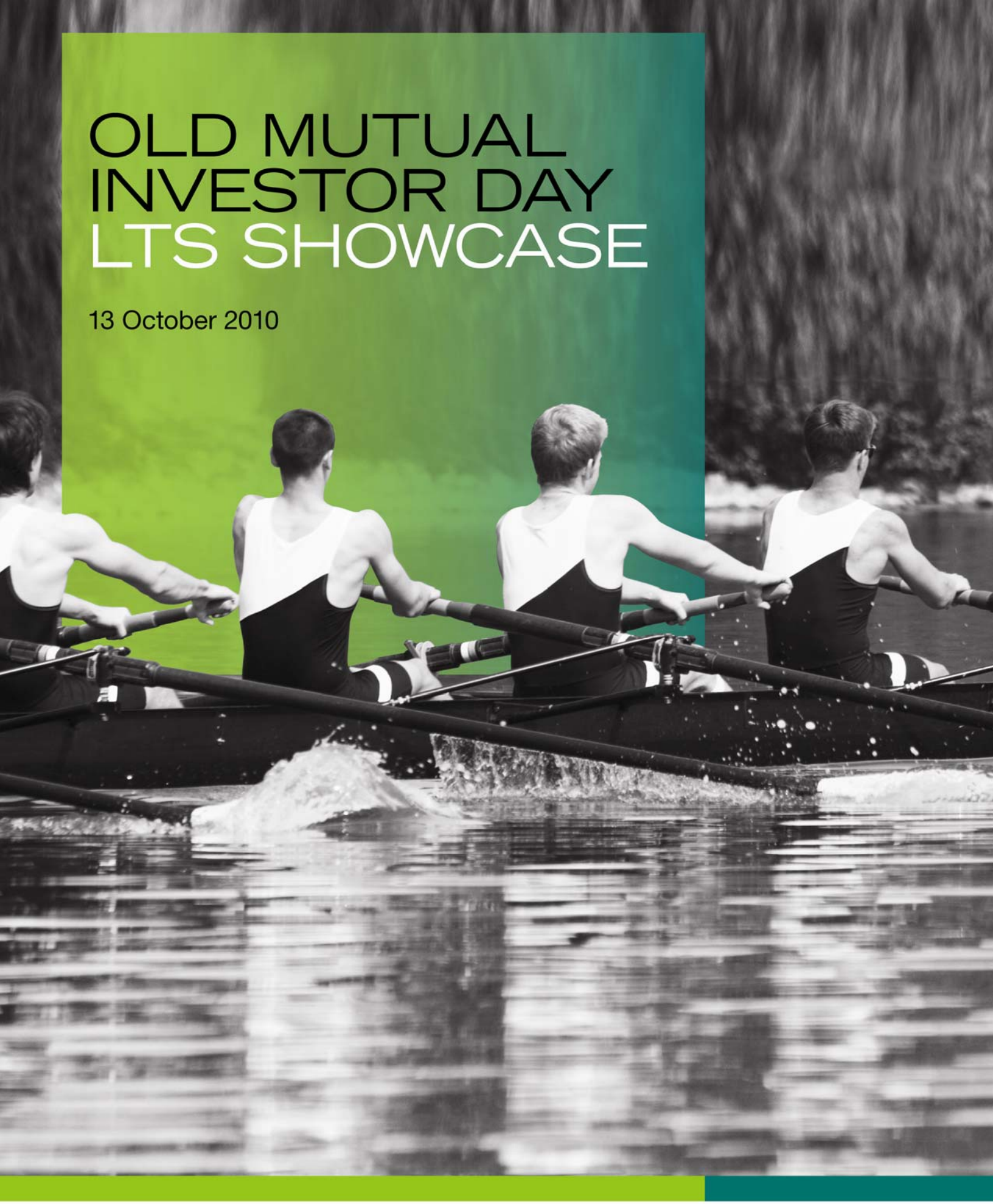
OLD MUTUAL INVESTOR DAY LTS SHOWCASE

13 October 2010



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LTS SHOWCASE – 13 OCTOBER 2010

LTS SHOWCASE DAY AGENDA

09.00 – 09.30 UK	**WELCOME AND INTRODUCTION** **OVERVIEW OF LTS AND RATIONALE**	Paul Hanratty
09.30 – 09.55 UK	**CAPITAL LIGHT: iCRaFT and Solvency II**	Andrew Birrell
09.55 – 10.45 UK	**SIMPLIFY AND UNLOCK VALUE: Panel discussion on Cost efficiency**	Convenor: Paul Hanratty Panel: Bob Head; Marek Ryden; Jonas Jonsson; Richard Boynett, Rose Keanly
10.45 – 11.00 UK	**TEA AND COFFEE BREAK**	
11.00– 12.30 UK	**CUSTOMER PROPOSITION AND EXPERIENCE**	
11.00 – 11.30 UK	**Retail markets in SA and Emerging Markets**	Ralph Mupita
11.30 – 12.00 UK	**The opportunity for the platform for Wealth Management business in UK, Europe and International Markets**	Bob Head
12.00 – 12.30 UK	**Distribution and Regulation in the UK**	Peter Mann
12.30– 14.00 UK	**BUSINESS FAIR AND LUNCH BUFFET**	
14.00 – 15.20 UK	**DISTRIBUTION AND PRODUCTS**	
14.00 – 14.30 UK	**Distribution and Regulation in Emerging Markets**	Mike Harper
14.30 – 14.50 UK	**Retail distribution in Nordic**	Mårten Andersson
14.50 – 15.20 UK	**Exploiting product synergies across boundaries**	Steven Levin
15.20 – 15.50 UK	**Q&A SESSION**	
15.50 – 16.00 UK	**CONCLUSION / SUMMARY**	Paul Hanratty
16.00 – 17.00 UK	**BUSINESS FAIR (informal for browsing)**	

NEWS RELEASE

Ref 158/10

13 October 2010

Old Mutual plc, LTS Showcase – 13 October 2010

Old Mutual plc will be holding a business showcase on their LTS Division today, Wednesday 13 October 2010. The event will include a mix of presentations, panel discussions and Q&A sessions by senior LTS management. A Business Fair, featuring modular stations, will also be available highlighting aspects of the LTS businesses (Emerging Markets, Wealth Management, Retail Europe and Nordic). No new material information will be provided.

The event will take place at 09.00 UK / 10.00 SA / 10.00 CET at Old Mutual's London office. A webinar will be provided for those unable to attend in person, details of which are at: *www.oldmutual.com/showcase*. Presentation documents are also available to download from *www.oldmutual.com/ir/resultsAndPresentations*.

Enquiries

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Notes to Editors

Old Mutual

Old Mutual plc is an international long-term savings, protection and investment Group. Originating in South Africa in 1845, the Group provides life assurance, asset management, banking and general insurance in Europe, the Americas, Africa and Asia. Old Mutual plc is listed on the London Stock Exchange and the JSE, among others.

In the year ended 31 December 2009, the Group reported adjusted operating profit before tax of £1.2 billion (on an IFRS basis) and had £285 billion of funds under management at the year end. The Group has approximately 54,000 employees.

For further information on Old Mutual plc, please visit the Company's website at *www.oldmutual.com*

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Overview of Long Term Savings and Rationale

13 October 2010

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PAUL HANRATTY

CEO Long Term Savings

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Themes for today

- LTS Strategy
- Shareholder value creation framework and targets
- Achieving our targets
- Driving synergies
- Capital optimisation
- Strong management capabilities

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Team that will create a successful business

Kuseni Dlamini
CEO OMSA & Emerging Markets

Bob Head
CEO Wealth Management

Mårten Andersson
CEO Nordic

Jonas Jonsson
CEO Retail Europe

Richard Boynett
CIO – LTS

Steven Levin
LTS Product Director

Rose Keanly
MD, OMSTA (OMSA) and Head of LEAN, LTS

Mike Harper
MD, Customer Solutions (OMSA)

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LTS Showcase Day Agenda

09.00 – 09.30	Welcome and introduction Overview of LTS and rationale
09.30 – 09.55	Capital Light: iCRaFT and Solvency II
09.55 – 10.45	Simplify and Unlock Value: Panel Discussion on Cost efficiency
10.45 – 11.00	Tea and coffee break
11.00 – 12.30	Customer Proposition and Experience: ▪ Retail markets in SA and Emerging Markets ▪ The opportunity for the platform for Wealth Management business in UK, Europe and International Markets ▪ Distribution and regulation in the UK Introduction for lunch and fair
12.30 – 14.00	Business Fair and Lunch Buffet

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LTS Showcase Day Agenda (cont.)

12.30 – 14.00	Business Fair and Lunch Buffet
14.00 – 15.20	Distribution and Products ▪ Distribution and regulation in Emerging Markets ▪ Retail distribution in Nordic ▪ Exploiting product synergies across boundaries
15.20 – 15.50	Q&A Session
15.50 – 16.00	Conclusion
16.00 – 17.00	Business Fair (informal for browsing)

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LTS strategy

Complement a **strong**, **highly profitable** and **mature** South African business by:

Leveraging our **SA capabilities** to **grow** and **develop** our businesses in selected Asian, African and Latin American markets

Operating capital light, **fast growth businesses** in selected UK and European markets

Exploiting **capital, cost** and **revenue synergies** between the various businesses

Focus on building a culture of customer focus and value creation

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The LTS portfolio provides high returns combined with high growth

Mature Profit Generation	Profit Growth	EV Growth
▪ Slow growth ▪ Large market share ▪ Generate high cash returns that fund new business, allow for acquisitions and Group dividend	▪ Low profit generation relative to enterprise value ▪ High cost bases ▪ Potential for rapid profit growth on restructuring / efficiency gains ▪ Largely self funding in terms of new business and growth ▪ New business tends to be cash demanding	▪ Require funding of business at least until breakeven ▪ Rapid growth of sales ▪ New business tends to be capital intensive ▪ Potential to grow embedded / enterprise value rapidly ▪ Cash generation is far out
▪ **OMSA** ▪ **Namibia** ▪ **Colombia**	▪ **Wealth Management** ▪ **Nordic**	▪ **European Retail** ▪ **Africa** ▪ **Asia** ▪ **Mexico**

Together these businesses generate a good cash return coupled with good profit growth and a long term build up of embedded value

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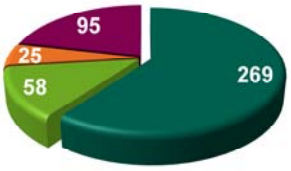
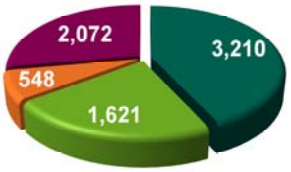
H1 2010 LTS financial summary[1]





Emerging Markets | Nordic | Retail Europe | Wealth Management

1. US Life business not included
2. Covered and non-covered businesses

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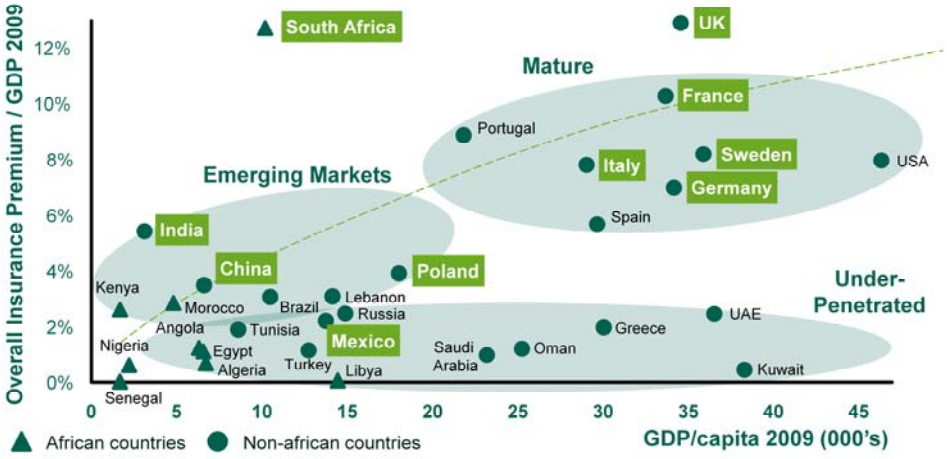
Industry growth

Overall insurance premiums and GDP 2009



Source: IMF, Swiss Re Sigma World Insurance 2009

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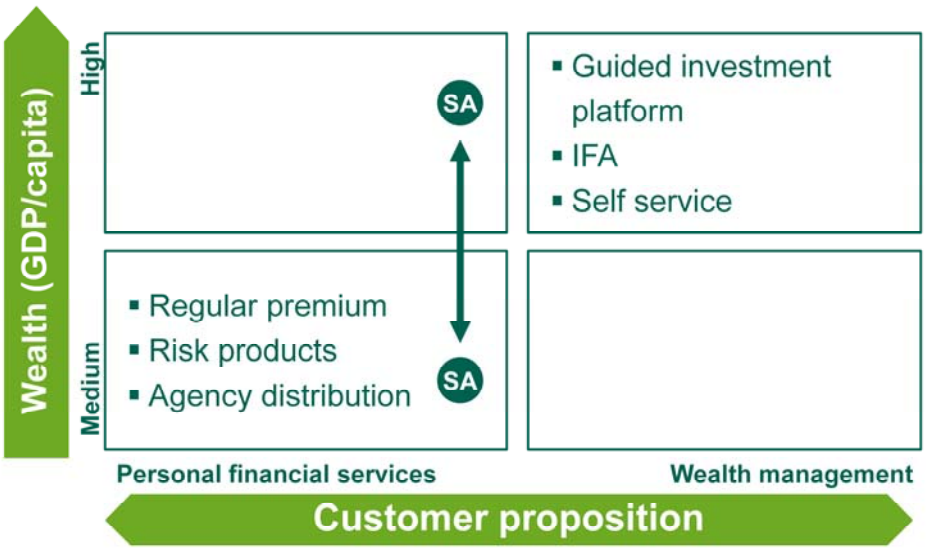
Putting the customer at the centre



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Shareholder value model

Economic Profit ("EP")

Enhancement to Embedded Value

Profit – (Cost of Capital x Capital)

(VNB + Experience Variance)/MCEV

Strategy, investment / dis-investment, capital allocation, performance measurement, reward

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Achieving our targets

	Implementation	Measures
Driving revenue growth	▪ Exploit growth opportunities in emerging markets ▪ Position for sweet spot in Europe	▪ (VNB + Exp Var) / MCEV ▪ NCCF / FUM
Reducing cost	▪ Specific efficiency programs in each BU	▪ Administration expenses
Synergies	▪ Adopt LEAN methodology across all businesses ▪ Potential IT synergies, particularly in outsourcing ▪ Product lines extended to other markets	▪ Expenses ▪ APE
Capital efficiency	▪ Focus on capital light products ▪ Diversification benefits	▪ Equity (E)

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Efficiency programs at business unit level

	Implementation	Business
Shared services	▪ Finance ▪ HR ▪ Risk ▪ IT	▪ Wealth Management ▪ Retail Europe
Outsourcing to SA	▪ Administration ▪ IT	▪ Retail Europe ▪ Wealth Management
LEAN approach	▪ Process and customer focused ▪ "Overheads" as well as administration ▪ Spans of control	▪ LTS wide
IT	▪ Global outsourcing ▪ Shared computing ▪ IT applications	▪ LTS wide

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Progress against 2012 cost reduction targets

	H1 2010[1]	2012 Target
Long-Term Savings[2]		
- Emerging Markets	-	£5m
- Nordic	-	£10m
- Retail Europe	£6m	£15m
- Wealth Management	£17m	£45m
LTS Total	**£23m**	**£75m**

- Costs to achieve of approximately 150% of savings

1. Run-rate savings delivered to date
2. Long-Term Savings excluding US Life

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Progress against 2012 ROE and margin targets

