



BLUE STAR CONFERENCE

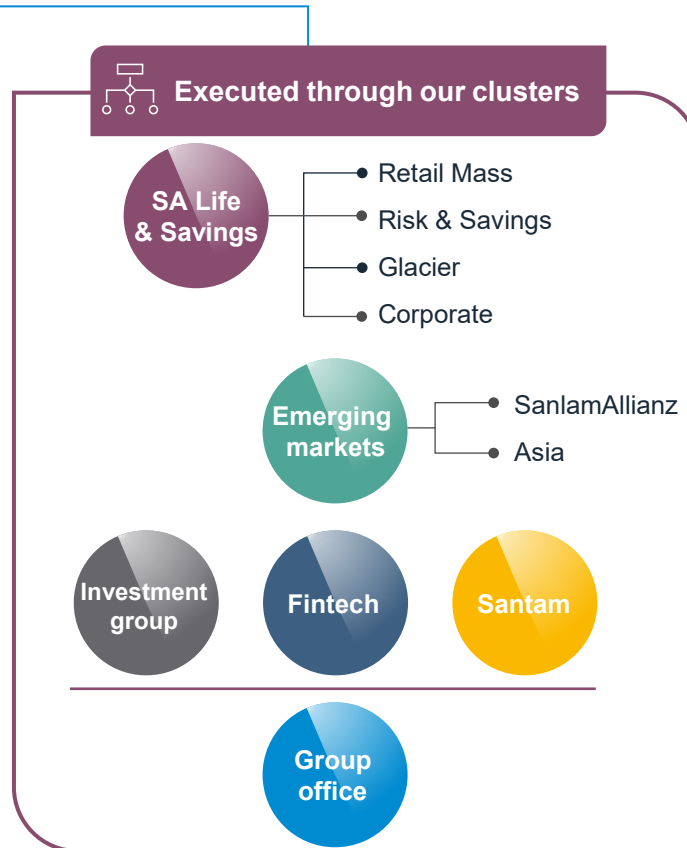
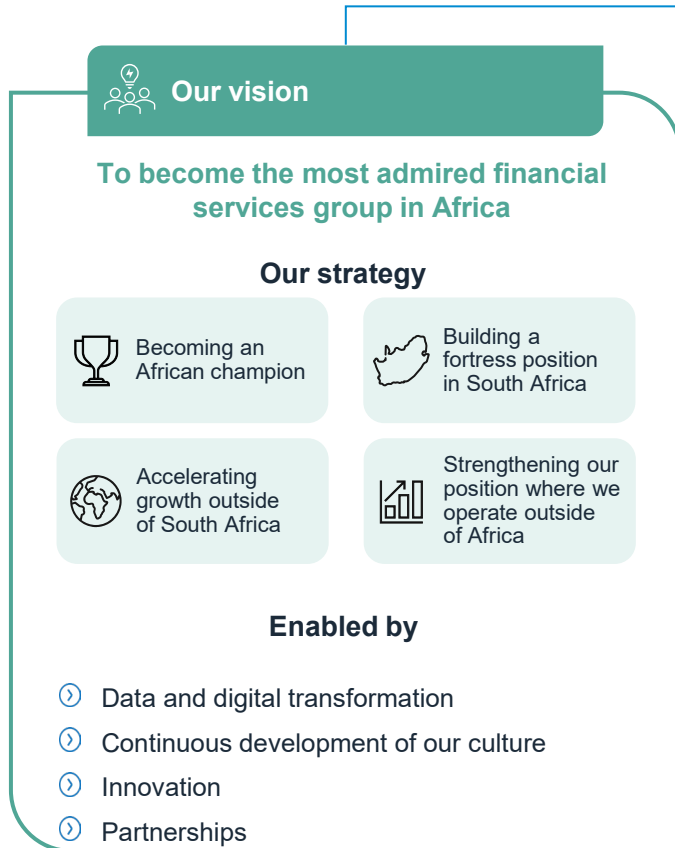
- CLIENT OBSESSION

Paul Hanratty, Sanlam Group CEO

10 October 2024

Financial Planning | Retirement | Insurance | Health | Investments | Wealth | Credit

IN 2020 WE REFOCUSSED STRATEGY TO IMPROVE LONG-TERM GROWTH PROFILE



- How we are embedding strategy in our business**
- Integration** – expand product offering and improve cross-sell
 - Digitalisation** – improve client and intermediary experience and efficiency
 - Empowerment** – contribute to inclusive economic participation and support Fortress SA strategy
 - Culture survey** – readying our people and culture to operate differently ensures we remain a future-fit organisation
 - Partnerships** – exploit growth opportunities and gain access to underpenetrated market segments across the continent and where we operate outside Africa

OUR STRATEGY TO 2030 IS TO END UP WITH **A MODERN CUSTOMER FOCUSED** GROUP WHICH LEADS NON-BANK AFRICAN FINANCIAL SERVICES AND ENTRY-LEVEL INDIAN FINANCIAL SERVICES



