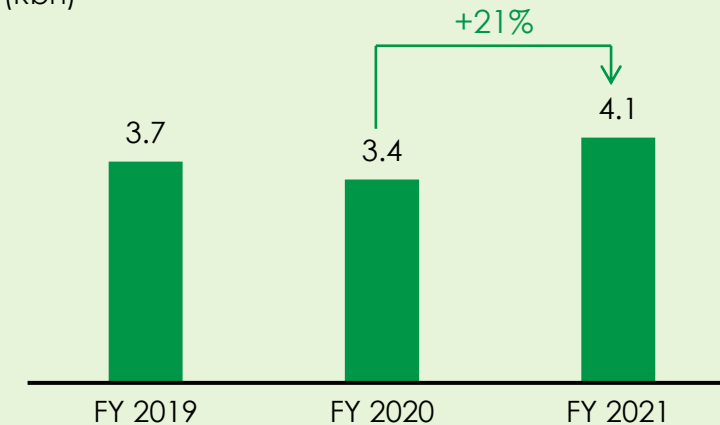
- Sales above 2019 levels
- Continued traction with Old Mutual Protect supporting recovery
- Net client cash flow under pressure due to COVID-19 claims
- Expense growth under inflation rate for two consecutive years

Wealth Management:

- Focus on under-represented capability
- Private Client Securities grew to R40bn in five years
- Exceptional performance across multi-managed and tailored fund Portfolios
- Net client cash flow growth of 36% in offshore business
- Completed OM Unit Trust administrative platform migration

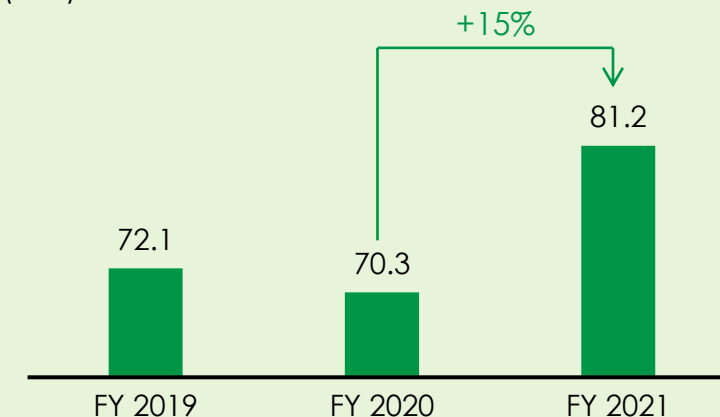
Total Life APE sales

(Rbn)



Total Gross flows

(Rbn)

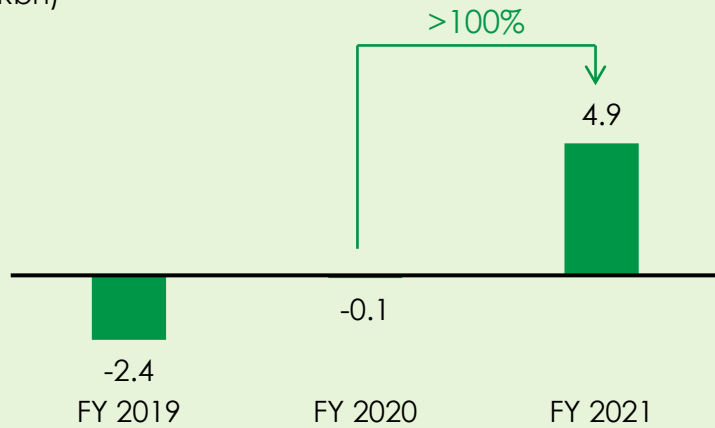




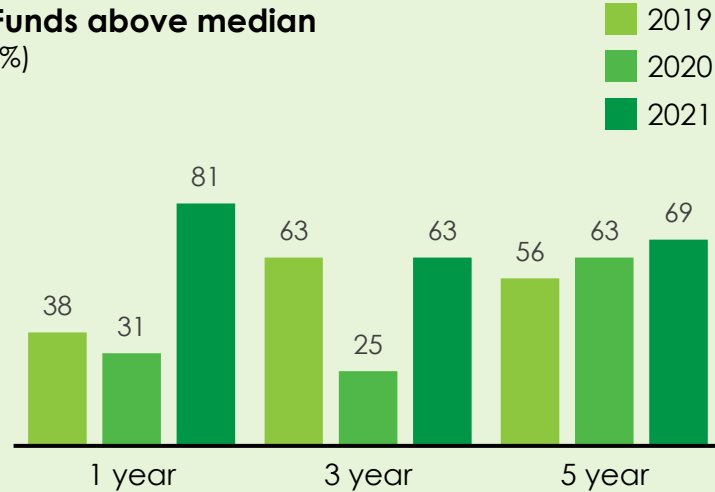
OLD MUTUAL INVESTMENTS

Strong inflows and continued improvement in investment performance

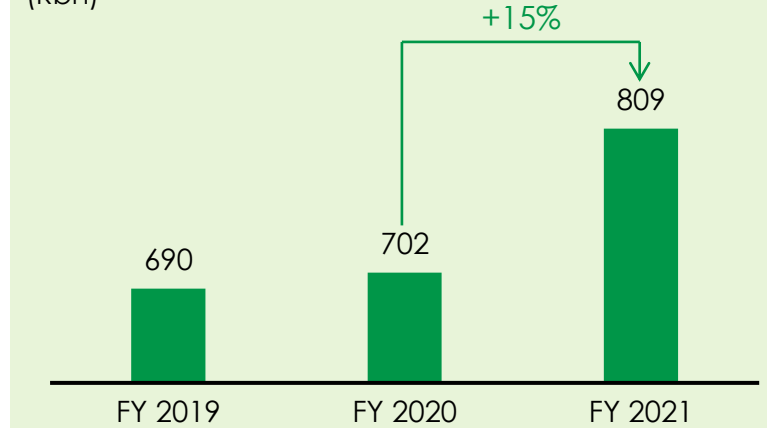
Net client cash flows
(Rbn)



Funds above median
(%)



Assets under management¹
(Rbn)



Strategically set up for success:

- Affiliate model is now embedded
- New product offerings and capabilities supporting Assets Under Management growth



Delivering in 2021:

- Alternatives and Specialised Finance invested R9bn
- R9.9 billion capital raise in Alternatives
- Enhanced competitiveness due to good investment performance
- Gross flows and NCCF at highest levels in 4 and 5 years, respectively

Empowerment in focus: African Woman Chartered Accountants Investment Holdings acquiring 21.2% of Futuregrowth