	FY 2009	H1 2010	2012 Target
Long-Term Savings ROE[1]			
- Emerging Markets	*24%*[2]	**27%**[2]	20%-25%
- Nordic	*12%*	**12%**	12%-15%
- Retail Europe	*9%*	**20%**	15%-18%
- Wealth Management	*8%*	**15%**	12%-15%
Total LTS[3] ROE	*14.9%*	**19.3%**	**16%-18%**

- Hurdle rate for continued retention in LTS

1. For Nordic, Retail Europe and Wealth Management, ROE is calculated as IFRS AOP (post tax) divided by average shareholders equity, excluding goodwill, PVIF and other acquired intangibles; 2. OMSA only, calculated as return on allocated capital where full year 2009 has been adjusted to the 2010 LTIR rate; 3. Long Term Savings excluding US Life

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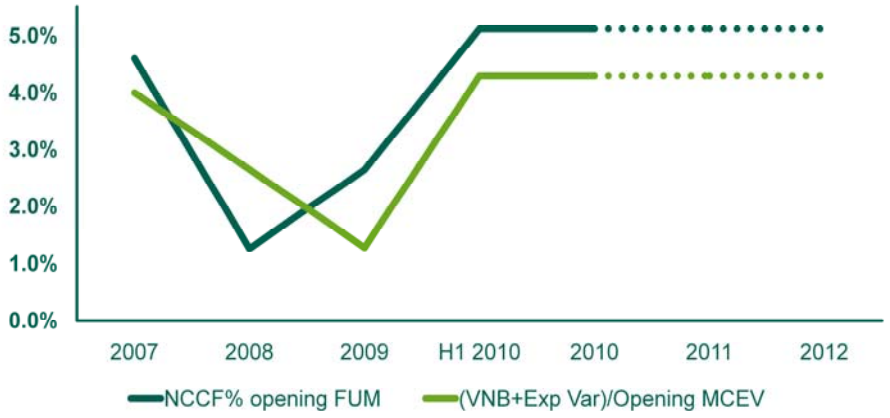
Tracking progress

(VNB + Exp. Var)/MCEV and NCCF/FUM



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Delivery of targets – illustrative scenario

Expense inflation	Resultant ROE – Market growth 0%	2%	4%	6%	8%
0%	14.9%	16.8%	18.5%	20.1%	21.6%
2%	12.9%	14.9%	16.7%	18.4%	20.0%
4%	10.7%	12.8%	14.7%	16.6%	18.2%
6%	8.4%	10.7%	12.7%	14.7%	16.4%
8%	6.1%	8.4%	10.6%	12.7%	14.6%

£m	2009	Delta	Year 4
Revenue	**2,021**		**2,408**
Market growth @ 6% p.a.		386	
Administrative expenses	**1,459**		**1,519**
Impact of cost reduction		(75)	
Impact of expense inflation @ 3% p.a.		135	
Pre-tax AOP	**562**		**888**
Post-tax AOP[1]	**429**		**677**
Equity	**3,255**		**3,876**
ROE[2]	**13.2%**		**17.5%**

Note: Local equity and allocated capital as per targets disclosed in Prelims 2009. Assumes constant corporate tax rate, capital requirements constant % FUM (assuming fixed gross margin on revenues)

1. Reflects removal of 2009 non-repeat items for Nordic and Wealth Management
2. Reported 2009 ROE of 14.9%

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Closing remarks

- Portfolio delivers high ROE and growth
- Customer focus leads to top-line growth
- Synergies can be exploited
- Strong risk, capital management and performance framework in operation
- Strong local management teams

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iCRaFT and Solvency II

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ANDREW BIRRELL

Group Risk and
Actuarial Director

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The new risk framework

- Risk, Capital and Value – alignment with commercial requirements and Solvency II
- iCRaFT (integrated Capital, Risk and Financial Transformation)
  - Old Mutual's programme to deliver Solvency II readiness with business benefits, not just regulatory compliance
  - Third party equivalence – Bermuda and SA
  - Admitted to FSA Internal Model Approval Process ("IMAP") in August 2010

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Solvency II brings opportunities

- Solvency II is a game changer and Old Mutual is well positioned:
  - *"We see Solvency II as a catalyst for a fundamental reappraisal of traditional insurance models"*[1]
  - *"Diversification benefits will be a key driver of Solvency II requirements"*[1]
  - *"Greater focus on risk / reward"*[2]
  - *"Shifting balance towards 'capital-lite' products in the life insurance industry"*[2]

1. Morgan Stanley and Oliver Wyman Sep 2010
2. Deutsche Bank Sep 2010

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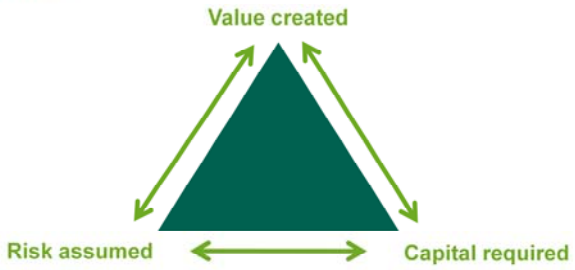
Risk strategy

- Group Risk strategy set for LTS for next 3-5 years
  - To provide clarity to LTS businesses on our preferred risk return profile
  - Regulatory requirements (Solvency II and SAM) require an explicit statement
- Not a simple loss minimisation approach
- Optimise trade-off between risk assumed, capital required and volatility of return



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Enhancing Return on Capital

R o C

Increase quantum and certainty of 'R'

Reduce amount of Group 'C'

RoC integrates well with Economic Profit as a key measure and component of senior management incentives

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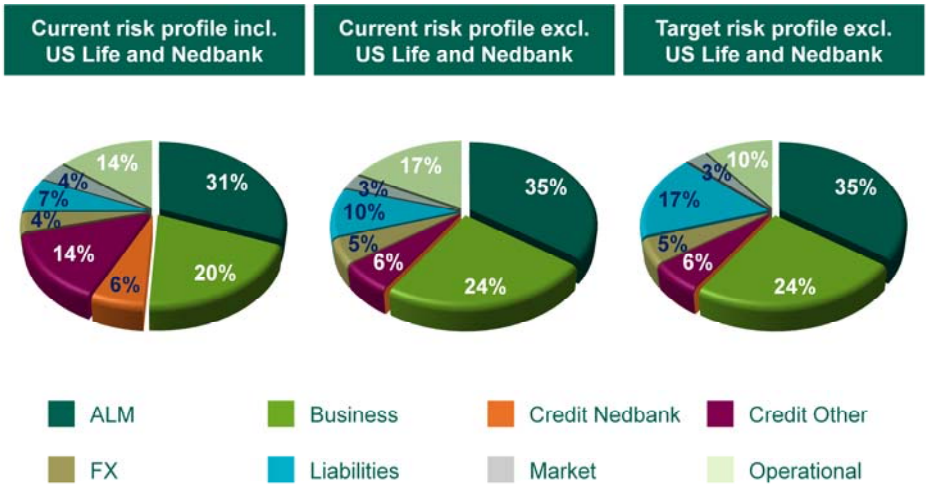
Current vs target profile



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Risk preferences

Risk type	OM risk preference	Marginal impact of extra exposure on Economic Capital at Group level (BU=100%)	Expected return relative to target *
Liability	Strongly for	11%	Excellent
ALM (Policyholder)	For	86%	Excellent
Business	Neutral	47%	Good
Credit	Neutral	64%	Neutral
Market (Shareholder)	Against	78%	Poor
FX	Against	81%	Poor
Operational	Strongly against	42%	Very poor

* Assumes risk is correctly priced

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LTS discretionary risk preferences

Liability risk	Market risk	Credit & Counterparty Risk
Life – Catastophe	Shareholder equity risk	Corporate bonds spread widening, default and migration
Life – Disability	Policyholder equity risk	Counterparty default (reinsurance)
Life – Longevity	Currency – at Group level	Concentration risk
Life – Mortality	Inflation	
Liquidity	Shareholder interest rate risk	
	Hedgeable policyholder interest rate risk	
	Property	

Key

- Strongly avoid
- Tend to avoid
- Neutral (indifferent)
- Tend to seek
- Strongly seek

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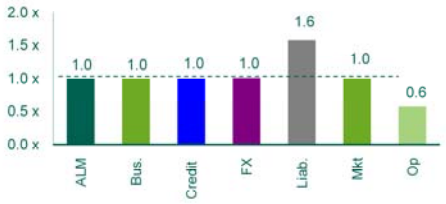
Product drives risk & return

Change from today's risk profile to target risk profile (excl. US Life & Ned)

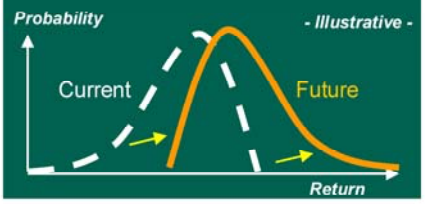


Key Implications

1. Increase exposure to protection products
2. Charge explicitly for investment guarantees
3. Require best in class operational capabilities and skills

Group return preference

1. Change the shape of distribution of returns to increase upside & reduce downside
2. Shift the expected returns to the right by avoiding negative outcomes



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Product drives risk & return

Risk	Impact on ROC from current
Increase in liability business where we already have an established presence	R▲ C▼
Sale of US Life to reduce credit risk	R▼ C▼▼
Higher margin investment products	R▲▲ C▲
Conservative and appropriate statutory capital investment policy	R▼ C▼

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Robust process in place

1 BU + LTS

- Assess market demand and product design capacity
- Design and propose charging structure and features
- Assess strategy parameters versus BU risk
- Ensure administration platform manages suitable operational capacity

Mechanisms for control

Risk Appetite, Risk Strategy, LTS product sign-off

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Robust process in place

1 BU + LTS

- Assess market demand and product design capacity
- Design and propose charging structure and features
- Assess strategy parameters versus BU risk
- Ensure administration platform manages suitable operational capacity

2 Group Risk & Actuarial review

- Consistent with Group & BU risk strategy
- Hedging & reinsurance actions
- Actuarial assumptions and liability management checked
- Return on economic capital

3 BU Implementation

- Pricing approved
- Product design confirmed

Mechanisms for control

- Risk Appetite, Risk Strategy, LTS product sign-off
- Group operating model, Risk Appetite, Group Chief Actuary sign-off
- BU Exco accountability

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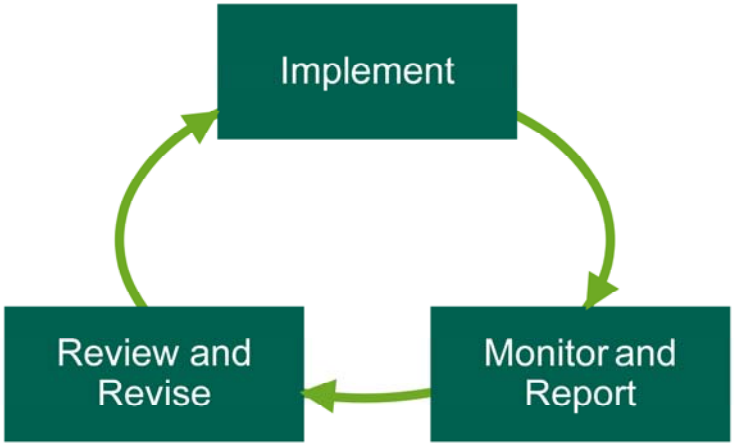
Strong monitoring cycle



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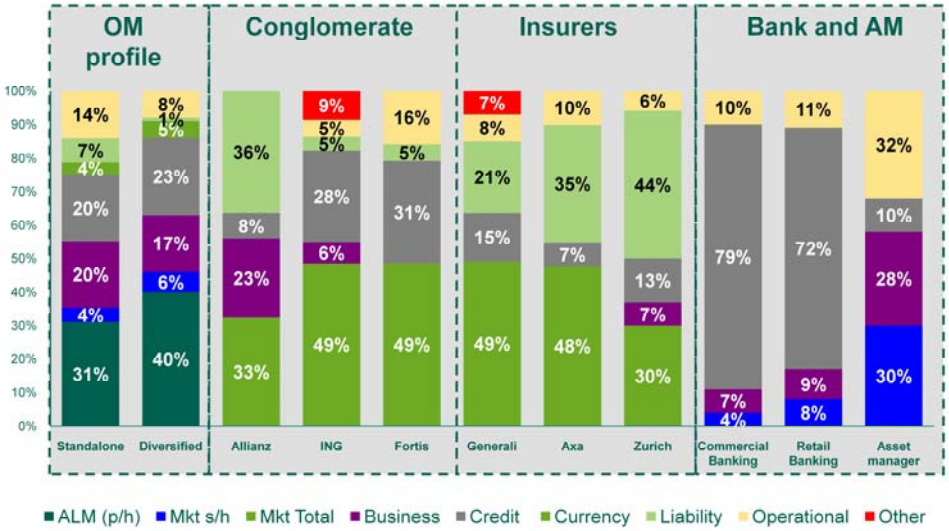
Peer comparison: current EC baseline



1. Sources: Annual Reports 2009 of 15 entities (Insurers, banks, conglomerates), Oliver Wyman analysis.
2. Banks benchmark based upon: HSBC, Santander, ISP, UCG, BNP.
3. Note: for benchmarking, currency economic capital and split between shareholder / policyholder market risk not available.
4. Some peers include business risk within liability risk.

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PANEL DISCUSSION

Cost Efficiency

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Panel discussion

Paul Hanratty
CEO LTS

Bob Head
CEO Wealth Management

Richard Boynett
CIO - LTS

Jonas Jonsson
CEO Retail Europe

Marek Rydén
CFO Nordic

Rose Keanly
MD, OMSTA
(OMSA) and Head
of LEAN: LTS

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Efficiency programs at business unit level

	Implementation	Business
Shared services	▪ Finance ▪ HR ▪ Risk ▪ IT	▪ Wealth Management ▪ Retail Europe
Outsourcing to SA	▪ Administration ▪ IT	▪ Retail Europe ▪ Wealth Management
LEAN approach	▪ Process and customer focused ▪ "Overheads" as well as administration ▪ Spans of control	▪ LTS wide
IT	▪ Global outsourcing ▪ Shared computing ▪ IT applications	▪ LTS wide

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PANEL DISCUSSION

Cost Efficiency

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The Wealth Management approach

- Recognise the need for change
- Question everything
- Focus on key issues
- Get a committed team together and remove blockers
- Improved management information and accountability process focussing on the clusters
- Culture
- Focus on savings to be achieved but also have an overall target expense level
- Quick wins, for example, UK sales force review executed rapidly

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Cost Efficiency

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Nordic

- Pan-Nordic transformation process gives cross border synergies
- Becoming more efficient in absolute terms whilst ensuring that we do not risk our client relationships
- Combining long term LEAN with a short and medium term cost efficiency programme
- Finding absolute savings, eg rental costs, process efficiency and reduced consultant spend
- Creating competitiveness by fundamentally changing the way we look at the business

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PANEL DISCUSSION

Cost Efficiency

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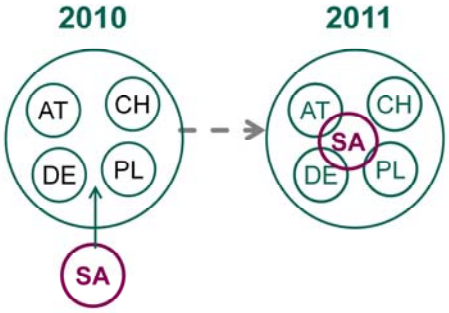
Retail Europe: From 4 to ONE

- **Simplify structure** and develop cross border functional organisation
- **Create efficiencies** and develop LEAN operations via shared services in South Africa
- **Become customer centric** and implement one market approach:
  - Fixing and exploiting our base of 630,000 customers
  - Acquiring new customers by increasing quality and quantity of our distribution capabilities
  - Simultaneously and step by step optimising of our product portfolio



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Retail Europe's strategic vision 2015

- Smart solutions
- Simple to use
- Highly efficient
- Easy to access
- 24/7 available
- Modern style
- Sustainable

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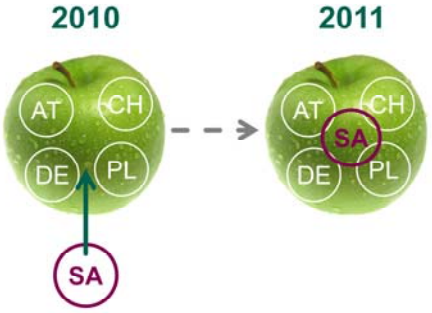
Building a platform for future growth

So, what have we achieved so far?