- From a core South African business to a business with three core pillars – South Africa, Pan-Africa and Asia
- Pan-Africa and Asia expected to be the strongest growth drivers

FOCUS IN EACH OF OUR THREE CORE REGIONS



South Africa

- **Entrench Sanlam's leadership in the South African industry** – scaling up our operations, explore new growth segments through our partnerships and Sanlam Fintech, focus on cost efficiency and value creation opportunities that transform customer and employee experience and artificial intelligence (AI) integration
- **Expanding our asset management and wealth management offerings globally** – clients can now invest up to 45% of their wealth outside of South Africa

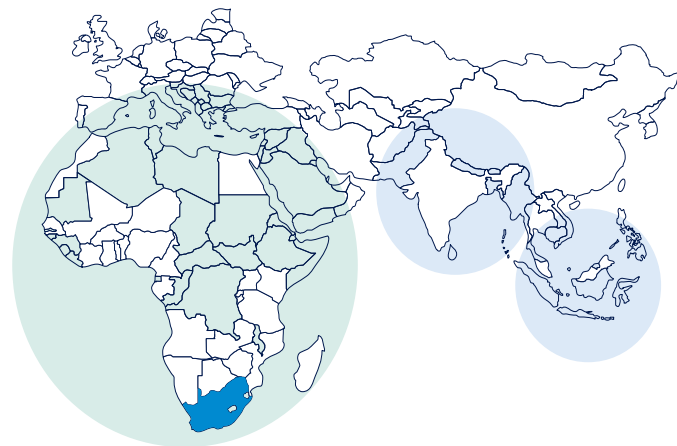
Pan-Africa

- **Our strategy to double down in Africa is in place, with SanlamAllianz on the ground and integrating** – we believe this growth engine in Sanlam may well rival and possibly surpass the South African mothership over time
- **Africa's medium to long-term GDP growth outlook is strong** - Africa's population is expected to reach 1,4 billion by 2026 and we are optimistic that African countries will be among the top 20 economies globally in the next three decades

Asia

- **India is the world's fifth largest economy and fastest growing emerging economy** – Sanlam has a leading niche position through our partnership with the Shriram Group, touching the lives of over 20 million people
- **Strengthening our position** – increasing our shareholding to >50% in the Shriram insurance entities (subject to regulatory approvals)

Building
a
leading
emerging
markets
financial
services
business



HOW WILL WE ACHIEVE GROWTH IN SANLAM LIFE AND SAVINGS (SLS)

Four Strategic themes



M&A Activity

- Since 2020, R12bn of M&A in South Africa
- Important that our fortress position in South Africa is strengthened
- Vest and amplify growth across the business

Holistic client engagement

- Despite Sanlam dominance, average cross-sell of solutions remains stubbornly low
- Stronger focus on driving client service and aiming to cater for the client holistically

Technology

- Drive towards consolidated data strategy – single digital ID
- Cost efficiency through increased sharing and elimination of duplication in technology

Rewards

- SLS is partnering with SFT in the development and integration of the Rewards programme in our offering.
- Encourage cross selling (particularly non-intermediated solutions). Widen reach. Improve persistency

CUSTOMER CENTRIC SERVICE IS ABOUT ADDRESSING THE FINANCIAL NEEDS OF OUR CLIENTS



Addressing Financial Needs



Credit



Health insurance



Savings and Investment



Own death



Family death



Asset Insurance



Education



Disability insurance



Retirement



Inheritance



Offering Client Services



Providing financial plans



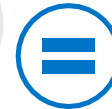
Filling gaps



Offering client centric solutions



Servicing client policies



Sanlam
Live with confidence

SANLAM – INTERMEDIARY PARTNERSHIP IS ESSENTIAL TO DELIVERING EXCEPTIONAL CLIENT SERVICE



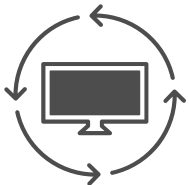
Enhancing internal operations to better support our BlueStar partners



Partnerships : Our partnerships and empowerment credentials will increase our scale, footprint and reputation across the country and the African continent



Strong collaboration culture: Continue to place value on building strong & trusted relationships with our advisors and thoroughly support them in navigating the changing business environment



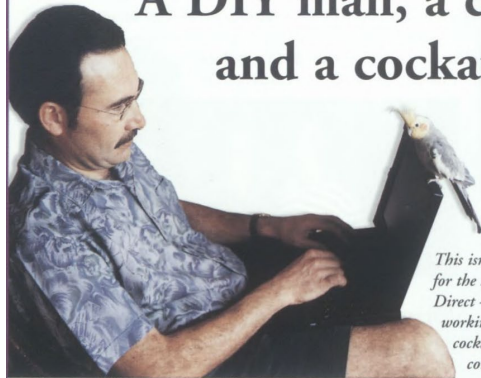
Digital Transformation: Increasing our efforts around digital transformation to provide brokers with technologies that create efficiencies and ease of policy management. All investments in technology are aimed at enhancing our relationships with advisers

New head of Sanlam Direct



We chat to... **Jaco Coetzee**

A DIY man, a canine and a cockatiel ...