OLD MUTUAL CORPORATE

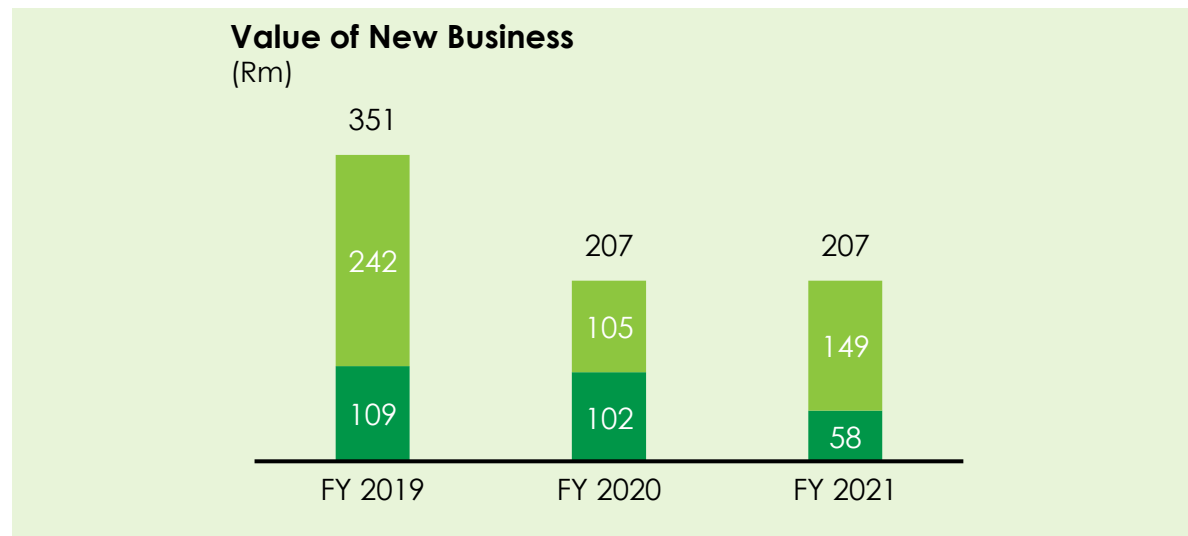
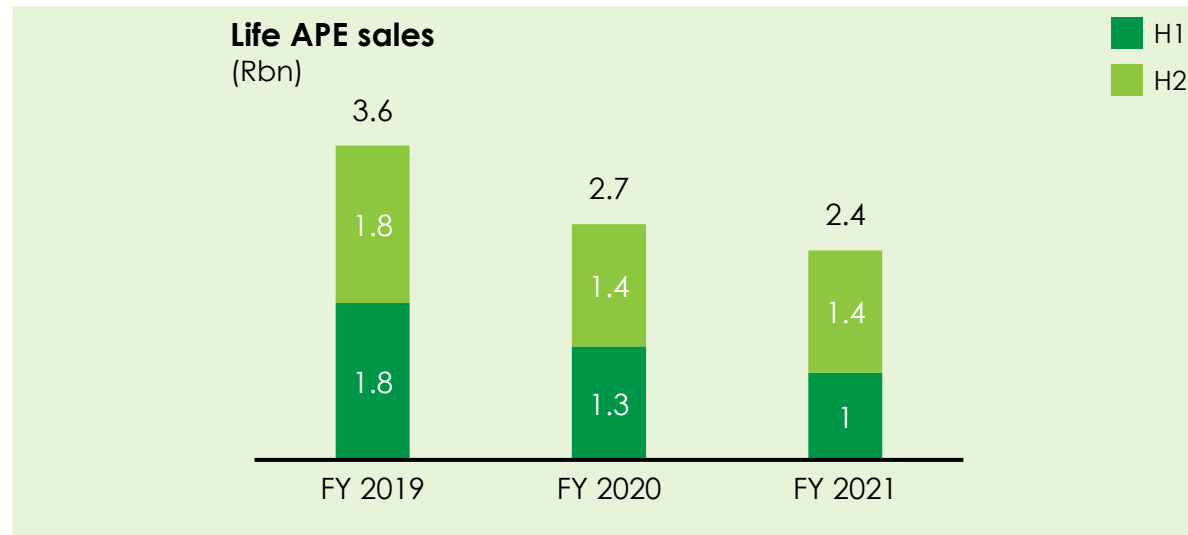
Gained traction in the second half of 2021

Recovery picking up pace:

- ▶ Life sales up nearly 40% during second half of 2021
- ▶ Improved client and intermediary satisfaction levels
- ▶ Growing digital adoption by retirement fund members

Enhanced competitiveness setting the foundation:

- ▶ Focus on improving Superfund competitiveness
- ▶ Improved Group Life Assurance result
- ▶ Investment into new SME model
- ▶ Improved value of new business
- ▶ Existing deal pipeline supporting positive momentum into 2022





OLD MUTUAL INSURE

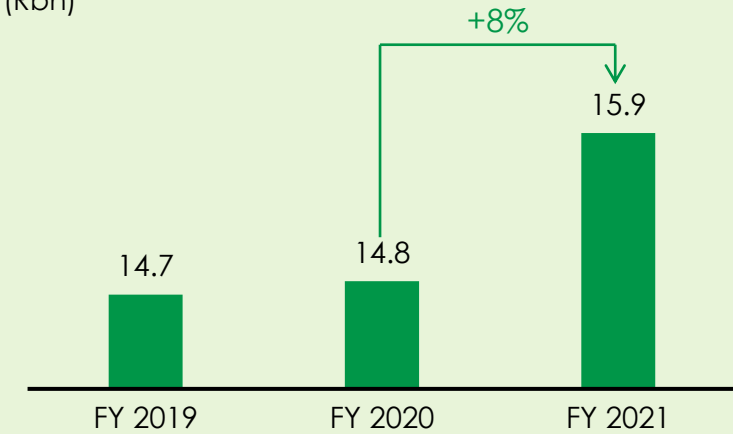
Net underwriting margin in line with target range

- Business turnaround is on track
- Gross written premiums increase led by CGIC
- Improved claims ratio contributing to positive results
- Net underwriting margin within target range of 4 - 6%
- Rectification of expense ratio in Retail
- Rebranded Premier offering
- Future cost savings as we invest in technology

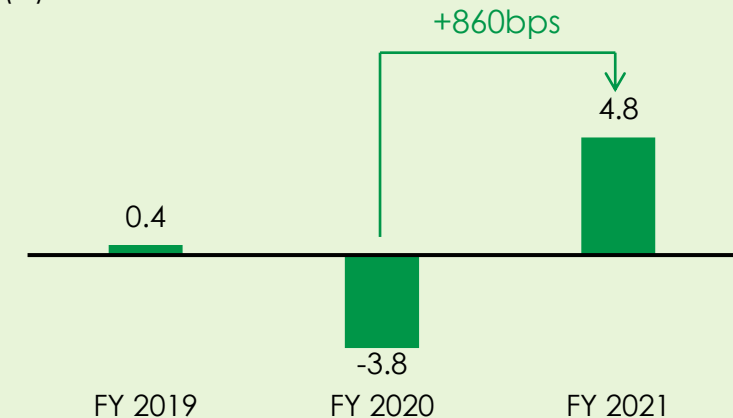
ONE

Old Mutual Insure **acquired 51%**
of ONE Financial Services

Gross written premiums
(Rbn)