- Realising £6m cost savings p.a. by:
  - One cross-border management team instead of four local management teams
  - Taking over additional controlling responsibilities from the former ELAM section
- Implementing one cross border functional organisation with centralised IT, Finance, Marketing and HR functions
- Favourable reactions of the regulators in terms of the transfer to South Africa
- Successful establishment of our new branches in South Africa



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PANEL DISCUSSION

Cost Efficiency

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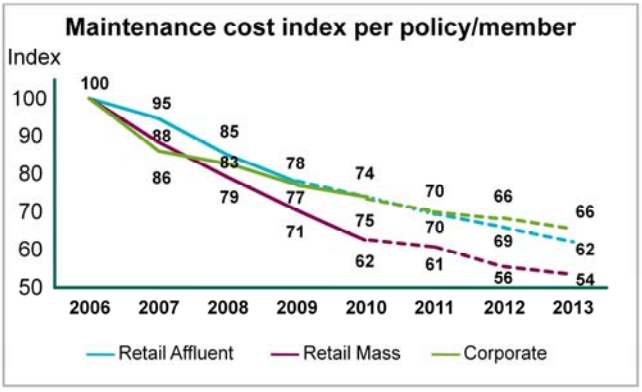
In OMSA, with LEAN, we are driving down unit costs and improving service



The Retail Affluent equivalent unit cost of a key South African competitor is 82% higher than that of OMSA as at end June 2010

In 2008, 2009 and 2010 national Ask Afrika Orange Index customer survey, Old Mutual was voted best customer service organisation in the Long-Term Insurance sector

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PANEL DISCUSSION

Cost Efficiency

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Transforming LTS IT – simple, but not easy

- Understand the business and market drivers
- Create a compelling vision of the future for our people
- Create roadmaps for people, process and technology
- Create an IT landscape that supports the future business
- Execute on the plans together with the LTS leadership

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Drive synergies, support the business strategy and drive innovation

- IT consolidation
- Partner internally
- Finally, the real prize: a "hybrid" IT model
  - IT back-office
  - Innovative business and IT strategies

We are enabling business efficiency and innovation for local and global competitive advantage through one, passionate, world-class IT partnership

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Panel members

Paul Hanratty
CEO LTS

Bob Head
CEO Wealth Management

Richard Boynett
CIO - LTS

Jonas Jonsson
CEO Retail Europe

Marek Rydén
CFO Nordic

Rose Keanly
MD, OMSTA
(OMSA) and Head
of LEAN: LTS

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PANEL DISCUSSION

Cost Efficiency

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Retail Markets in SA and Emerging Markets

13 October 2010

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RALPH MUPITA

Strategy Director:
Emerging Markets
CEO Retail Affluent:
South Africa

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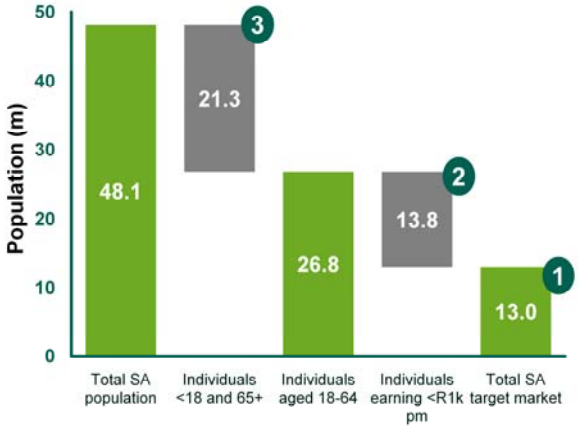
The structure of the South African retail market

Breakdown of the SA population (2009)



1. Old Mutual's target market is 27% of the population
2. GDP per capita expected to grow by 5% over the medium term from c$5,800

AND:

3. Substantial population numbers coming through to drive future growth. c1% p.a. population growth over past 10 years

Source: Bureau for Market Research (BMR), OMSA CII Unit, International Monetary Fund (IMF) World Economic Outlook Database (April 2010)

Note: Age 18-64 only; Refers to Personal Monthly Income; £1 = R11.45 as at 30 June 2010

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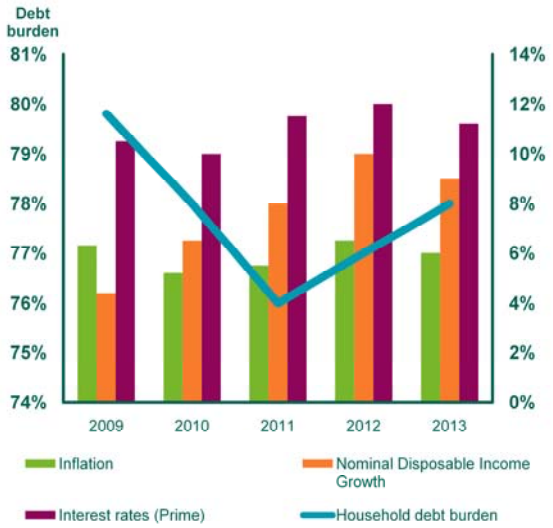
Macro-economic fundamentals are supportive of long-term saving markets



- Employment prospects expected to improve over the medium term after the 2008/2009 recession driven job losses
- Household balance sheets strengthening through de-leveraging and disposable incomes increasing by an average 8% p.a. over the next three years

Source: Bureau for Market Research (BMR) Report 2009; OMIGSA

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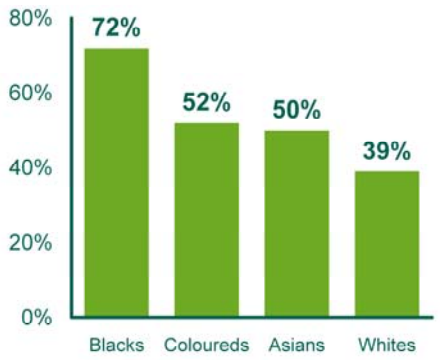
…where demographic shifts are driving demand for financial services…

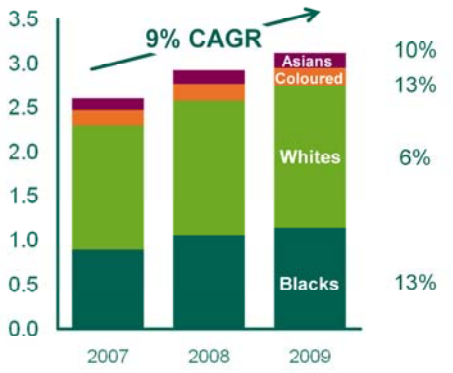
Black disposable income growth has outpaced other demographic groups over the past 10 years[1]

Cumulative real disposable income growth (1999–2008)



Total number of middle and high income earners is increasing[2]

Number of people earning above R12,000/month (millions)



1. Source: Information Handling Services (IHS) Global Insight
2. Source: Bureau for Market Research (BMR)

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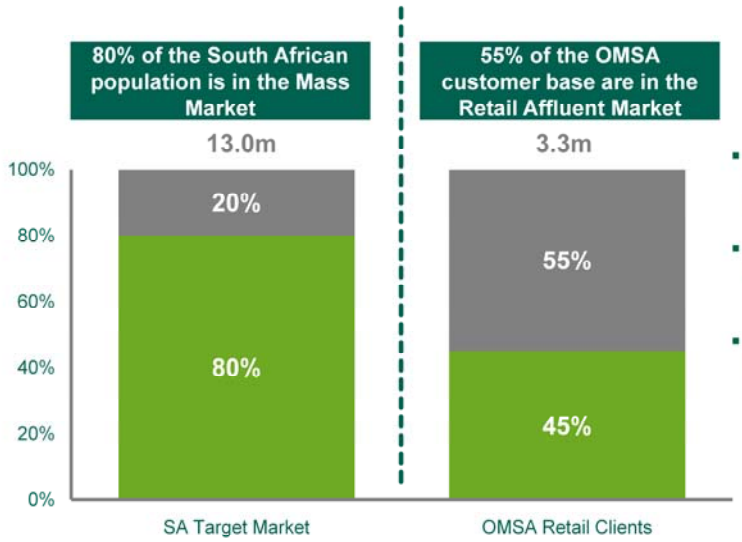
We have strong franchises in both the mass and affluent markets



- Retail life new business market share of c28%
- Retail mass market share of c35%
- Retail mass affluent market share of c22%

Source: Bureau for Market Research (BMR) 2009, OMSA
Retail Mass customers are defined as those with incomes <R12,000 per month
Retail Affluent customers are defined as those with incomes >R12,000 per month

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The blacks market is the underpin of growth

OMSA retail customer base compared to the SA target market (2009)

	OMSA penetration (2009) (%)	OMSA customer growth p.a. (2007-09) (%)
Whites	49.5	-2.8
Coloureds	13.5	5.2
Asians	40.3	1.3
Blacks	19.7	7.8

Source: Bureau for Market Research (BMR), OMSA CII Unit

Note: It is assumed that customers with unknown race in the OMSA customer base have a similar racial breakdown as those for whom data is available

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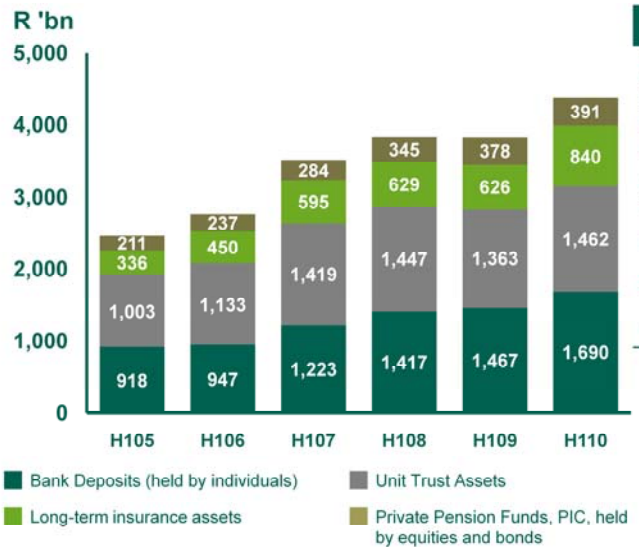
In real terms, savings stock grew at GDP +3% from H1'05 to H1'10



5 Year CAGR (%)	
Private pension funds, PIC, Bank held equities and bonds	13
Long-term Insurance	20
Unit Trusts	8
Bank deposits	13
Total Assets	**12**

Source: South African Reserve Bank (SARB), Old Mutual South Africa (OMSA)

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Retail Affluent product range

Savings and Investment			Risk
Max Investments	Wealth Management		Greenlight
	Galaxy Investment Frontiers Unit Trusts Old Mutual International Max Income acsis		
Savings	Investment		Protection
LIFE	Retirement Annuity	Unit Linked	Death
			Disability
			Severe illness
			Business

Notes: Our sales force also takes to market short-term insurance, banking, health and umbrella products

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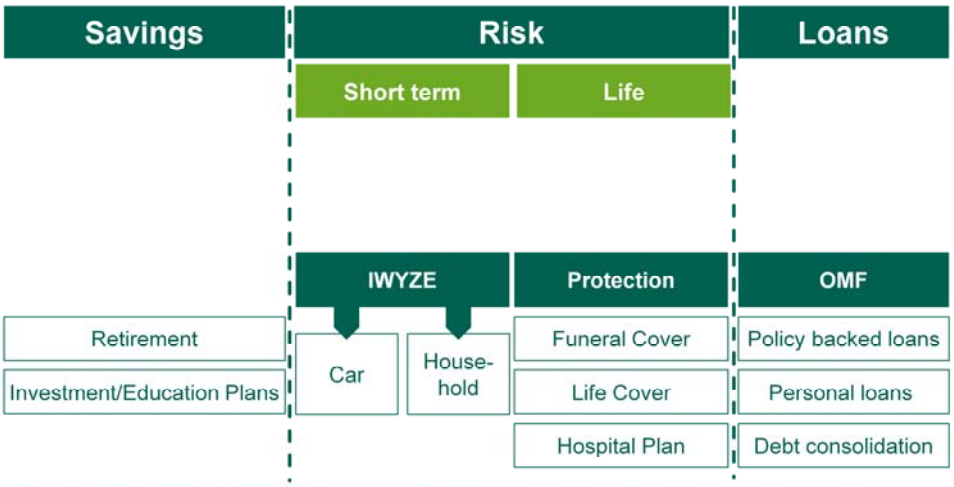
Retail Mass product range



Products offered to the foundation market include Burial society plans, domestic workers retirement plans and pay-when-you-can

OMF: Old Mutual Finance

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Retail Affluent distribution channels

New business by channel % (FY'09)

- Large-scale multi-channel distribution
- Tied agency captures new black customers
- Driving productivity improvements through customer management infrastructure and analytics
- Growth of franchise model is key for the future

Note: Direct sales include telesales

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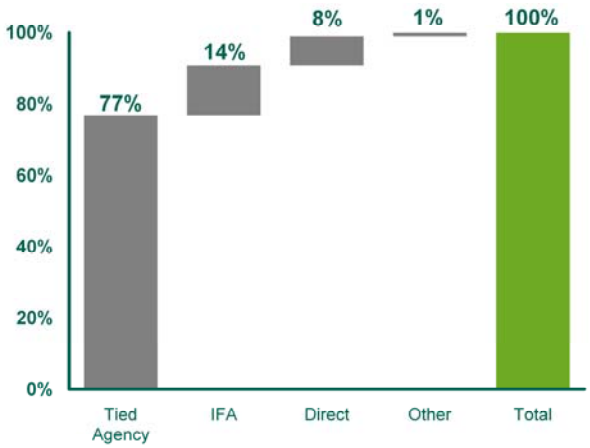
Retail Mass distribution channels

New business by channel % (FY'09)



- Salaried based remuneration model
- Distribution network that is rooted in the communities[1]
- Stronger union and employer relationships
- Strong brand equity in rural and urban areas
- High barriers to entry

Note: 'Direct' sales include telesales, 'Other' includes Tied Agency sales from Retail Affluent

1 This is the worksite model

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We have a broad wealth management offering to market

Wealth Management

	acsis	Fairbairn Capital	Unit Trusts	OMI	Max Income
Proposition	▪ Lifestyle financial planning. No direct customer access ▪ CPI based life and non-life wrapped pre- and post-retirement solutions ▪ Closed architecture, Multi-managed funds	▪ With self managed access for direct customers ▪ Unit linked life and non-life wrapped pre and post retirement solutions ▪ Guided and open architecture	▪ With self managed access for direct customers ▪ Non-life wrapped pre- and post-retirement solutions ▪ Closed architecture, OMIGSA only funds	▪ Offshore life wrapped solutions ▪ Leveraging off Skandia International scale and capabilities ▪ Open architecture	▪ Post retirement solutions (term or life) ▪ Guided architecture
Number of Customers	**9k**	**158k**	**260k**	**15k**	**57k**
FUM / AuA	**R20bn**	**R77bn**	**R52bn**	**R11bn**	**R4bn**

OMUT is Old Mutual Unit Trust and OMI is Old Mutual International

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Financial characteristics of Retail – South Africa

Retail Affluent	Retail Mass
▪ Moderate sales growth	▪ High sales growth
▪ High ROC	▪ High ROC
▪ Expense growth < CPI	▪ Expense growth > CPI reflecting investment in new product lines and distribution
▪ Legacy book run-off, new era book build-up, shaping margins and profit	

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Retail Affluent key measures

Retail Affluent Business Units	2006	2007	2008	2009
Customers	1.4 m	1.5 m	1.6 m	1.8 m
New Life APE (Rm)[1]	2,063	2,174	2,211	2,089
Non-Life gross sales (Rm)	15,433	17,960	19,371	21,901
VNB margin[1]	Low to mid-teens			
NCCF	Positive	Negative	Negative	Positive
ROC	>25%	>25%	>25%	>25%

1. Rebased to exclude Nedgroup Life sales and VNB

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Retail Mass key measures

Retail Mass Business Units	2006	2007	2008	2009
Customers	1.2 m	1.3 m	1.4 m	1.5 m
New Life APE (Rm)	887	1,090	1,312	1,458
VNB margin	> 20%	> 20%	>20%	>20%
NCCF	Positive	Positive	Positive	Positive
ROC	>30%	>30%	>30%	>30%

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Conclusion

- Strong South African retail franchises
- Utilise common products, processes and IT platforms across all our African businesses
- Redeploy Retail Mass's operating model to the rest of Africa
- Leverage and export product, distribution and administration capabilities into other emerging markets
- Well positioned to deliver on the 2012 ROE and cost reduction targets

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Platform opportunity for Wealth Management

13 October 2010

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BOB HEAD

CEO Wealth Management

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Wealth Management – H1'10 LTS[1] context

	Wealth Management	% of LTS[1]
Funds under management	£48.8bn	44%
Net client cash flow	£2.3bn	-
Life new business sales APE	£412m	54%
Mutual funds new business (gross)	£2.2bn	56%
Value of new business	£31m	32%
Embedded value of covered business	£1,915m	30%
IFRS AOP pre-tax	£95m	21%
ROE	15%	n/a

1. US Life business not included

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Why we will win?