This isn't a familiar sight for the staff at Sanlam Direct – their new boss working while his cockatiel keeps him company.

In the evenings Jaco Coetzee works with a cockatiel on his shoulder and a dog on his lap. He's a family man who enjoys gardening and tackling do-it-yourself projects. But don't ask him to stand in a queue or try on clothes. Sandaba asked this new head of Sanlam Direct a few questions.

Where are you from?

I was born in Omaruru in the former South-West and grew up in Windhoek and Walvis Bay.

What is your best quality?

I enjoy a challenge and change – it keeps the adrenalin pumping.

And a less impressive one?

I hate standing in queues or going shopping to try on clothes. And I'm impatient – especially when it comes to insolence and people who don't have a sense of urgency.

What do you do in your spare time?

I enjoy working in my garden. I do even

What makes you happy?

When people around me are happy and successful and when a new challenge or project has been successful – at work or at home.

And when do you see red?

Laziness makes me see red, for example when people talk a lot but nothing gets done. And when my dogs dig up my bulbs or new plants!

What is the biggest mistake you have ever made?

I drove in front of a train on a client's farm just after we had concluded a transaction. Fortunately nothing happened to me.

Launch of BlueStar (for which he received a CEO Award)

Looking for blue-blooded advisers!

It is going well with Sanlam Financial Advisers (SFA) at present and the scene is being set for another excellent production year after the record figures achieved in 2006. The only area that did not meet expectations was manpower, says Jaco Coetzee, general manager of SFA.

"In particular there are too few salaried advisers who, as part of the True Blue project, focus on the lower middle market. We would like to appoint about another 170 advisers before the end of the year for incorporation in the True Blue project."

a financial needs analysis for a specified number of clients weekly. If it results in a transaction, the adviser will receive an additional sales bonus and possibly also a small percentage commission. In contrast, advisers working in the higher markets work purely on a commission basis.

According to Jaco, as much of the advice for the lower middle market as possible is compiled in advance so that the needs analysis is done in a standardised manner. The product offerings are also limited to what is relevant for clients in this market.

Long service award



New CE of Distribution Business

New positions for Kobus and Jaco

Two senior appointments were announced in the Sanlam Personal Finance (SPF) and Sanlam Emerging Markets (SEM) businesses.

Kobus Vlok

Chief Executive: SPF Distribution, will be appointed to the SEM cluster in an executive secondment role from 1 September. Details of his role will be announced on regulatory approval.

"Kobus has a wealth of experience in



Jaco Coetzee

General Manager: Sanlam Financial Advisers (SFA), will succeed Kobus as Chief Executive: SPF Distribution. He has more than 25 years'

experience at Sanlam, and had headed up SFA since 2003.

Distribution must cross advice boundaries

Changes create opportunities and newly appointed SPF Distribution Chief Executive Jaco Coetzee says he's ready for the new phase that lies ahead.

How do you feel about your appointment as Chief Executive of SPF Distribution?

"I've received 16 new General Manager of Sanlam Financial Advisers (SFA) for 13 years and although I've made important changes, it's time for a new challenge. Previously I've never held the same post for more than three years.

Under your leadership SFA has gone from strength to strength. What makes you particularly proud?

"I'm proud of the fact that we have become highly professional in 2003 an external consultant did a benchmarking study among advisers to determine how they would want to see the implementation of the FSA Act when it came into effect. The feedback was that only 20% of the business advised by advisers was based on a financial needs analysis. The remaining 80% of new business was simply the selling of policies. Positive feedback indicated that we had a unique family

100% of new business sold by advisers is now based on a financial needs analysis, so this is why we're creating for clients holistic needs rather than just a single need.

"It's also proud of the fact that we have introduced in 2008. It benefits advisers who now have more business owners, clients who have access to specialist advice and who are assured of continuity should their adviser retire or die, and Sanlam, which serves business and clients. It also promotes cross-selling.

Something else that makes you proud is that we have been able to reduce the average age of advisers from over 50 years in 2003 to 44 years in 2006. The success of advisers and management are now more aligned in terms of race and gender, with this target group in the Generation X and Y categories.

"We have to address the new retirement rules of the pension funds brought about by the SPF legislation. We must also change our way of interacting with clients as their needs and expectations are continually changing."

How does your vision for SPF Distribution?

"We have to address the new retirement rules of the pension funds brought about by the SPF legislation. We must also change our way of interacting with clients as their needs and expectations are continually changing."

"However, clients prefer to interact with us in more personal contact. By telephone, electronically or digitally. Although they value personal advice, they still want to see us."



Thank you Jaco