Net underwriting margin
(%)



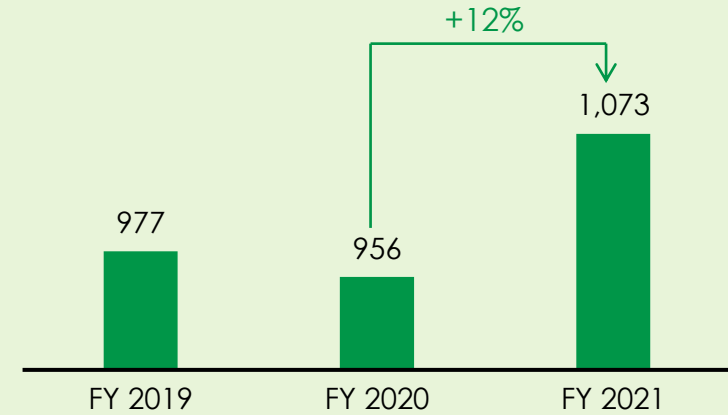


REST OF AFRICA

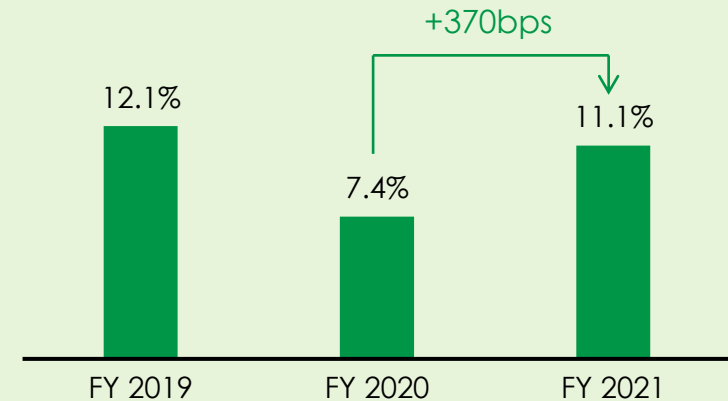
Navigating a challenging environment

- Margin growth and market share gains
- Delayed COVID-19 impacts led to increased claims
- Underwriting result impacted by Property and Casualty claims experience
- RFO excluding COVID-19 impacts up by 33%
- Value of new business margin increased to 2.9%
- Improved credit loss ratio and net lending margin
- Key focus on sustaining high productivity and optimising distribution force
- Control environment rectification work continues

Life APE sales
(Rm)



Net lending margin
(%)





04

FINANCIAL REVIEW

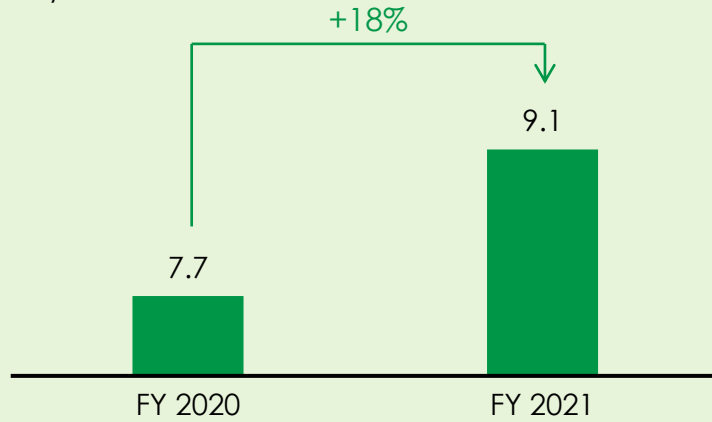




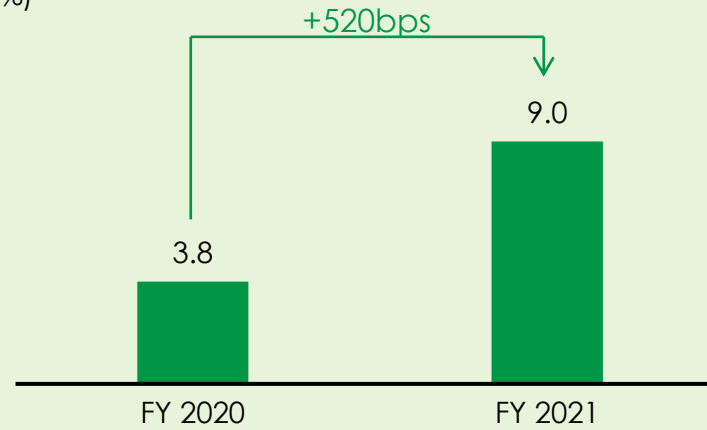
POSITIVE TRAJECTORY ON KEY METRICS

EARNINGS

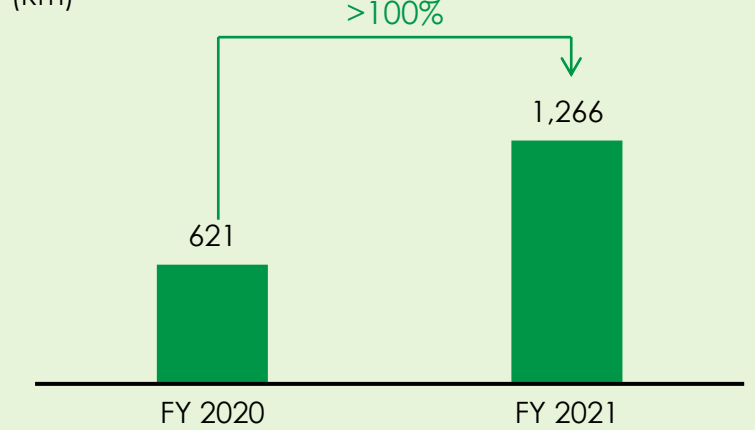
RFO excluding COVID-19 impacts
(Rbn)