- Thin margins but potentially very high ROE business with low capital requirements
- Barriers to entry:
  - Established adviser player
  - Scale which supports: technology spend and negotiations with fund management companies
- Our comparative advantages:
  - Sweet spot in market
  - Reputation for innovation
  - Reliable
  - SIG
  - Increased functionality
  - Stable ownership
- Proof of pudding: increasing market share in medium-long term savings market

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Wealth Management positioning

Distribution and Customer	UK	Inter-national	France	Italy
Number of advisers that use Skandia[1]	8,000	n/a	600	4,000
%age of total adviser market[2]	70%	n/a	25%	13%
Number of customers ('000s)	630	250	30	60

1. Active users only, excludes registered but inactive
2. Estimated total number of advisers that are part of distribution that we target in each market

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Target market and proposition

Our markets are similar

Our proposition is focussed on affluent and HNW clients

- Clients want to control their wealth and need choice and advice
- Good levels of investable assets
- Economics make delivery of advice via adviser channel viable
- More stable under regulatory changes and market shocks

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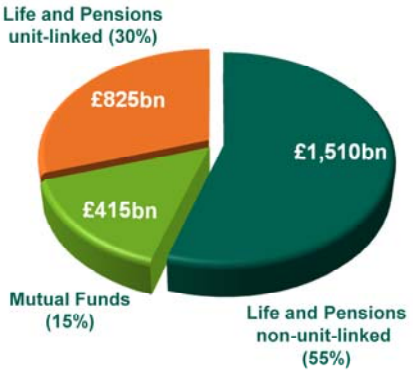
UK market

UK managed funds AuM[1] 2007

TOTAL £2,750bn (100%)



Market Share	2010	2009
UK Platform[2]	31%	33%
UK Life market (by new sales)[3]	4.5%	4.4%
UK Platform & Life combined (by new sales)[4]	6.9%	6.4%

1. Source: Bain analysis and industry reports; Navigant-Platforms Lessons learnt & looking forward – Dec 2008
2. Source: Lipper, based on AuM
3. Source: ABI, based on new business volumes – covered business only
4. Source: combined total of ABI (traditional) + Lipper (platform)/Skandia sales

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French and Italian markets

Managed funds – France

Total: €1,542bn

Market share	2010	2009
France[3]	0.4%	0.4%

Managed funds – Italy

Total: €820bn

Market share	2010	2009
Italy[4]	4.0%	2.7%

1. Source: BCG Global Wealth Market Sizing Database, 2009
2. Source: Bank of Italia, 2009
3. FFSA, based on new business volumes (total market), 2009
4. Bank of Italia, based on new business volumes (total market), 2009
5. 2010 market share %ages are projections based on internal assumptions (Italian and French market growing ~5% p.a.

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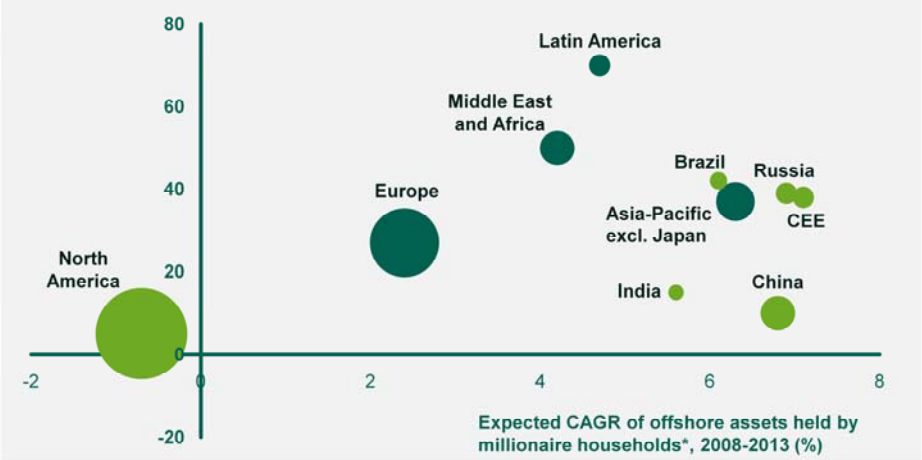
International off-shore market

Share of assets held offshore (millionaire households only) 2008 (%)



● Markets that we serve ● Markets that we do not serve

Source: BCG Global Wealth Market Sizing Database, 2009; expert interviews

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One Wealth Management business

- Similar customer proposition and experience
- Same market offering to similar clients through similar channels

- Develop once, use many times
- Product development
- Delayer and cut out duplication
- Share skills, experiences and expertise
- Common systems, approaches and development

One Wealth Management business, with local market-facing activities and shared functions

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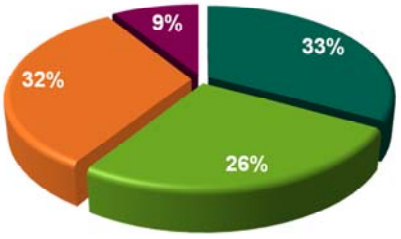
Economics of Wealth Management

Wealth Management	H1 2010 actual	2010 adjusted[1]	2012 indicative[2]
Average FUM (£bn)	47.8	47.8	63.0
Revenues (bps)	107	93	84
Expenses (bps)	(67)	(67)	(48)
Tax (bps)	(5)	(1)	(9)
Net Profit after Tax (bps)	35	25	25-30

Funds under Management[3]



UK "Legacy" Platform
UK New Platform
International & Other
Continental Europe

1. H1 2010 results adjusted to reflect exclusion of the tax transitionary accounting treatment
2. Assumes average 2012 FUM. Equates to growth of approx. 5%p.a. through market increases and NCCF of approx. £5bn p.a. Derives a closing FUM balance CAGR over the 2.5 year period of 13%
3. At 30 June 2010

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What is being done

- Create one business
- Take out £45m of expenses
- Double new platform funds under management in 3 years
- Consider alternative channels to access market
- Look to expand Continental Europe
- Develop SIG fund range further
- Add tools, products and functionality to open architecture offering
- Protect existing business and retain
- Additional product lines

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Connecting the operations

- One business proposition delivered through an open architecture solution links all markets
- Develop a platform with shared modules that operate together in different combinations in the background
- Where funds are invested in SIG packaged funds, we earn an additional average of 40 bps
- SIG penetration levels are low so there is excellent scope for growth

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Summary

- Sweet spot of market, product and structure
- We need to diversify what we do so we avoid being in a commodity platform business
- Delivering on cost reductions
- Product suite expansion
- Proven technology
- Value for money on expenses
- Growth

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Distribution and regulation in the UK

13 October 2010

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PETER MANN

CEO Skandia UK

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Key drivers of Change

- Retail Distribution Review
- Platform discussion paper

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Context

- What do they say
- What market context are they set against
- What do they mean to
  - Customers
  - Intermediaries
  - Skandia Strategy

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Retail Distribution Review

- Implementation 31 Dec 2012
- The three key areas of change:
  - Adviser Qualifications
  - Adviser Charging & Services
  - Changing relationship with product providers / platform operators

Policy Statement

10/6

Financial Services Authority

Distribution of retail investments:

Delivering the RDR - feedback to CP09/18 and final rules

March 2010

FSA

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Platform Discussion Paper

- CP expected end of 2010
- The three key areas of potential change:
  - Rebates
  - Adviser Platform Choice
  - Re-registration

Discussion Paper

10/2

Financial Services Authority

Platforms: delivering the RDR and other issues for discussion

March 2010

FSA

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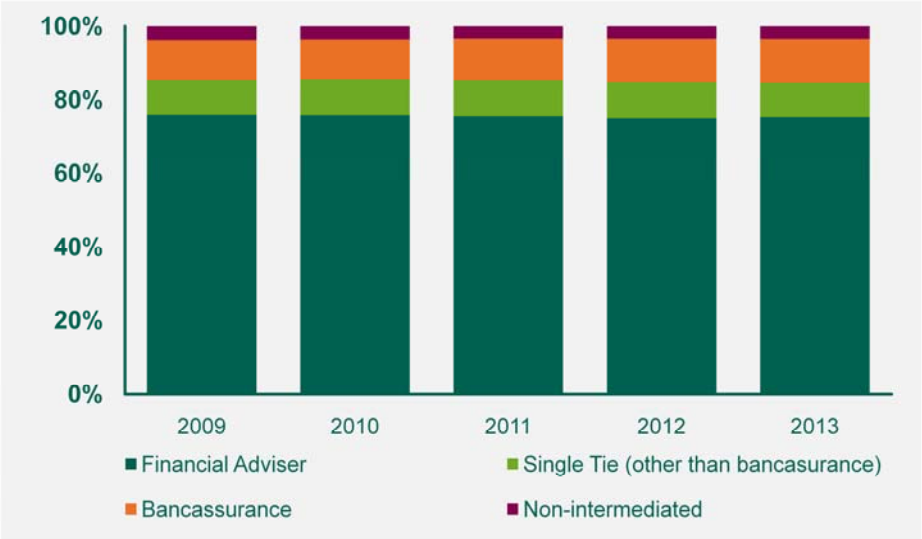
IFA channel for savings will remain dominant



Source: Datamonitor. UK IFAs 2009

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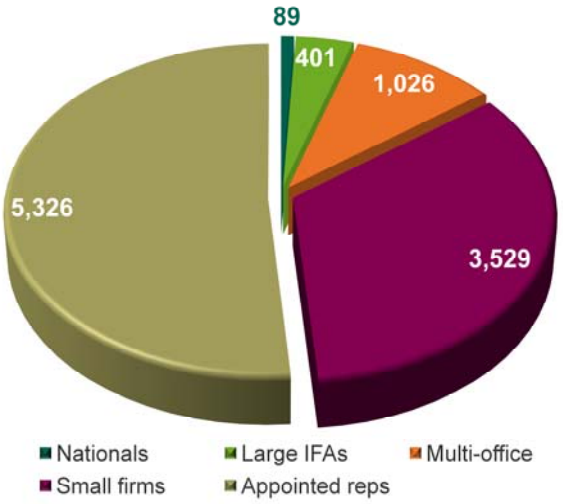
Consolidation will be prevalent



81% of financial adviser firms have a turnover of less than £500,000

However larger firms (turnover > £500,000) increased by **14%** from 2007

Source: Datamonitor. UK IFAs 2009 and Matrix Data

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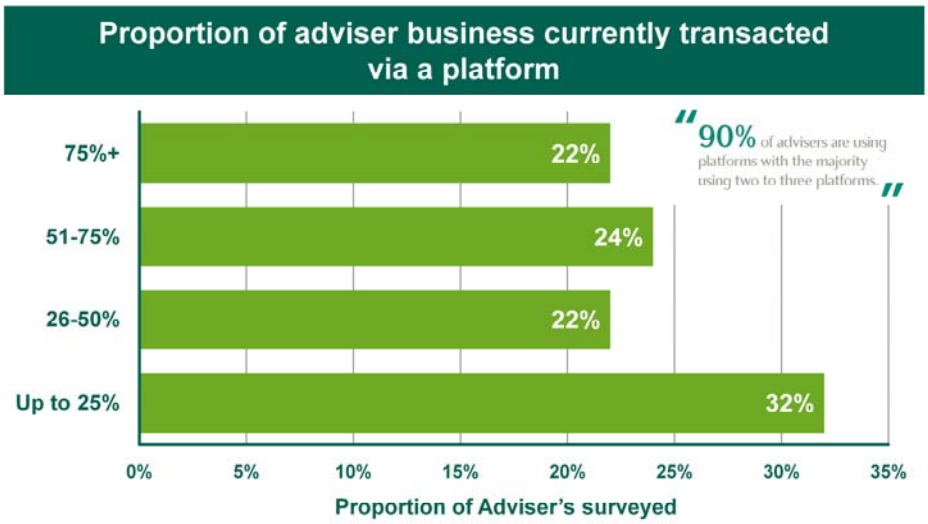
Significant shift towards platforms



Source : Research conducted by Skandia

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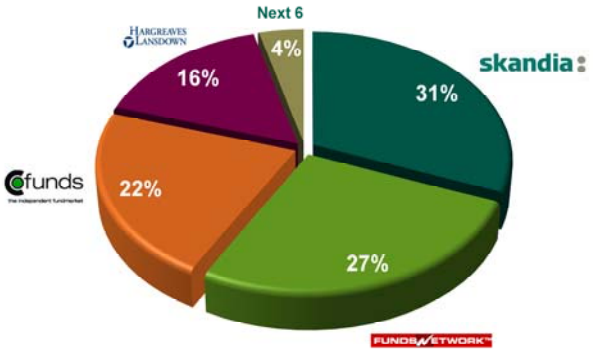
Significant shift towards platforms

- Platform growth to £300bn within 5 years:
  - Collectives growth - deliver FUM of ~£150-£170 billion
  - Maturing/closing investment bonds deliver further FUM of ~£80-£130billion

Funds

With profits

Unit linked



Current size of Platform Market place:
FUM = £110bn[1]

Source : Navigant - Platforms Lessons learnt & looking forward - Dec 2008
Source: Navigant Consulting Research – July 2008
1. Lipper Q2 2010

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Future for advice looks to be…

- Thriving
- In demand
- Differentiated and understood
- Profitable

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And for customers….