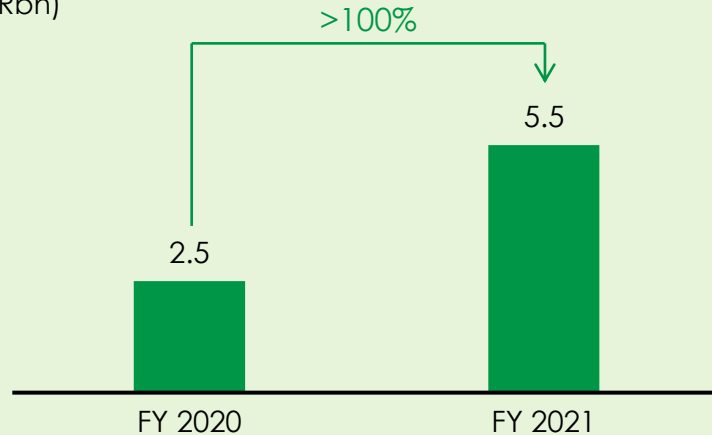
Return on net asset value
(%)



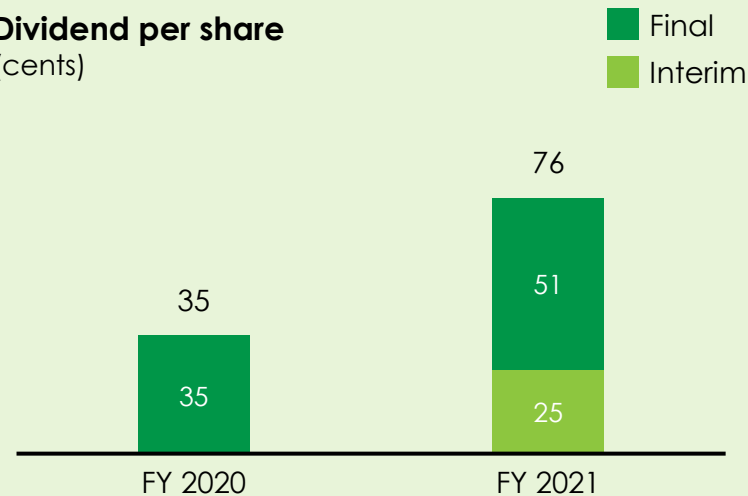
Value of new business
(Rm)



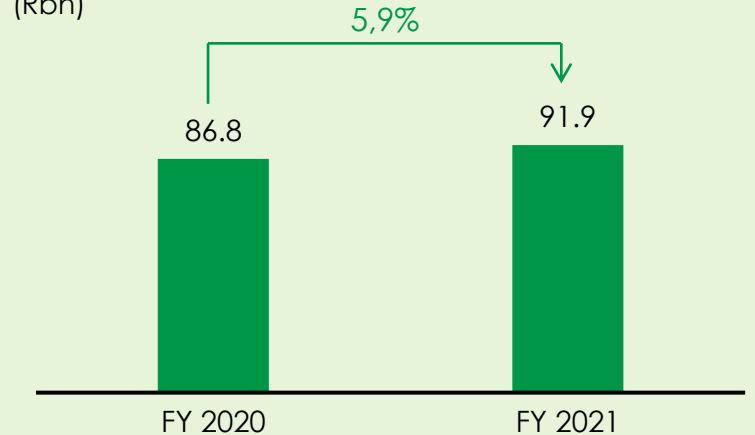
Adjusted headline earnings
(Rbn)



Dividend per share
(cents)



Group Equity Value excl. unbundled Nedbank
(Rbn)





PANDEMIC PROVISIONS AT 31 DECEMBER 2021

Rm	Mass and Foundation Cluster	Personal Finance	Old Mutual Corporate	Rest of Africa	Total
Pandemic provisions at 31 December 2020	1,024	1,979	891	68	3,962
Release of COVID-19 provisions	(1,105)	(2,868)	(1,094)	(199)	(5,266)
Additional COVID-19 provisions (gross of mitigating actions)	434	2,650	575	509	4,168
Pandemic provisions at 31 December 2021	353	1,761	372	378	2,864

Sensitivity of the pandemic provisions	Base provision	Change in provision			
		Immunity benefit	Vaccine take-up		
		-25%	+25%	-10%	10%
Pandemic provision	2,864	1,389	(1,215)	327	(264)



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



RESULTS FROM OPERATIONS EXCLUDING COVID-19 IMPACTS

Rm	FY 2021			FY 2020	% change
	RFO	Direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	RFO excl. direct COVID-19 impacts	
Mass and Foundation Cluster	2,752	264	3,016	2,008	50%
Personal Finance and Wealth Management	448	2,954	3,402	3,208	6%
Old Mutual Investments	1,109	(193)	916	888	3%
Old Mutual Corporate	727	791	1,518	1,340	13%
Old Mutual Insure	543	(21)	522	309	69%
Rest of Africa	(391)	924	533	401	33%
Net expenses from central functions	(804)	-	(804)	(412)	(95%)
Total	4,384	4,719	9,103	7,742	18%



IMPROVEMENT IN ADJUSTED HEADLINE EARNINGS

Rm	FY 2021	FY 2020	% change
Results from Operations excluding direct COVID-19 impacts	9,103	7,742	18%
Separately identifiable direct COVID-19 impacts	(4,719)	(6,079)	22%
Results from Operations	4,384	1,663	>100%
Shareholder investment return	2,726	1,612	69%
Finance costs	(543)	(484)	12%
Income from associates	1,252	917	37%
Adjusted Headline Earnings before tax and non-controlling interests	7,819	3,708	>100%
Shareholder tax	(2,088)	(1,188)	(76%)
Non-controlling interests	(329)	(36)	(>100%)
Adjusted Headline Earnings	5,402	2,484	>100%



IMPROVEMENT IN ADJUSTED HEADLINE EARNINGS

Rm	FY 2021	FY 2020	% change
Results from Operations excluding direct COVID-19 impacts	9,103	7,742	18%
Separately identifiable direct COVID-19 impacts	(4,719)	(6,079)	22%
Results from Operations	4,384	1,663	>100%
Shareholder investment return	2,726	1,612	69%
Finance costs	(543)	(484)	12%
Income from associates	1,252	917	37%
Adjusted Headline Earnings before tax and non-controlling interests	7,819	3,708	>100%
Shareholder tax	(2,088)	(1,188)	(76%)
Non-controlling interests	(329)	(36)	(>100%)
Adjusted Headline Earnings	5,402	2,484	>100%



IMPROVEMENT IN ADJUSTED HEADLINE EARNINGS

Rm	FY 2021	FY 2020	% change
Results from Operations excluding direct COVID-19 impacts	9,103	7,742	18%
Separately identifiable direct COVID-19 impacts	(4,719)	(6,079)	22%
Results from Operations	4,384	1,663	>100%
Shareholder investment return	2,726	1,612	69%
Finance costs	(543)	(484)	12%
Income from associates	1,252	917	37%
Adjusted Headline Earnings before tax and non-controlling interests	7,819	3,708	>100%
Shareholder tax	(2,088)	(1,188)	(76%)
Non-controlling interests	(329)	(36)	(>100%)
Adjusted Headline Earnings	5,402	2,484	>100%