- Clarity of who to turn to
- Clarity of what they'll pay, for what
- A market attuned to their needs
- A chance to focus on goals, not product

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Structured to maximise opportunity

Adviser Direct	Adviser Sales	Corporate Partners
Telephone based business consultants Lower cost channel for smaller accounts	Field based business consultants Conversion of higher value regional based IFA accounts	Conversion of large groups and IFA firms to extend distribution reach and open other advised channels, e.g. institutional, banks

Maintain existing and convert new
Support transition of firms
(business change and solutions not product)

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Evolving in line with needs of IFAs and customers

- Cash account to facilitate adviser fees
- Be able to venture into open market investments at any time and within any tax wrapper
- An RDIP-ready charging structure will improve transparency for clients

RDR compliant ahead of 31 December 2012 deadline

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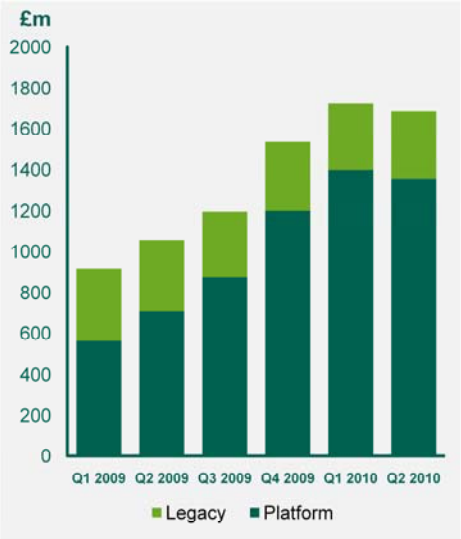
Today and future growth

Market Share

- Showing success of what we are doing, now 6.9%



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Distribution and regulation in Emerging Markets

13 October 2010

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MIKE HARPER

Managing Director
Customer Solutions,
OMSA Long Term Savings

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Agenda

- Market context
- Features affecting distribution
- Channels, their regulation and growth
- Channel effectiveness
- Regional competencies and synergies
- Strategic options in regional distribution

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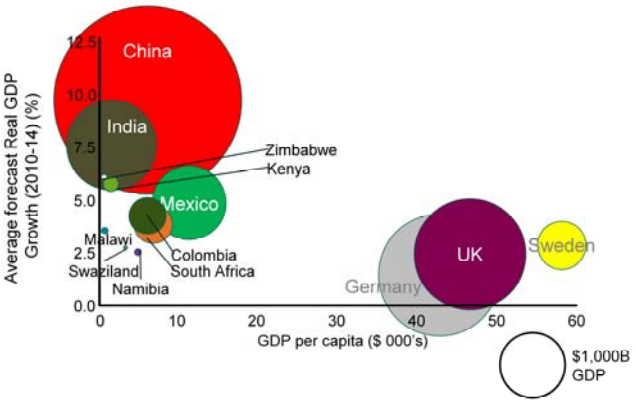
GDP per capita forecast to continue improving

GDP, real GDP growth and GDP per capita compared across Emerging Market Countries for 2014

- Mexico, South Africa, Colombia close to USD10,000p.a in 2014 from USD5,000-7,500p.a in 2009
- Other target markets are attractive given customer segmentation and Old Mutual footprint



Source: IMF Website; World Bank Website; United Nations Human Development Report
Note: Forecasts are from 2009 onwards, these forecasts are internal IMF forecasts

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Some features of emerging markets affecting distribution

Financial drivers

- Rising real GDP per capita
- "Unequal" distribution of wealth
- Money transmission mechanisms - bank/retailer or mobile
- Low state welfare provision per capita
- Low public spending on healthcare, pensions and unemployment

Non-financial drivers

- Population growth
- Political stability
- Respect for legal title and enforcement of debts
- Supportive educational levels
- Improving demographics
- Life expectancy
- Financial services regulation

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Summary: Distribution channels by country

Country	Tied Agency[1]	Independent Financial Advisers[2]	Bank Distribution	Direct Distribution	Corporate Advisers
South Africa	✓	✓	✓	✓	✓
Namibia	✓	✓	✓	✓	✓
Zimbabwe	✓		✓		✓
Kenya	✓				✓
Malawi	✓				✓
Colombia	✓	✓		✓	✓
Mexico	✓				✓
China		✓	✓	✓	
India	✓		✓		

1. Tied Agency means directly employed advisers or directly contracted advisers
2. IFA includes Traditional Insurance Brokers

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Summary: Regulatory themes

Country	Solvency	Consumer protection	Advice	Pension Fund Reform	Pricing regulation	Comm. Regulation
South Africa	✓	✓	✓	✓	✓	✓
Namibia	✓	✓	✓	✓	✓	✓
Zimbabwe	✓					
Kenya	✓					✓
Malawi	✓			✓		
Colombia	✓	✓	✓	✓	✓	✓
Mexico	✓	✓	✓		✓	✓
China	✓	✓	✓		✓	✓
India	✓	✓	✓	✓	✓	✓

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Summary: Distribution growth by channels in selected major country

Country	Tied Agency[1] 2010	Tied Agency[1] Trend	Bank Distribution 2010	Bank Distribution Trend	Independent Financial Advisers[2] 2010	Independent Financial Advisers[2] Trend
South Africa	5,900	Moderate growth	2,300	Moderate growth	9,800	Flat
Namibia	300	Moderate growth	50	Moderate growth	180	Flat
Central and East Africa	830	Moderate growth	0	**Create presence**	n/a	n/a
West Africa	n/a	n/a	0	**Moderate growth**	n/a	n/a
Colombia	360	**Strong growth**	n/a	n/a	30	Moderate growth
Mexico	320	**Strong growth**	n/a	n/a	0	**Create presence**
China	0	**Create presence**	730	**Strong growth**	2,350	**Strong growth**
India	36,700	**Reshape**	700	**Strong growth**	200	Moderate growth

1. Tied Agency means directly employed advisers or directly contracted advisers
2. IFA includes traditional insurance brokers

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Distribution effectiveness

Footprint
- Client segmentation
- Number of agents
- Distribution channel splits/geographic splits

Policies
- Policy count
- Average policy size
- Cases per channel

Activity
- Policies/Lives per week
- APE per channel
- APE per agent

Persistency
- New business persistency measure
- In force persistency measure

Efficiency
- Total expenses divided by APE split by channel
- Total fixed distribution expense/APE split by channel
- Total commission expense/APE split by channel
- Average age of channel. (Maturity, stage in lifecycle)

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Summary: Core competencies and synergies

South Africa
- Broad multi-channel distribution
- Success in LEAN application
- Distribution management skills

Namibia
- Broad multi-channel distribution
- Leverage OMSA
- Hub for Africa

Rest of Africa
- Learning how to leverage Namibia/OMSA
- Local skills and knowledge
- Established businesses

Mexico
- Agency and Corporate distribution
- Wealth management
- Leverage Columbia's investments' capability
- Product innovation

- Multi-channel models
- Agency worksite marketing model
- Bancassurance
- Local market partners/expertise

Colombia
- Corporate distribution
- Well respected brand in the private pension space
- Established mature business
- Large sales force
- Wealth Management

India
- Agency, Bancassurance and partner distributors
- Traditional UL life model
- Respected, well branded JV partner

China
- Established Bancassurance distribution
- Skandia wealth management model
- Well respected non-financial services JV partner

Old Mutual Group
- Life risk product development
- Wealth management platforms
- Multi-manager and boutique asset management

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Summary: Strategic options

South Africa
- Enhance wealth management offering
- Access retail client in corporate schemes
- Grow retail channels and efficiency

West Africa
- Enter Nigeria/ Ghana via JV's
- Bancassurance and mass market risk/savings
- Explore mega-city corridor

Central and East Africa
- Develop a standardised approach to business
- Explore cellular networks for distribution

COLMEX
- Broaden life range of products in addition to existing non-life
- Grow footprint in Mexico
- Explore RMM worksite model

Strategic themes
- Grow footprint and presence
- Drive channel efficiency
- Strengthen bancassurance
- Add channels selectively

COLMEX
- Explore possible alternative distribution opportunities
- Scope to improve channel efficiency through knowledge sharing

China
- Extend distribution partners in wealth management model
- Grow telemarketing channel
- Leverage JV partner Guodian to grow worksite model

General themes
- Develop standard approach for market entry
- Standardised approach to business in Africa
- Channel efficiency and standards through knowledge sharing

India
- Drive agency channel efficiency and productivity
- Maintain bancassurance and partner relationships
- Keep channels adapted to regulatory shifts

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CONCLUDING REMARKS

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APPENDIX

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Emerging market footprint: South Africa

Overview

- Operates in retail and corporate segments
- Both segments are segmented further to improve servicing
- Five distinct market channels to access clients
- Core distribution competencies, worksite, agency and corporate

Competitors

Competitor	Channel	Strength	Current focus
Sanlam	Multi-Channel	Brand, stable	EM focus
Liberty	Multi-Channel	Wealth,	In turnaround
Momentum	Multi-channel	Wealth, platform	Merger
Metropolitan	Multi-channel	Mass market	Merger
Discovery	Multi-channel	Perceived agility	Aggressive, China

Regulation

- Conflict of interest
- Protection of Personal Information Act
- Consumer Protection Act
- Commission Regulations
- Social Security and Retirement Fund Reform
- FAIS fit and proper
- Treating Customers Fairly discussion paper

Distribution

- Footprint →
- Policies →
- Activity ↑
- Persistency ↑
- Efficiency ↑

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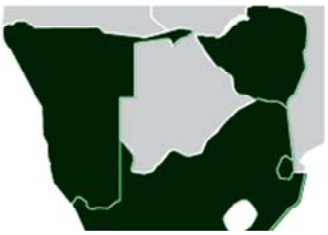
Emerging market footprint: Namibia

Overview

- Operates in retail and corporate segments
- Both segments are segmented further to improve servicing
- Four market channels to access clients
- Core distribution competencies, worksite, agency and corporate



Competitors

Competitor	Channel	Strength	Current focus
Sanlam	Multi-Channel	Brand, stable Wealth, platform SP2	EM focus
Momentum	Multi-channel	New product range, bancassurance	Merger
Liberty	Multi-channel	Bancassurance	In turnaround
Metropolitan	Multi-channel	Mass market	Merger
Sanlam	Multi-Channel	Brand, stable Wealth, platform SP2	EM focus

Regulation

- Long term Insurance Act
- Financial Intelligence Act- anti-money laundering legislation
- Pension Funds Act
- LAAN code of conduct
- Financial Institutions and Markets Bill in 2011 (similar impact to FAIS)

Distribution

Footprint	↑
Policies	→
Activity	→
Persistency	→
Efficiency	→

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Emerging market footprint: Rest of Africa

Zimbabwe

- Market has become more stable after introducing the dollar
- Disposable income remain very low
- Demand for retail products remains sluggish
- Financial services still treated with suspicion after economic meltdown
- Targets the mass and corporate markets
- Using CABS (local bank) to restart retail distribution

Malawi

- Securities Bill passed opening the way for unit trusts
- Pension reforms being guided towards a mandatory regime
- Targets the mass and corporate market
- Standard Bank is in this market- Liberty may follow

Kenya

- Operates in retail and corporate segments
- Tied agents must be accredited and registered
- Successful use of mobile telephony for premium collection in the mass market
- Targets the mass, affluent, and corporate market
- South African competitors compete in this market

Distribution

Footprint	↑	↓	↑
Policies	↑	→	↑
Activity	↑	→	↑
Persistency	↑	↑	↑
Efficiency	↑	→	↑

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Emerging market footprint: Colombia

Overview

- Operates in retail and corporate segments
- Both segments are segmented further to improve servicing
- Four distinct market channels to access clients
- Focus on non-life business
- Core distribution competencies, strong non life sales, retail and corporate

Competitors

Competitor	Channel	Strength	Current focus
Proteccion	Employee agency force	Brand, Scale in mandatory and voluntary pensions	Increase market share in voluntary pension
Porvenir	Employee agency force	Scale in mandatory and voluntary pensions	Using scale to target voluntary pensions
Bancolombia	Employee agency force	Brand, footprint,	Leading bank owns Protection
Davivienda	Employee agency force	Brand, Mass Market, diverse products	Rapid growth
BBVA	Employee agency force	Brand, corporate, footprint	Expanding

Regulation

- Product marketing and promotional material is regulated by the SFC (Super Financiera Columbiana)
- Certification by AMV of distributors is regulated
- Financial reform which includes, rights of financial customers, investment information available to customers
- Financial reform directed at pension companies

Distribution

Footprint	→
Cases	↑
Activity	↑
Persistency	↑
Efficiency	↑

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Emerging market footprint: Mexico

Overview

- Operates in select retail and corporate segments
- Three distinct market channels to access clients
- Focus on non-life business
- Core distribution competencies, strong non life sales growth, in both retail and corporate

Competitors

Competitor	Channel	Strength	Current focus
GNP	Multi channel	Brand, product diversity	
Allianz	Multi channel	Brand, 100yr history	New line of LTS
Interacciones	Employee agency force	Diverse financial group	
Actinver	Employee agency force, IFA	AM expertise. Biggest non banking operator	Investment specialists. Growing mkt share in retail
Banamex	Employee agency force	Brand ,Scale, Trusted, Innovative	Market leader

Regulation

- Financial planners must be certified by both the Banking and Securities Commission and the Insurance Commission
- Strict fit and proper rules on accreditation of financial planners
- Risk profiling of clients after initial deposits
- Regulator is highly effective

Distribution

Footprint	↑
Policies	N/A
Activity	→
NCCF	↑
Efficiency	↑

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Emerging market footprint: India

Overview

- Balanced distribution mix of tied agency bancassurance, and large distributor tie-ups
- Mainly in the retail affluent segment
- Mix of individual (mainly UL) and group insurance
- Operates as a JV with Kotak Bank

Competitors

Competitor	Channel	Strength
LIC	Agency based	Brand, Footprint, Gov guarantee
SBI Life	Multi channel	Brand, Bank branches
ICICI Prudential	Multi channel	Brand, Bank backed
HDFC Standard	Multi channel	Large bank
Birla Sun	Multi channel	Buy distribution, exciting products

Regulation

- Cap on charges in ULIPs and new lapse regulations have severely affected margins especially on early terminations. Resulted on lower comm. + lower profits
- Tighter regulation of distribution has imposed severe challenges on distribution models and channels
- Increasing regulation to address quality of sale

Distribution

Footprint	→
Policies	→
Activity	↑
Persistency	→
Efficiency	→

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Emerging market footprint: China

Overview

- Operates in retail affluent segment only
- Strong focus on improving service levels and growth
- Three distinct market channels to access clients
- Operates as a JV with Guodian
- Core distribution competencies, bank distribution
- Currently establishing two new channels of distribution

Competitors

Competitor	Channel	Strength	Current focus
China Life	Multi-channel	Scale, SOE, coverage	Ranked 1st with 32% mkt share
Ping An	Multi channel	Scale, Efficiency, Advanced training, competitive	Ranked 2nd with 15% mkt share
Xinghua Life	Employee agency force, Bancassurance	Fast growing, strong branches	Ranked 3rd with 9.2% market share
China Pacific Insurance	Employee agency force, Bancassurance	Shareholder and group cos, local government support	Ranked 4th with 8.8% market share
AIA	Multi-channel	Brand, Excellent overseas experience, Innovative	Ranked 13th with 0.7% market share

Regulation

- Regulation governed by the China Insurance Regulatory Commission (CIRC)
- CIRC has intensive rules around the sales process
- Rules on advisor qualifications
- Rules on distributor qualifications
- Regulated commissions
- Limited investment channels
- National and city based of system of regulation and licensing

Distribution

Footprint	↑
Policies	N/A
Activity	N/A
Persistency	↑
Efficiency	↑

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Building the Nordic Retail business and distribution

LTS Showcase 2010

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MÅRTEN ANDERSSON

CEO Nordic

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Agenda

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- The Swedish Retail Market
- Skandia Retail Business
- Focus on Skandiabanken

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Retail with significant growth expectations