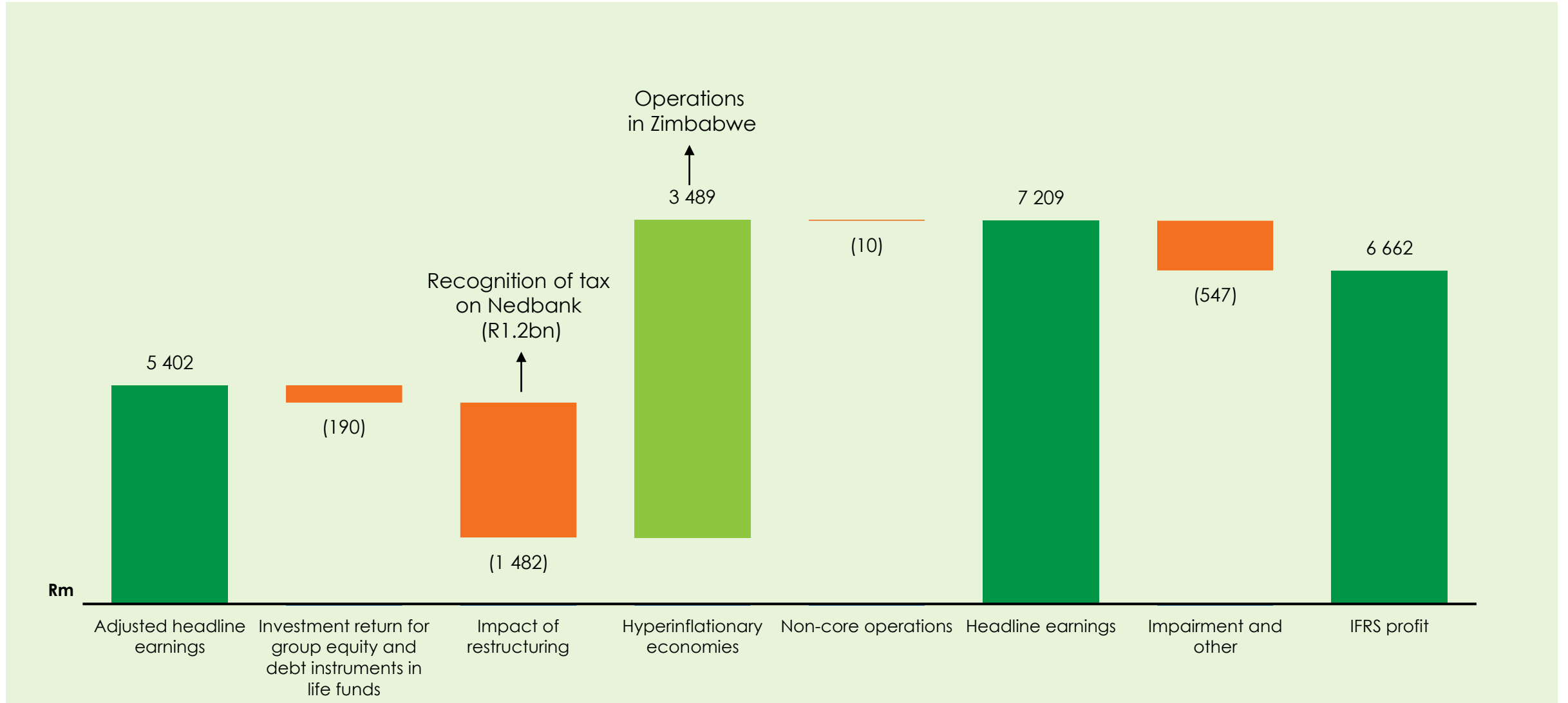


IMPROVEMENT IN ADJUSTED HEADLINE EARNINGS

Rm	FY 2021	FY 2020	% change
Results from Operations excluding direct COVID-19 impacts	9,103	7,742	18%
Separately identifiable direct COVID-19 impacts	(4,719)	(6,079)	22%
Results from Operations	4,384	1,663	>100%
Shareholder investment return	2,726	1,612	69%
Finance costs	(543)	(484)	12%
Income from associates	1,252	917	37%
Adjusted Headline Earnings before tax and non-controlling interests	7,819	3,708	>100%
Shareholder tax	(2,088)	(1,188)	(76%)
Non-controlling interests	(329)	(36)	(>100%)
Adjusted Headline Earnings	5,402	2,484	>100%

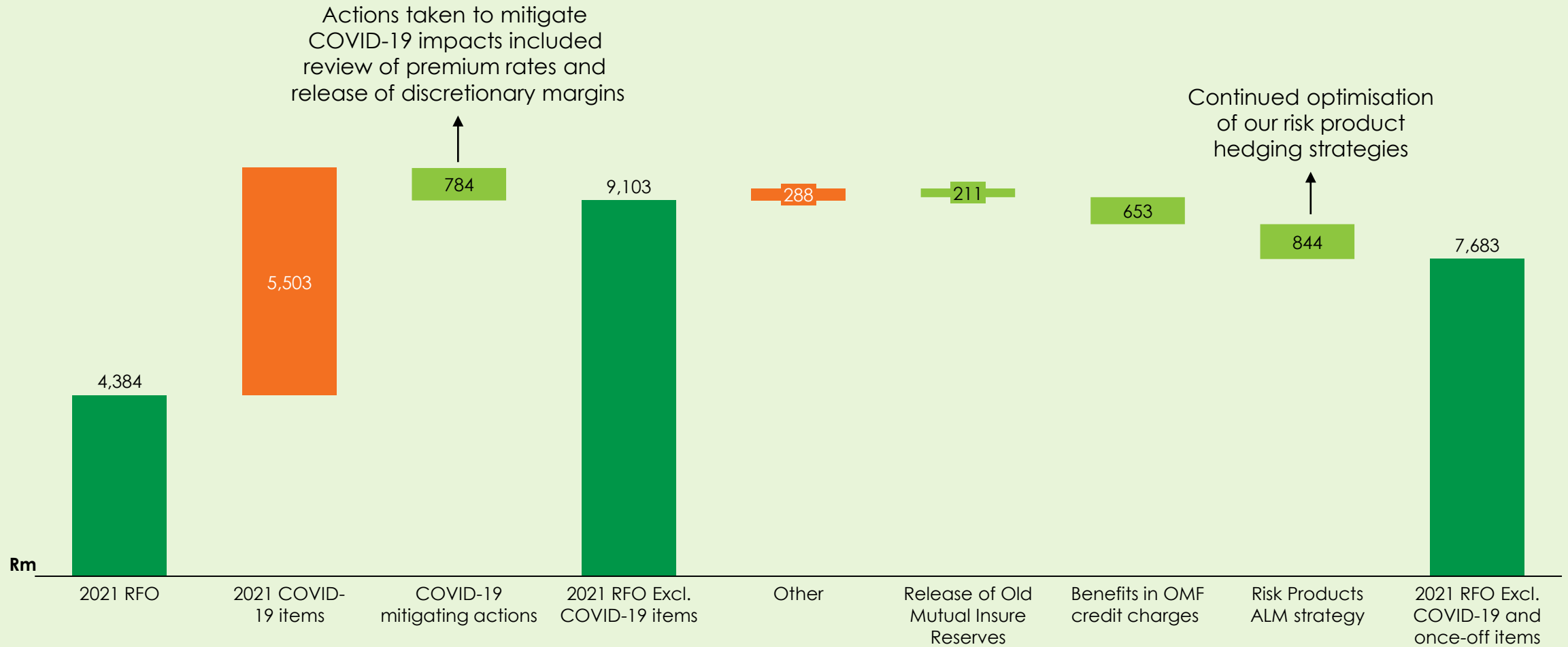


ADJUSTED HEADLINE EARNINGS TO IFRS PROFITS RECONCILIATION





MATERIAL ONE-OFF ITEMS





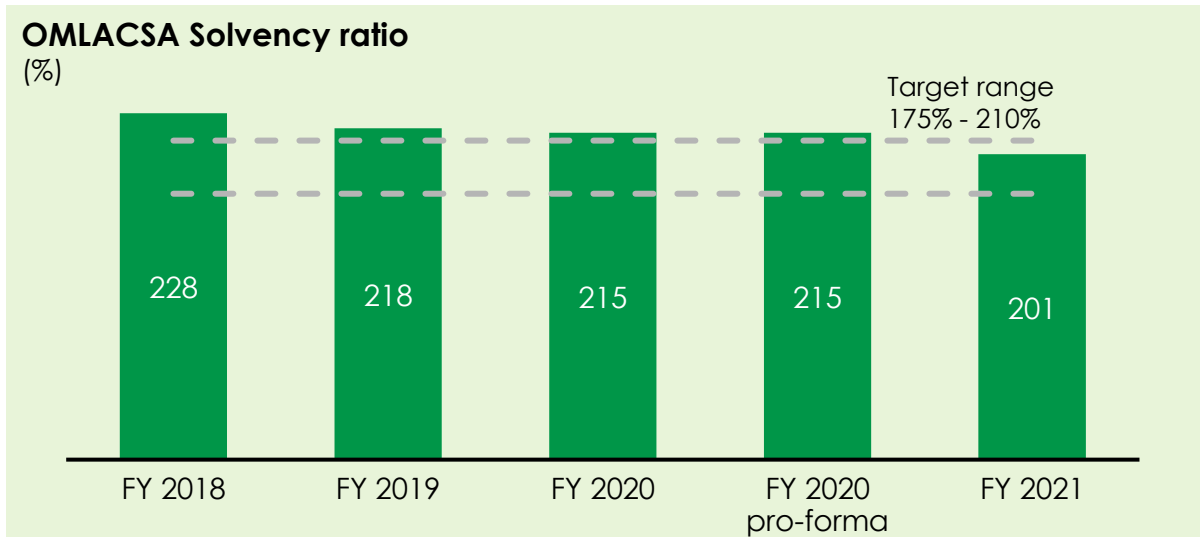
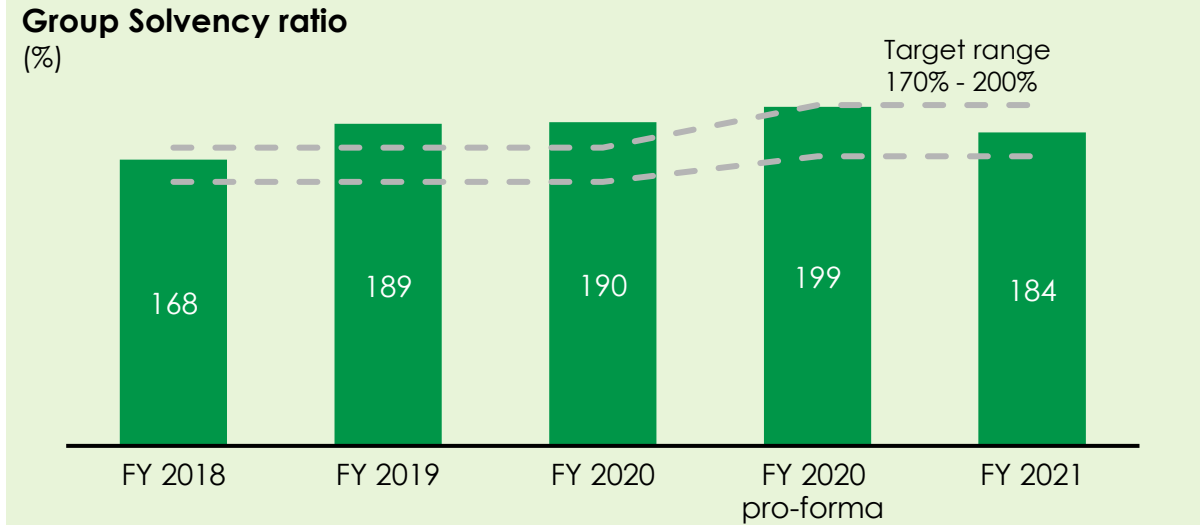
DISCIPLINED CAPITAL MANAGEMENT

Completed process with the regulator:

- Accounting Consolidation approved by Prudential Authority in December 2021 (2020 prepared on a pro-forma basis)
- New Group Solvency ratio target range

Reduction in coverage ratios driven by:

- Strong retail risk sales
- 9% increase in the prescribed equity stress in South Africa
- High capital base in Zimbabwe





SUPERIOR RETURNS TO SHAREHOLDERS

R75,4 billion returned to shareholders in ordinary dividends and special distributions

Ordinary Share Dividends

(Rbn)

Dividend
cover
ratio

2.04

1.74

1.50

1.51

5.3

5.4

1.6

3.5

FY 2018

FY 2019

FY 2020

FY 2021

Special Distributions

(Rbn)