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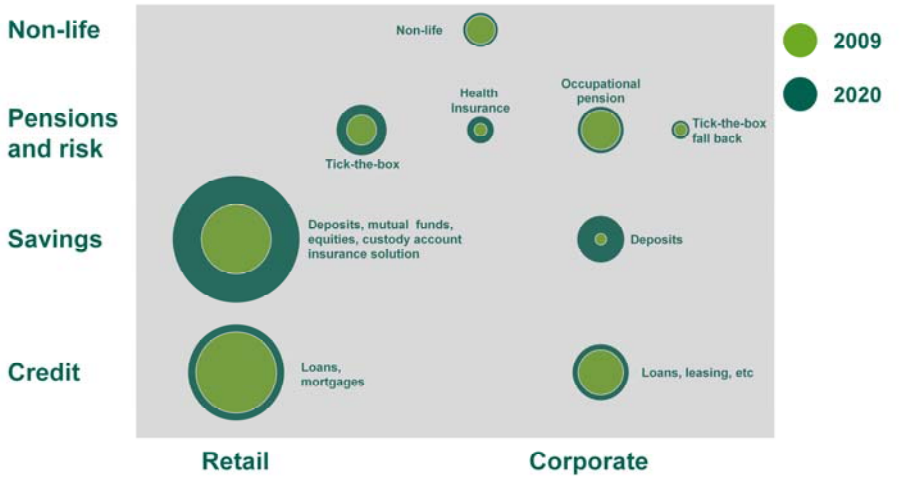
Revenues – Swedish market 2009 and 2020



Arkitraven 2010

Size of bubbles = size of revenues

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Strong position and outstanding customer base

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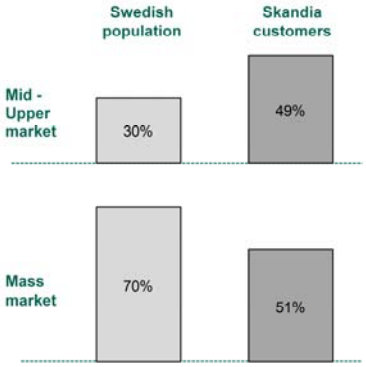
Retail market share Skandia Sweden[1]

Skandia: 15%
Life premium (UL + traditional life)

Skandia: 8%
Retail savings assets

Skandia customer base vs population income bracket[2]



1. Source: Estimated by Skandia based on statistics from Swedish Insurance Federation 2009, 12 months
2. Source: Estimates by Skandia and Statistics Sweden, 2009

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Retail savings is concentrated in 55+ market and we are building a strong proposition

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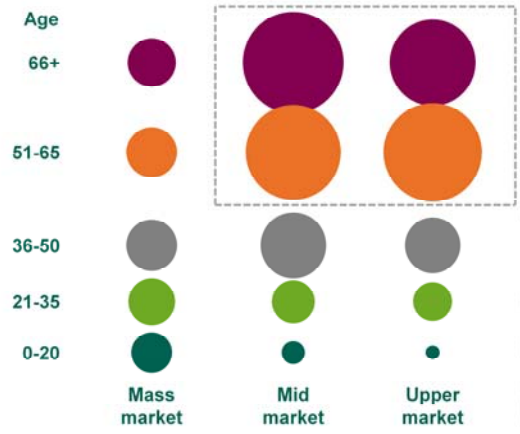
Swedish Retail savings market 2020 (volume)



Skandia 55+ proposition

- Saving for retirement
- Decumulation products
- Advisory and tools
- Bank connection
- Savings transfer to Skandia

Source: Arkitraven 2010

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Competitive distribution mix – internet platform and F2F[1] sales force to upper segment

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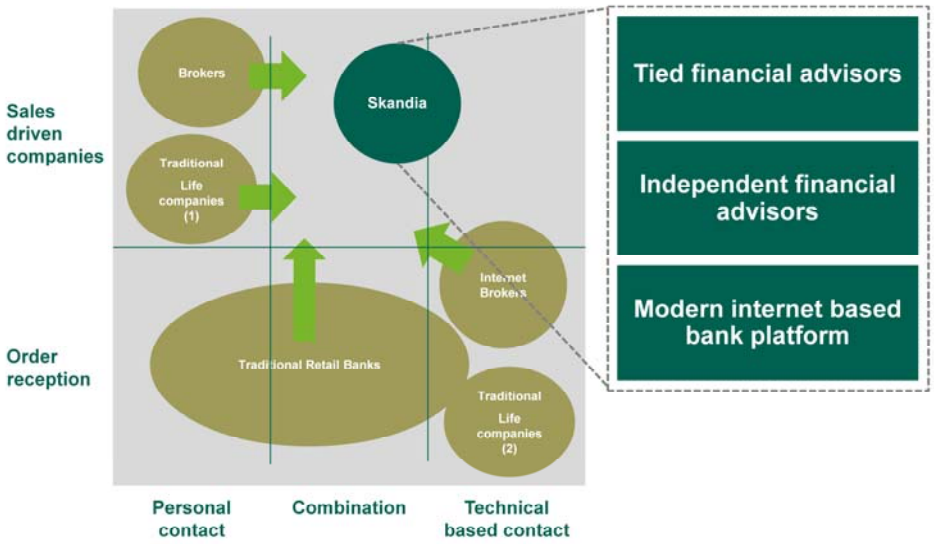

1. F2F: face to face

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Nordics at the top in retail e-technology – Skandiabanken at a top position

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High Internet penetration and e-technology in the Nordics

- Nordics at the top in the world in e-transactions
- Early adopters

Skandiabanken Sweden and Norway strong position in e-banking

- New services, eg customer support chat, Facebook supporting groups, android apps
- Streamlined administration
- Standardised advisory model
- Strong culture

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Skandiabanken: Highest rated brand in Norway

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Highly rated banking concept and excellent life business

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Norway awards:

- Best reputation, all categories (Nordic Brand Academy Rep Trak), 2010
- Most satisfied customers in the banking sector, (Norsk Kundebarometer), 2002 - 2009
- Most satisfied customers all categories, (Norsk Kundebarometer), 2002 & 2009

Sweden awards:

- Best Nordic internet bank (Cybercom), 2010
- Life company of the year (Söderberg & Partner), 2010
- Best Unit Link company for savings for 1, 3 and 5 years (Risk och försäkring) 2009
- Best customer service (Q Survey), 2009

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Higher distribution efficiency by using new standardised advisory model and investment framework

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Advantages with our standardised models

- Increased number of sold products per meeting
- Quality in advice
- Shorter meeting time F2F
- Increased focus on LTS

Actions

- New investment frame work
- Streamlining administration and booking of meetings
- Introducing the 7 Steps Model in relevant channels

1. Your risk level: medium to high

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We are dedicated to improve operational and capital efficiency

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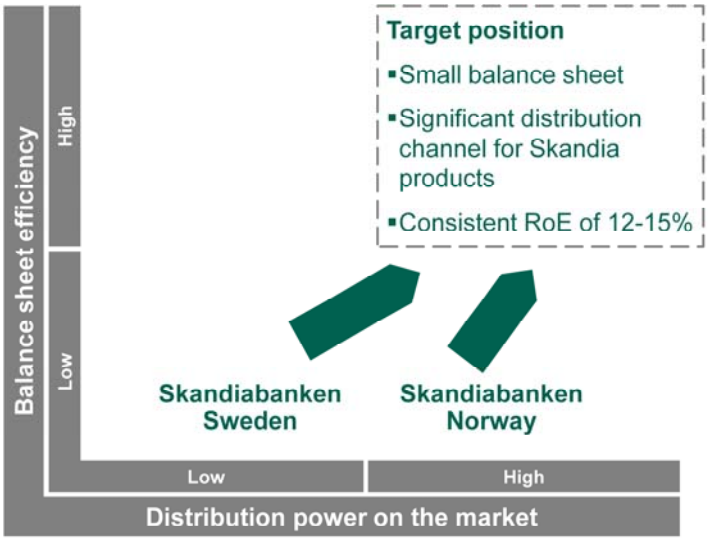

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Taking position

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- Exciting current market with expected significant growth
- Highly attractive customer base
- Best internet platform on the market with great potential to use within the Old Mutual Group
- Key competitive advantage in life insurance
- New standardised tools to realise the customer potential
  - Standardised advisory model and investment proposal
  - Segment specific customer propositions
- Improve operational and capital efficiency

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Exploiting product synergies across boundaries

13 October 2010

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STEVEN LEVIN

Product Director
Long Term Savings

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Agenda

- Global perspective on products
- Current product portfolio
- Fund manufacturing capabilities
- Driving product synergies across LTS
- Successes and case studies

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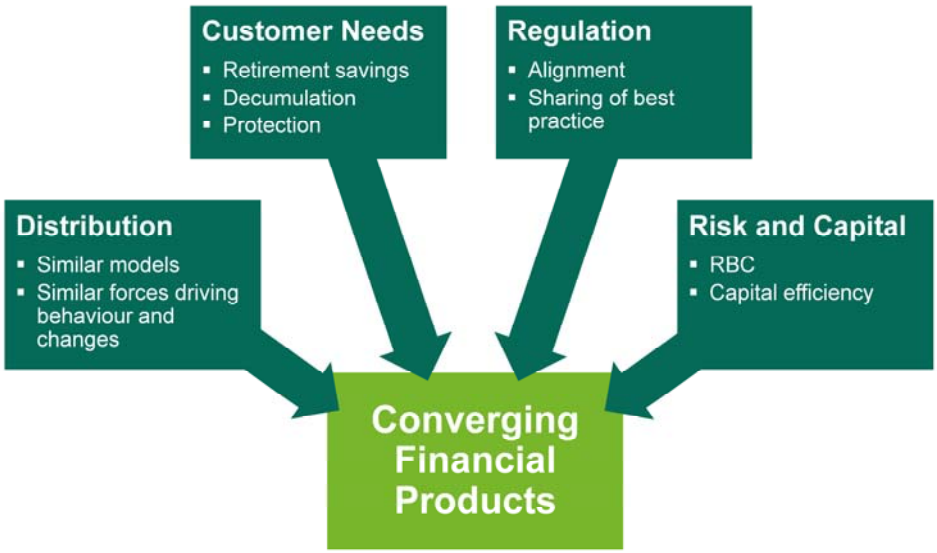
Global perspective on products



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World class products

- Best in class product set
- South African market is recognised as highly innovative and the source of several product world firsts
- Both Old Mutual and Skandia have track records of market leading innovation
- Consistently achieving top ratings and winning awards for product and tools in surveys of intermediaries and competitors

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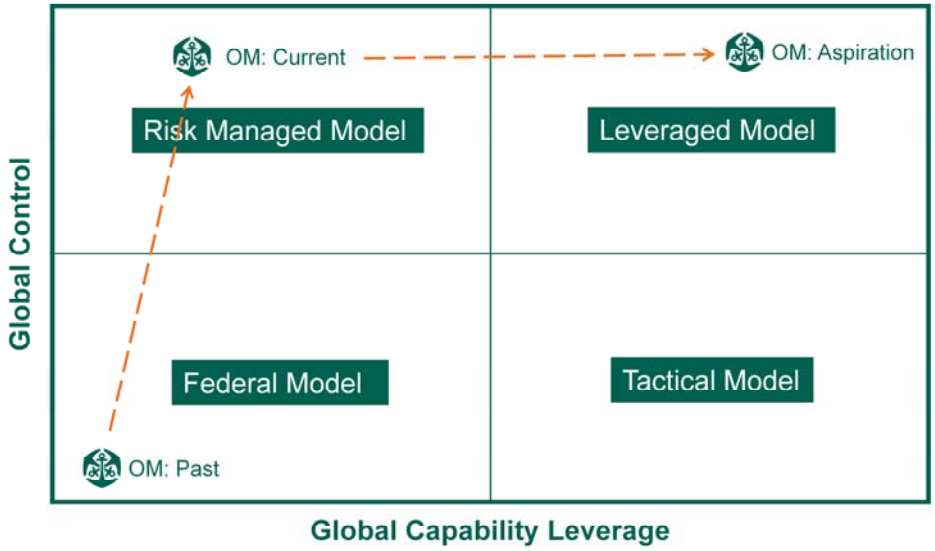
Product development structure decisions



Source: NMG Consulting, Old Mutual

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Typical product roadmap

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Current product portfolio

Customer Needs:	Savings & Investments		Pensions		Protection	Healthcare	Transactional and Lending
Products:	Life Wrapped	Non-Life Wrapped	Accumulation	Decumulation			
South Africa	●	●	●	●	●	●	◔
Nordic[1]	●	●	●	◑	●	●	●
Emerging Markets	◑	◔	◑	○	◔	○	○
Wealth Management UK	◕	◑	◕	◔	◔	○	○
Wealth Management Non UK	◕	◕	◑	○	○	○	○
Retail Europe	◑	◑	◕	○	◔	○	○

1. Certain products are packaged jointly with Skandia Liv, who provide the guarantees

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Fund manufacture capabilities

	Guaranteed	Other Downside Protected	Risk Profiled	Manager Selection	Multi-Managed	Asset Class	Specialist
OMIGSA / OMSA	●	●	●	●	●	●	●
Nordic[1]	●	◔	●	●	●	●	◔
SIG	○	◔	●	●	●	●	◔

1. Guaranteed are provided by Skandia Liv

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Driving product synergies across LTS

- We will deploy our existing product capabilities into LTS businesses where we have product gaps
- Through Group collaboration and sharing we will have:
  - Quicker times to market
  - Lower implementation costs
  - Learning from and avoiding the mistakes made elsewhere
  - Designing better solutions than our competitors
  - Within risk appetite and capital capacity

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Some recent successes

- Redesign of Mexican savings product in Dec 2009 based on South African product design experience lead to 40% increase in sales in Mexico in H1 2010
- Rapid deployment of new products in China using South African experiences and intellectual property
- Skandia UK platform business using OMSA developed product IT platform
- Leveraging South African ALM capabilities
- Sharing of fund and guided architecture designs between platform businesses
- Innovative new downside protection solution being launched in UK soon

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LINGDE HONG

CEO Old Mutual –
Guodian Emerging Markets,
LTS

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Presence

- Currently in Beijing, Shanghai, Guangdong, Jiangsu and Zhejiang regions. Chongqing in 2010
- Tailored and integrated insurance and wealth management solutions to high net worth individuals
  - Mainly unit-linked products with / without risk riders
  - Policyholder funds managed through fund-of-funds model

- Distribution: third-party (bank and brokerage) and telemarketing
- Competitors: China Life, Ping An, Taikang, Generali, Aviva, AXA, etc.
- JV market share currently around 1.4% of insurance premiums. Ranked 17/28 JVs

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New partner

- Top 5 Power Company in China
  - Development
  - Investment
  - Construction
  - Operational Management
- 100,000+ employees

Guodian Capital Holding Corporation

- Financial Investment and Management
  - Project investment
  - Asset management
  - Consultancy

Vision: to be the choice of high-end customers

- High Net Worth, High Net Income and High-end Corporate markets
- Highly efficient distribution (leads based)
- High VNB LTS products tailored to customers' financial needs

HNW: High Net Worth (liquid assets > USD30k with a single bank)
HNI: High Net Income (future potential HNW)

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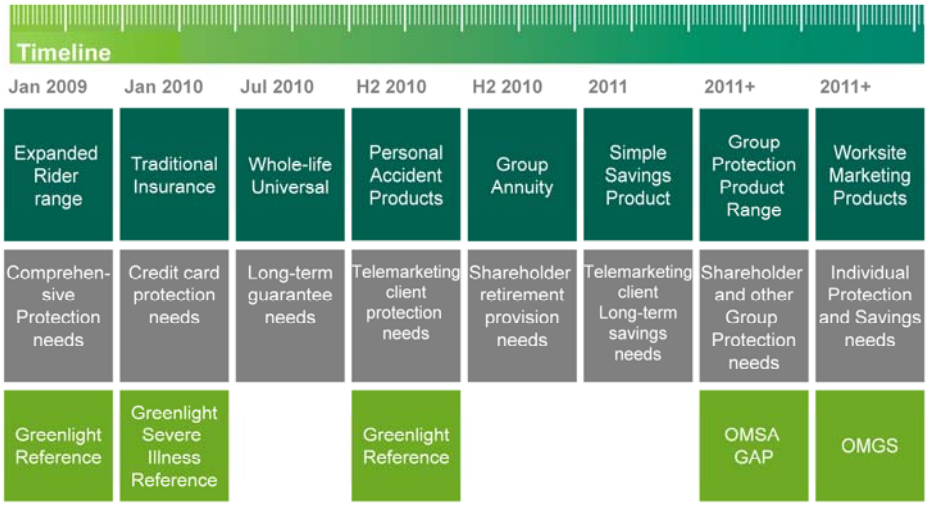
Product collaboration