- Share buyback
- Nedbank unbundling
- Special distribution

38.8

4.9

4.9

10.7

FY 2018

FY 2019

FY 2020

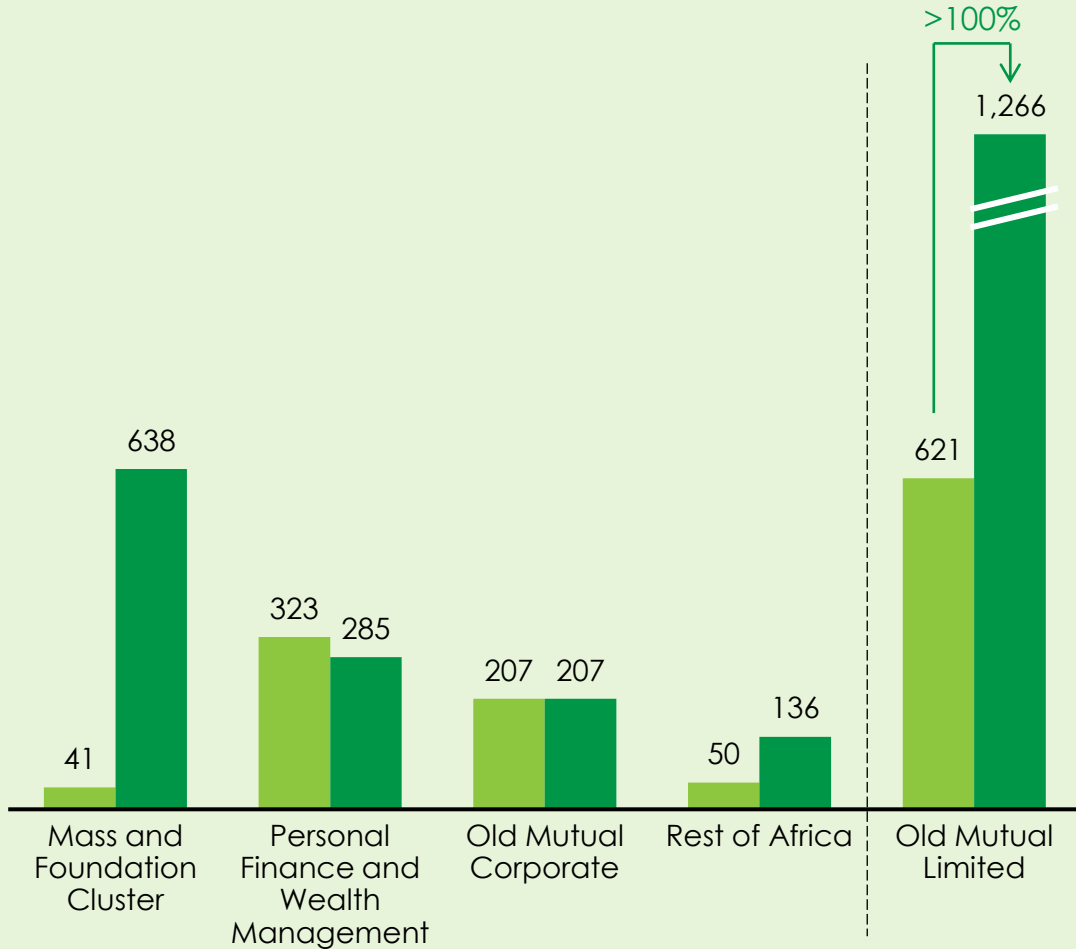
FY 2021



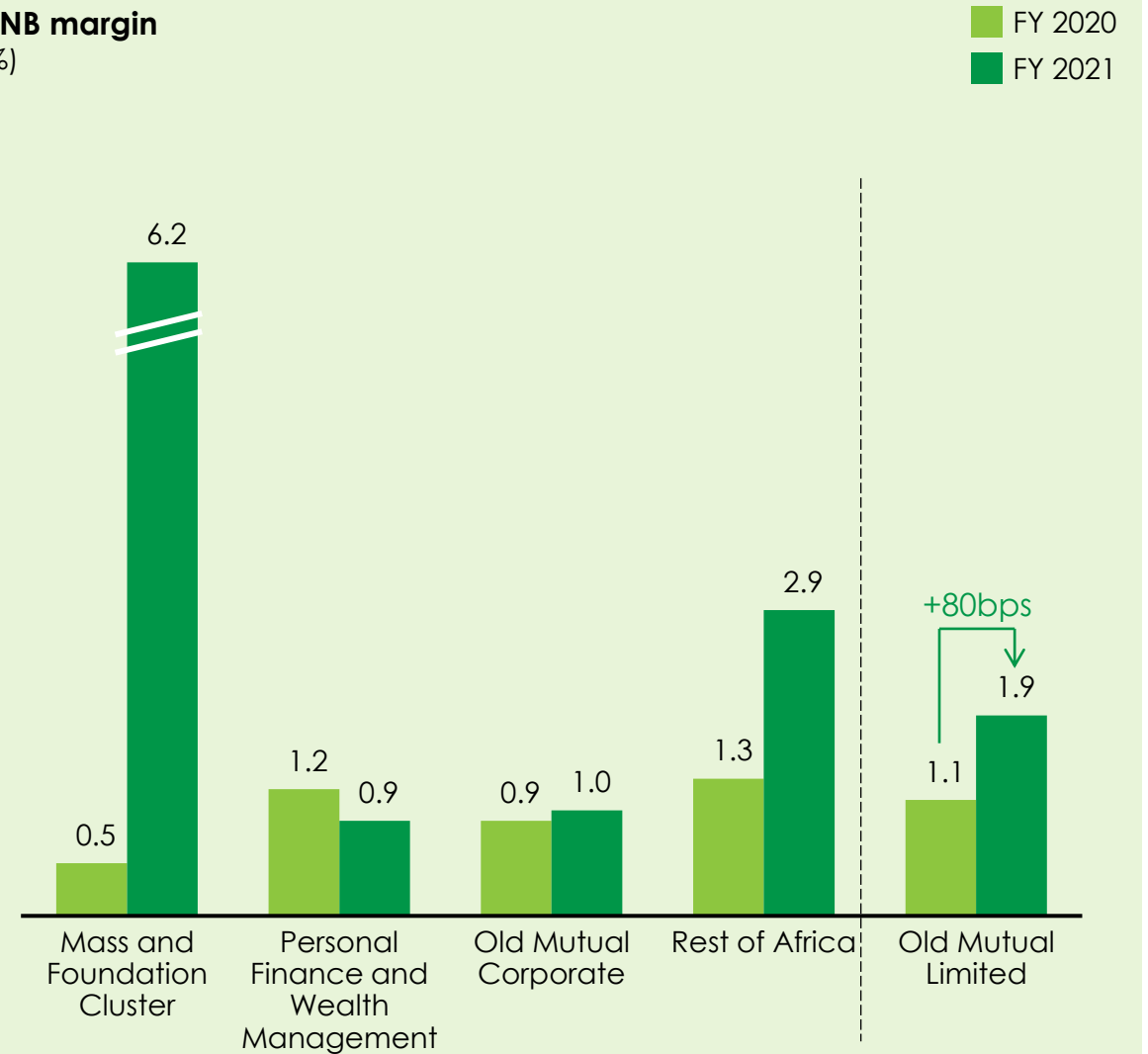
VALUE OF NEW BUSINESS

Recovery in productivity underpinning higher new business volumes

VNB
(Rm)