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Leveraging Old Mutual experience

- Robust product review and approval process
- Development process, including product specification and pricing, in line with OMSA and Old Mutual standards
- In addition to internal company approvals:
  - Design and profitability approved by LTS Product Executive
  - Products with guarantees approved by Group Chief Actuary

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DAVID BUENFIL

CEO Colombia/Mexico
Emerging Markets, LTS

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COLMEX: developing markets have significant potential

Colombia:
GDP: $401.5bn (PPP)
GDP growth 2010e: 5.3%
Population: 43.7m

Mexico:
GDP: $1,465bn (PPP)
GDP growth 2010e: 5.0%
Population: 111.2m

- Growing wealth among population
- Potential to enter new market segments
- Low penetration of financial products
- Bank dominated
- Sound financial systems
- LTS market: USD800bn

Source: CIA factbook, GDP stats at 2009, Skandia research and population stats at July 2010

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Current position

- Market leader and dominant player in Voluntary Pensions in Colombia
- Building reputation in Mexico
- Products:
  - Offering includes covered business and mutual funds to Mass Retail (in Mexico) and Affluent (in Colombia) clients
  - Significant Corporate business (pension plans and asset management solutions)
- Distribution through own sales force, strong history of building channel
- Customers (market share %):
  - Colombia: 144,000 retail (affluent and pre-affluent) (5.5%)
  - Mexico: 30,000 retail (0.3%), 140,000 corporate participants (1%)
- Competitors: international and local asset managers, and pension specialists mostly linked to a local or international banking group

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Proven advantages of working together within LTS

- Complementary skills, strategic positioning
- Share individual proven products and past experiences
- Faster to market with product implementation
- Re-use readily available system platforms with minor modifications
- Gain credibility amongst distributors through proven products
- Share actuarial and IT resources
- Share customer segment ideas, marketing expertise
- New products launched that meet the LTS profit test
- Improve margins and efficiency

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What have we done already?

- Using Mexico platform, combined IT Platform created for Corporate Business in Colombia and Mexico. Hosted in Colombia
- New Mutual Funds launched for Mexico with full Colombia experience and support, generating higher margins for Mexico business
- Executed product launches through OMSA collaboration:
  - Launch of a Mass Retail Regular Premium product for Mexico ("Skandia Crea") performed in 3 months with the support from OMSA, already showing improved APE and VNB

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Pipeline

- First ever Risk Product, *Greenlight*, to be launched in Mexico and Colombia with OMSA support. Multi-country team working on launch; product to be run on South African operating platform
- First ever Mass Affluent regular premium product launch in January in Colombia with the support of Mexico
- "Smoothed bonus" offering similar to OMSA product being prepared for Colombia and Mexico. Support of OMSA product actuaries
- Royal Skandia Offshore product for Colombian clients
- Mexico Single Premium product, *Capital Seguro*, launch in January in Colombia

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Well positioned for the future

- Innovative products
- Strong reputation for advice
- Service quality
- Top-quality clients (top multinational corporations, and educated clients)
- Entrepreneurial culture and passion

Our competitive advantage lies in innovative products, customer orientation and our advice capabilities

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Appendix

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Introducing guided architecture to Skandia UK

In 2010 using the knowledge and understanding gained from Skandia Link's Swedish guided architecture range SIG introduced a new 20 fund strong range into the UK under the 'Signature' brand.

Skandia Link
guided architecture in Sweden

Skandia UK
guided architecture in UK

- 41 white labelled Skandia and 26 third party funds
- Clients buy funds that have been fully researched
- Focused fund range aids negotiations with fund groups and supports margin uplift

- 20 white labelled Skandia funds
- Broker outsources manager selection and oversight to SIG
- 'RDR ready' pricing – e.g. unbundled commission

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Introducing risk targeted funds into Sweden

In 2010 using the knowledge and understanding gained from Skandia UK's risk targeted Spectrum range of funds SIG help introduce a similar concept into Sweden with the launch of a five new funds under the "Skala" brand.

Skandia UK
risk managed funds in UK

Skandia Nordic
banking solutions Sweden

- Innovative range of market leading, margin rich, risk targeted, multi manager funds
- £700m raised since launch
- Broker outsources asset allocation and manager selection

- Skandia Nordic benefits from higher margin funds
- Primary choice for client and their advisers
- Tailored in Sweden to meet local needs
- Around SEK 800m raised since launch

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Sharing the knowledge to launch two new international funds

In 2010 using the knowledge gained from managing SIG's flagship Diversified fund SIG launched two new international funds for OMI's South African clients to bring £630m of externally managed assets in-house.

Skandia Investment Group
multi-asset fund in UK

- SIG expertise in UK used to build two new SA funds
- Replaces external manager – GAM
- SIG generates additional value for Old Mutual

Old Mutual International
off-shore funds for South Africa

- Customers get lower cost funds
- OMI gets better regulated (UCITS) products
- SIG provides continuous support in SA

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KUSENI DLAMINI

Chief Executive Officer,
Old Mutual Emerging
Markets

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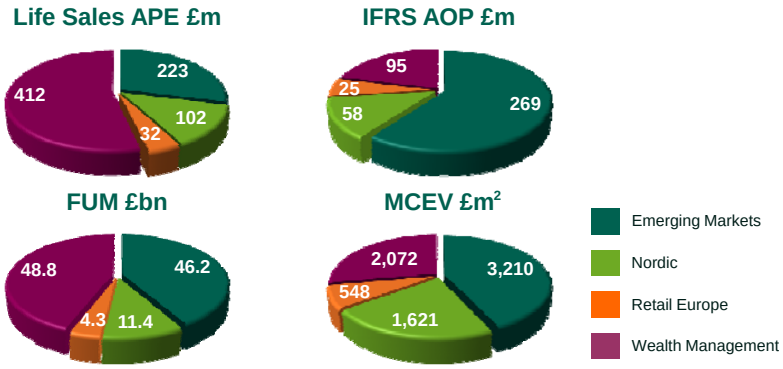
Emerging Markets: contribution to Long Term Savings H1 2010[1]



- Emerging markets business unit includes Old Mutual South Africa (OMSA), Namibia, Colombia, Mexico, India and China
- OMSA (including Rest of Africa) is split into Retail Mass Market, Retail Affluent Market and Corporate segments and OMIGSA

1. US Life business not included
2. Covered and non-covered businesses

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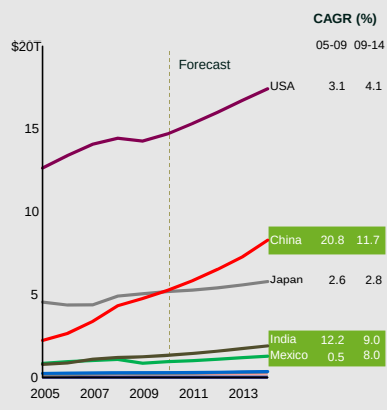
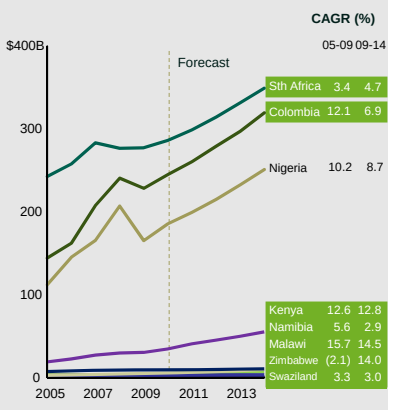
Strong prospective GDP growth rates for emerging market businesses

GDP at current prices across Emerging Markets economies in USD





Source: IMF Website; World Bank Website
Note: GDP Forecasts are from 2009 onwards, these forecasts are internal IMF forecasts

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We are familiar with emerging market complexities in South Africa

- **Structural adjustment has led to faster growth**
  - Average annual GDP growth 2000 – 2008: 4.3% p.a and consensus growth forecast for 2010 at 3%
- **Medium to long-term growth prospects are good**
  - Drivers are favourable demographics, public sector infrastructure drive and growing integration with Africa
  - National policies geared towards sustainable economic growth
  - Longer term growth potential estimated to be a little over 4% by the SA Reserve Bank
- **But there are major challenges**
  - Raising savings levels and addressing in structural inequality
  - Improve and maintain skills base and improving public service delivery
  - Lower inflation to enhance global competitiveness

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Our competitive advantage in other emerging markets

	Africa (excluding South Africa)	New Markets (Colombia, Mexico, China and India)
Product development & support (including traditional and savings products)	• Ability to leverage off SA capability and resources • 'Customisation' of product features and benefits across countries	• **ColMex**: Strong product design capability, coupled with consistently good performance
Sales & distribution (including face to face and worksite marketing)	• Play across Retail (mostly HI to HNW) and Corporate segments • Harnessing new world distribution (mobile, retail partnerships) to complement conventional models	• **ColMex**: Strong tied agency force to challenge dominant bancassurance channels • **India**: JV partnership with Kotak Mahindra financial services group
Size/scale	• Dominant (#1) savings & investment company Namibia, Zimbabwe, Swaziland and Malawi • Aggressive expansion plans	• **Columbia**: More than 1/3rd of the voluntary pensions market • **Mexico & India**: fast growing, significantly outpacing industry growth
Admin & Support functions (including Actuarial)	• OMSTA already providing admin and support to Namibia • Experienced at setting up local, cost effective admin functions • Track record of low unit costs (55% lower than SA competitors)	• Experienced at operating with local admin partners • New markets admin could be outsourced to South Africa

Executing the rollout

- Leveraging of OMSA experience in developing and growing distribution strategy and channels
  - Face-to-face distribution
  - Worksite marketing
- OMSA providing the actuarial resources to enhance the product offering
  - Traditional protection products (life & disability)
  - Savings products
- Providing project management expertise to facilitate faster growth
  - Building and sharing IT platforms and systems

The business fair stands

- At our business fair stands you will be able to talk to members of my team about:
  - Our Asset Management boutiques
  - Our retail business in South Africa and New Markets operations in Latin America and China, and
  - Our Africa story

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LTS Showcase
OMIGSA

13 October 2010

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DIANE RADLEY

CEO OMIGSA

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The OMIGSA proposition: power of focus and strength of diversity

The Journey

2006	OMAM was a single, large asset management house
January 2007	OMIGSA boutique structure initiated with 12 boutiques on profit share arrangements
February 2008	OMIGSA outsources investment accounting and administration to JP Morgan
September 2008	OMIGSA purchases fixed interest manager Futuregrowth
2009	OMIGSA initiates the boutique equity share purchase scheme
2010	OMIGSA has 16 focused investment teams and world-class support services
	OMIGSA offers a wide range of capabilities to clients and a diverse revenue stream to investors

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OMIGSA's wide range of capabilities supports a diversified revenue stream

Traditional asset management capabilities			Non-traditional capabilities		
Equities	**Fixed Income**	**Multi-asset**	**Alternatives**	**OMSFIN**	**Property**
Dibanisa	Marriott Income Specialists		Alternative Investments	Old Mutual Specialised Finance ("OMSFIN")	Old Mutual Investment Group Property Investments ("OMIGPI")
Core	Futuregrowth	Macro Strategy Investments			
Electus *		Absolute Return Investments			
Value		Symmetry Multi-manager			
Long-term Equity					
Quant Investments					
Equity Research					

Revenue contribution (2010 figures)
Asset management fees: 70%
OMSFIN revenue: 15%
Transactional income: 15%

* The Select Equity boutique recently rebranded as Electus

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OMIGSA's teams are focused and aligned

Di Radley
Chief Executive Officer

Rojie Kisten	Pieter Hugo	Various	Kerrin Smith	Peter Levett	Tracey Hansen-Louw
Corporate Sales & Distribution	Retail Distribution	Boutique CEOs	Boutique Capability Management	Chief Operating Officer	Human Resources

•Profit share model, typically 20-25% of pre-bonus, pre-tax profits generated by boutique
•OMIGSA Equity Scheme –long-term incentives are used to purchase equity ownership in own boutique business

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OMIGSA takes a holistic approach to managing the business

- OMIGSA proactively identifies market opportunities and deploys resource as appropriate, ensuring we can meet client needs
- OMIGSA monitors established boutiques on an ongoing basis, looking at investment competency, commercial viability and fit within OMIGSA

Investment competency is assessed by considering:

1. Skill of the investment staff and team
2. Strength of the investment philosophy
3. Quality of the investment process
4. Historic investment performance

- If there are no issues, we follow a "hands off" approach
- If remedial action is required, we are more actively involved

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Focus on investment performance

OMIGSA positioning over 3 years to:	Jun'10	Dec'09	Jun'09
Relative to peers			
% of funds in 1st quartile	17%	18%	15%
% of funds ahead of peer median	49%	47%	44%
% of funds in 4th quartile	16%	12%	16%
Relative to market index benchmarks			
% of funds ahead of benchmarks	65%	74%	55%
Relative to inflation-linked targets			
% of funds ahead of inflation-linked targets*	3%	3%	3%

* Cash has generally beaten equities and bonds during financial crisis, making it difficult to meet inflation-linked performance targets over period

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Delivery of net client cashflow targets remains a key focus for OMIGSA

Institutional Market		Retail Market
Ongoing net outflows in SA with AUM growing only by 3% pa over 3 years to Dec'09 *, well below market returns	**Market**	Continued strong growth in SA with AUM growing by 16% pa over 3 years to Dec'09 *
NCCF has been negative Largely driven by large withdrawals from Government Pension Fund on back of restructure	**OMIGSA**	NCCF has been positive but lagging existing market share (OMIGSA AUM, excluding Money Market, ranked 3rd at Jun'10 with a market share above 9%)
Credible teams Medium to long-term investment performance Niche offerings in alternative arena	**Future drivers of OMIGSA NCCF**	Short to medium term investment performance Successful penetration of OM and non-OM investment platforms

* Source: Alexander Forbes AUM Surveys, 2006 and 2009

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APPENDIX

OMIGSA's capabilities

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OMIGSA has a diverse revenue stream and tightly managed expenses

Funds under management (Rm)	HY 2010	HY2010 VALUE	vs	HY 2009 %	HY 2009	FY 2009
OMIGSA cluster revenue	1,434	386		37%	1,048	2,452
Asset management base fees	821	115		16%	706	1,486
Asset management performance fees	193	157		436%	36	190
Transactional income	158	-37		-19%	195	398
Banking interest income	133	-32		-19%	195	321
Other income (1)	129	183		*	-54	57
OMIGSA cluster expenses	842	58		7%	784	1,732
Operating expenses	688	47		7%	641	1,345
Variable compensation (2)	154	11		8%	143	387
OMIGSA cluster operating profit	592	328		124%	264	720
Other asset management activities (3)	78	-2		-3%	80	205
OMSA central adjustments	3	11		*	-8	-23
Namibia asset management operating profit	13	2		18%	11	9
Adj operating profit: EM Asset Management (published)	686	339		98%	347	911

(1) Other income includes mark-to-market adjustments, interest income and associate income

(2) Variable compensation includes IFRS2 adjustment for change in OM plc share price

(3) Other Asset Management activities include Old Mutual Investment Services, Old Mutual Finance, ACSIS, Old Mutual Investment Administration, Old Mutual Fund Administration, Old Mutual Capital Holdings and Other Shareholder Income

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Retail mutual fund / unit trust segment presents a significant opportunity