VNB margin
(%)





GROUP EQUITY VALUE

Share price trading at a significant discount to GEV





ON TRACK FOR DELIVERY ON MEDIUM-TERM TARGETS

	KPI	Target	FY 2021 Outcome	FY 2022 Outlook
Growth	Results from Operations	Deliver 2019 result plus 5% to 10% by 2023	R4,384 million	On track to deliver
Returns	Return on Net Asset Value	Between Cost of Equity+2% and Cost of Equity+4%	9.0%	Recovery to continue into 2022
Efficiencies	Cost efficiencies	R750 million by the end of 2022 through our South African insurance and savings businesses	R450 million	On track to deliver
	VNB margin	Between 2% and 3%	1.9%	Recovery to continue into 2022
	Net underwriting margin	Old Mutual Insure underwriting margin 4% – 6%	4.8%	Within range
Capital	Solvency	Old Mutual Limited ² : 170%-200%	184%	Within range
		OMLACSA: 175%-210%	201%	Within range
Capital returns	Dividend cover	Full year cover: 1.5x to 2.0x Interim dividend cover: 40% of AHE	1.51	Maintain dividend in terms of policy





OLD MUTUAL

05

LOOKING AHEAD



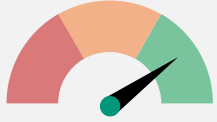
DO GREAT THINGS EVERY DAY



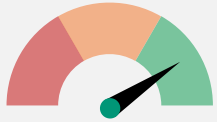
HOW WE ARE FARING AGAINST OUR COMMITMENTS

Progress against our commitments to investors is on track

a truly
mutual strategy



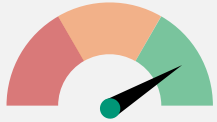
Change the trajectory of the customer experience



Build an entirely new insurance business



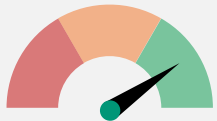
Realise R750 million cost efficiencies by 2022



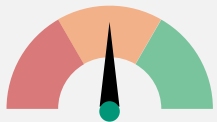
Regain competitive advantage in Mass and Foundation Cluster



Re-energise both customer and adviser experience in Personal Finance and Wealth Management



Improve investment performance in Old Mutual Investments



Embed digitalisation more firmly in our business operations



INTEGRATION OF DIGITAL PLATFORMS IMPROVING CUSTOMER EXPERIENCE

a truly mutual strategy

1,1 million active digital users, up 28% from prior year

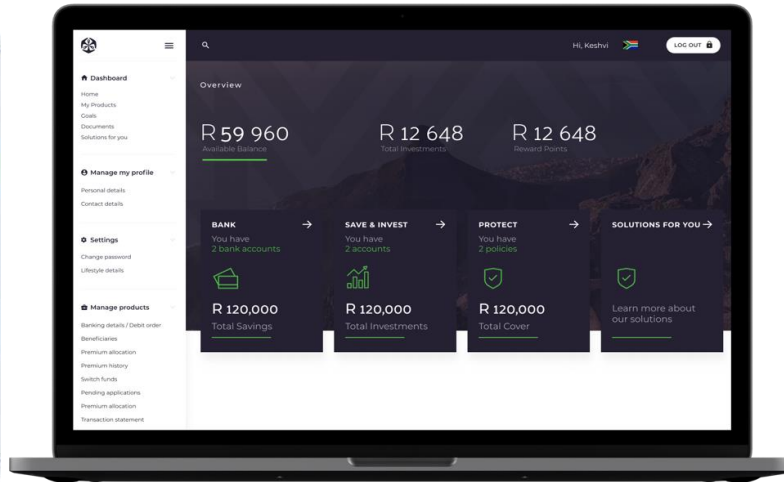
Old Mutual Rewards



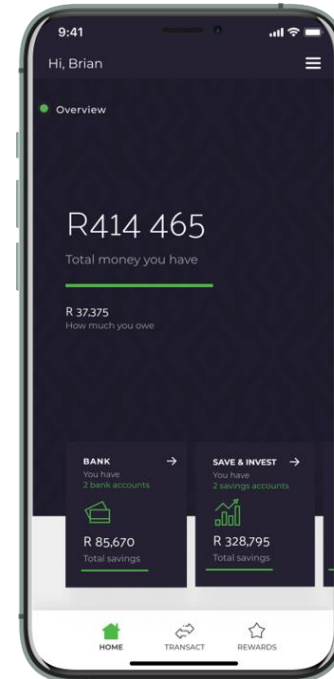
1,3 million members

1 million are customers

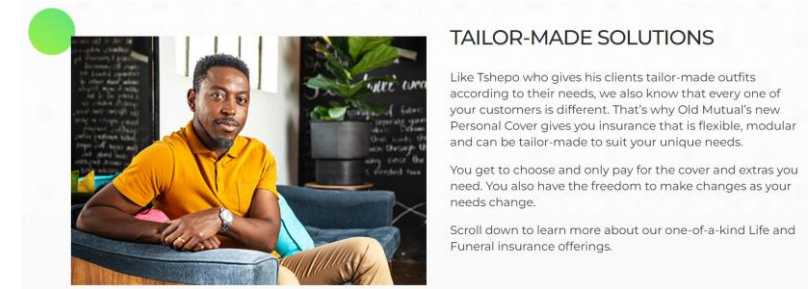
MyOldMutual



Old Mutual App



Old Mutual Protect



South African Customer Satisfaction Index score from 78,9% to 82,5%

2nd place in life insurance sector





KEY FOCUS AREAS

In a substantially rectified business

2018 listing **empowerment commitments** on track for delivery

Phased **expansion** of **transactional capability**

Old Mutual
Savings and Income
proposition launching

New
Growth and Innovation
geared for success

06

CONCLUSION





OLD MUTUAL

Q&A



DO GREAT THINGS EVERY DAY



DISCLAIMER

This presentation may contain certain forward-looking statements with respect to certain of Old Mutual Limited'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 Limited's control including amongst other things, South Africa domestic and global economic and business conditions, market related risks such as fluctuations in equity market levels, 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 Limited and its affiliates operate. As a result, Old Mutual Limited's actual future financial condition, performance and results may differ materially from the plans, goals and expectations set forth in Old Mutual Limited's forward-looking statements.

Old Mutual Limited 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.