Market

Industry had 919 funds / R823bn of Assets under Management at Jun'10

Remains fastest growing segment in the SA asset management industry

OMIGSA

OMIGSA has 3 separate unit trust management companies & wide range of funds, tailored to client needs:

Old Mutual Unit Trusts – 46 funds, R52bn AUM at Jun'10

Marriott – 14 funds, R8bn AUM

Community Growth – 3 funds, R3.7bn AUM

Opportunity

OMIGSA's low representation of its funds on non-Old Mutual investment platforms presents a significant growth opportunity

OMIGSA driving penetration through various product enhancements and better utilisation of Old Mutual's significant distribution reach

Changing legislation regarding advice also likely to benefit Old Mutual's large tied sales force & allow OMIGSA to strengthen relationships with end clients

OMIGSA funds under management

Funds under management (Rm)	H1 2010	FY 2009	H1 2009
Life	272	305	288
Unit trusts	49	53	47
Third party	90	83	77
Total Omigsa managed assets	**411**	**441**	**412**

OMIGSA's equity capabilities

Traditional asset management capabilities	
Equities	**Key capabilities and client needs**
Dibanisa	Index tracking equity manager aiming for minimal tracking errors
Core	Fundamental, general SA equity managers aiming to outperform equity market indices and peers
Electus *	
Value	
Long-term Equity	Fundamental, general African equity manager aiming to outperform specified benchmarks
Equity Research	Fundamental, sector specialist SA equity managers aiming to outperform peers
Quant Investments	Quantitative equity manager aiming to outperform equity market indices and peers

* The Select Equity boutique recently rebranded as Electus

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OMIGSA's income capabilities

Traditional asset management capabilities	
Fixed Income	**Key capabilities and client needs**
Futuregrowth	Fundamental, fixed interest manager aiming to outperform fixed interest market indices and peers

Fixed Income	Multi-asset	Key capabilities and client needs
Marriott Income Specialists		Fundamental manager focusing on delivering stable income to the retired, retail client

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OMIGSA's multi-asset capabilities

Traditional asset management capabilities	
Multi-asset	**Key capabilities and client needs**
Macro Strategy Investments	Multi-asset class manager offering balanced portfolios for a variety of risk profiles and performance expectations
Absolute Return Investments	Risk managed solutions including derivatives, local & offshore hedge funds, aiming to outperform inflation-related targets and peers
Symmetry Multi-manager	Multi-manager using OMIGSA and external asset managers, aiming to outperform market indices, peers and inflation-related targets

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OMIGSA's non-traditional capabilities

Non-traditional capabilities	
Boutique	**Key capabilities and client needs**
Alternative Investments	Unlisted investment specialists, in areas of infrastructure, developmental assets and private equity, aiming to outperform real return targets and peers
OMSFIN	Banking specialist involved in debt financing for own account, debt origination for own & Old Mutual policyholder book and asset-liability matching
OMIGPI	Property asset manager offering property management, property development and fund management, aiming to outperform real return targets and peers

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LTS Showcase
Retail Mass Market

Marshall Rapiya

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We are passionate about our heritage and customers – historical context

Key milestones

1976

- Old Mutual Voluntary Groups division established

1987

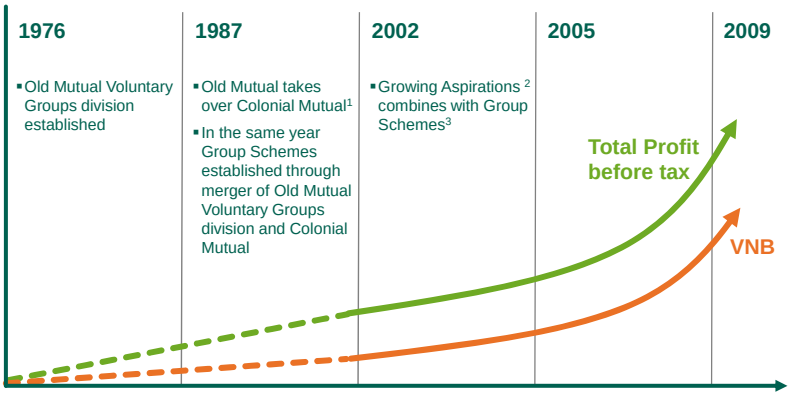
- Old Mutual takes over Colonial Mutual[1]
- In the same year Group Schemes established through merger of Old Mutual Voluntary Groups division and Colonial Mutual

2002

- Growing Aspirations [2] combines with Group Schemes[3]

2005

2009



1. The South African unit
2. An Old Mutual client business that was established to operate in the top end of mass segment, positioned between Group Schemes and Personal Financial
3. Refers to what Retail Mass

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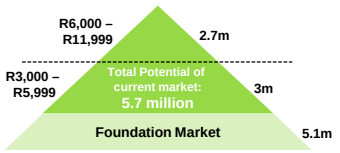
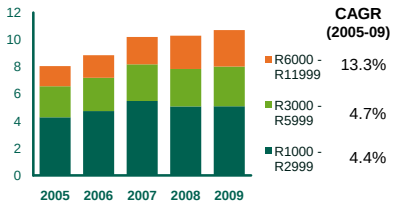
Retail Mass is still well positioned to take advantage of demographic shifts with significant growth opportunities

- Retail Mass Market
  - Personal income R3,000-R11999 pm
  - 5.7m income earners
  - Old Mutual has c35% share
  - ± 60% penetration in Public Sector
- Opportunity
  - Sheer size of market
  - Low penetration
  - Steady growth in the number of people moving to higher income bands
  - Demand for broader basket of products
- Foundation (future) Market
  - Personal income R1000-R2999 pm
  - 5.1m income earners
  - Very low penetration

Size of market[1]



Income distribution patterns[2]



1. Source : Amps 2009a (Aged 18-64 years)
2. Source : Amps 2008 (Aged 18-64 years)

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What sets us apart and how do we create and deliver value?

Operational Excellence value discipline is the key differentiator

Customer's perspective

- They want more for less – thin wallet (value for money)
- They want us to deliver on promises made and on time - dependability
- They want convenience – make my life easy
- They want affordable relevant flexible solutions
- Build life long and trusting relationships
- They want to be financially knowledgeable so as to make informed choices about appropriate financial solutions

Internal processes and disciplines

- Simple and standardised processes
- Simple competitively priced and value for money products, which are easy to sell and service
- Worksite allocation to sales staff which result in
  - Trust building with customer
  - Effective penetration
  - High barriers to competition
  - Drive down cost
  - Improved productivity levels
- Key corporate relationships with stakeholder
  - For environment shaping
  - Easier access to large numbers of potential customers
- A culture of staff engagement; learning & growth and an effective performance management discipline
- A 2700 strong salaried sales force that drives aspects of service/education and trust building
  - That drives sales volume in a directed way
  - complimentary distribution network of brokers and direct marketing for greater market coverage
- A broad service and distribution network for customer convenience and access
- Financial education programmes
- On time delivery given limited options
- Community embedded approach (appointment of staff and community projects)
- Strong brand affinity

These are series of activities that are interrelated, which when well executed reinforce each other making it difficult for competitors to emulate

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Which results in an enviable position in the market

- It commands a market share of c35% in traditional life business
- It has achieved significant growth over the past 3 years with new business premiums, APE, increasing 18%
- The mass market business continues to contribute significantly to OMSA's VNB (>20 %) and NCCF
- High sales productivity levels of 5 policies per agent per week
- Maintenance cost per policy of R11.61 (2009)
- The business's success is largely due to deeper understanding of mass customer needs and an operating business model which is attuned to the typologies of these customers and their financial circumstances

We believe the model can be exported to the rest of emerging markets

- In-depth understanding of typical mass client typology (broadly homogenous)
- Essence of target operating model is to excel in Operational Excellence Discipline whilst maintaining a good balance in customer intimacy and product innovation to be competitive overall
- There are examples where the model has been exported (to some parts of the African operation and currently piloting Mexico)

JOHANNES !GAWAXAB

Africa Story

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Old Mutual Africa in Context

Namibia
Pop: 2 million

Market position: Life: #1, AM: #1
Clusters: Retail Mass; Retail Affluent; Corporate; Asset Management

Zimbabwe
Pop: 10 million

Market position: Life: #1, AM: #1
Clusters: Corporate; Asset Management; Unit trusts; Retail Affluent

Kenya
Pop: 45 million

Market position: Life: #9, AM: #1
Clusters: Retail Mass; Unit Trusts; Corporate; Asset Management

Swaziland
Pop: 1.2 million

Market position: Life: #1
Clusters: Retail Mass; Corporate

Malawi
Pop: 14 million

Market position: Life: #1, AM: #1
Clusters: Corporate; Unit trusts; Asset Management

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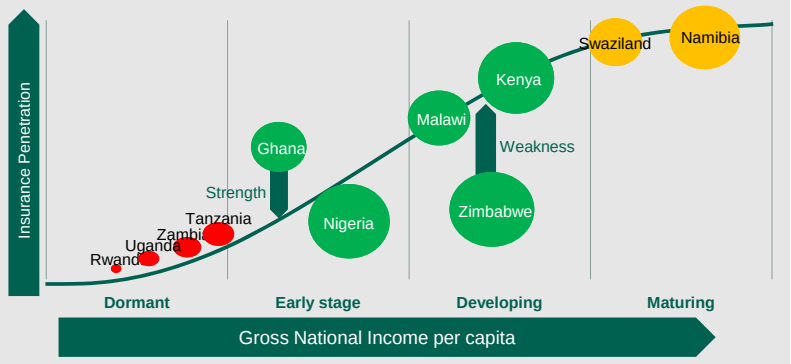
Market context

Economic Background

- Sustained growth averaging 4.9% p.a between 2000 – 2008 (McKinsey), and strong fundamentals
- GDP growth in Sub-Saharan Africa forecast to be 4.75% in 2010 and 5.5% in 2011 (IMF)
- Inflation and interest rates declined significantly
- Infrastructure development accounts for more than 50% of Africa's recent performance
- FDI increased from $9 billion (2000) to $62 billion (2008)
- By 2020 an estimated 128 million households in Africa will have discretionary spending power of US$5000
- Most sub-Saharan insurance markets are significantly under-penetrated (<1%: SA:15%)

Financial market lifecycle



- 11 countries assessed in the context of their stage of development
- Size of sphere indicates the additional (ie over above existing) long term profitability available within each economy

Our product range

Savings products	Risk Products
Investment	**Protection**
Smooth Bonus fund	Funeral Cover
Money market	Group Life Cover

OMSA designed and priced but customised for local requirements

OM Africa Strategy

- Growth platform for OM South Africa – by 2012 we are aiming to achieve 10% of OMSA profits
- We believe we can win because we have a:
  - Solid track record outside South Africa,
  - Multi channel distribution
  - Dominant brand
  - Understand the needs of the local markets and the superior solutions
- We have good relationships with Governments and stakeholder engagement interventions that make the operating model sustainable
- Our operating model strongly leverages the OMSA capabilities and expertise

Expanding into Africa without risks – returns to reflect this – now is the time to invest in Africa

LTS Showcase

WEALTH MANAGEMENT

13 October 2010

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MARK SATCHEL

CFO Wealth Management

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Wealth Management markets

Bob Head
CEO

Wealth Management

Mark Satchel
CFO

Skandia UK

Segments:
Affluent, mass affluent

Business lines:
Single premium unit-linked pensions and investments

Distribution:
IFA's (using open architecture platform providing access to >1,000 funds from >100 fund managers)

Skandia International

Segments:
High net worth in select markets around world

Business lines:
Single premium offshore portfolio, unit-linked bonds using flexible and tax efficient options

Distribution:
Mainly local financial advisers and private banks

Skandia Wealth Management Europe

Segments:
Affluent in France and Italy

Business lines:
Single premium unit-linked pensions and investments using a flexible investment fund platform

Distribution:
Financial advisers, medium sized and private banks

SIG (Skandia Investment Group)

Segments:
Mass affluent, affluent and HNW

Business lines:
Range of proprietary funds covering researched single strategy/single manager, funds in all major asset classes and multi-manager blended solutions

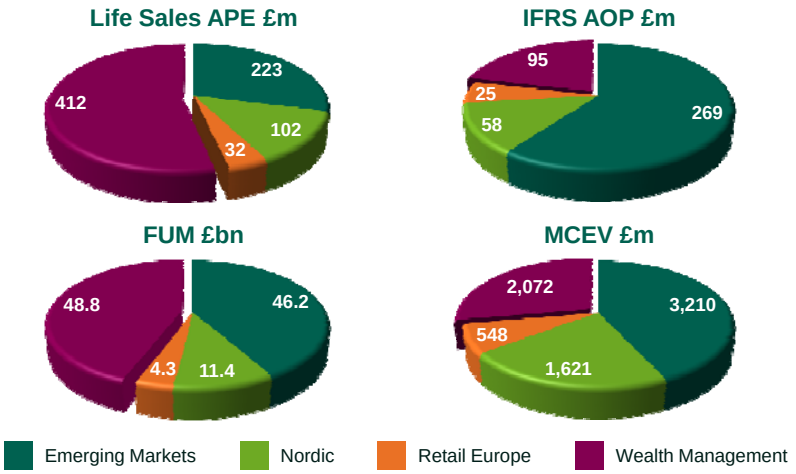
Distribution:
IFA's, external institutions around world

Wealth Management

£m	H1 2010	H1 2009	FY 2009
IFRS adjusted operating profit	**95**	43	106
Life new business APE	**412**	267	617
Life VNB	**31**	22	49
New business APE margin	**8%**	8%	8%
Unit trust/mutual fund sales	**2,207**	1,291	3,210
Net client cash flow (£bn)	**2.3**	0.7	2.5
Funds under management (£bn)	**48.8**	38.7	46.9
Return on equity	**15%**	7%	8%

- Good growth in UK platform and Italian sales
- Increase in FUM driven by positive NCCF
- Strong growth in profitability due to higher FuM and favourable expense performance

H1 2010 LTS financial summary[1]



1. US Life business not included
2. Covered and non-covered businesses

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Progress against 2012 cost reduction targets

	H1 2010[1]	2012 Target
Long-Term Savings[2]		
- Emerging Markets	-	£5m
- Nordic	-	£10m
- Retail Europe	£6m	£15m
- Wealth Management	£17m	£45m
LTS Total	**£23m**	**£75m**

- Costs to achieve of approximately 150% of savings

1. Run-rate savings delivered to date
2. Long-Term Savings excluding US Life

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Progress against 2012 ROE and margin targets

	FY 2009	H1 2010	2012 Target
Long-Term Savings ROE[1]			
- Emerging Markets	*24%*[2]	**27%**[2]	20%-25%
- Nordic	*12%*	**12%**	12%-15%
- Retail Europe	*9%*	**20%**	15%-18%
- Wealth Management	*8%*	**15%**	12%-15%
Total LTS[3] ROE	*14.9%*	**19.3%**	**16%-18%**

- Hurdle rate for continued retention in LTS

1. For Nordic, Retail Europe and Wealth Management, ROE is calculated as IFRS AOP (post tax) divided by average shareholders equity, excluding goodwill, PVIF and other acquired intangibles; 2. OMSA only, calculated as return on allocated capital where full year 2009 has been adjusted to the 2010 LTIR rate; 3. Long-Term Savings excluding US Life

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Wealth Management balance sheet summary

H1 2010 MCEV	£m	RoEV
Covered business		
ANW	389	
VIF	1,526	
MCEV	1,915	6.7%
Non-covered	157	
Adjusted MCEV	2,072	

FY 2009 MCEV	£m	RoEV
Covered business	1,844	(0.3)%
Non-covered	152	
Adjusted MCEV	1,996	

H1 2010 IFRS	£m	ROE	
		Group[1]	Local
Goodwill & other intangible assets	1,536		
Other net assets	850		
Net assets	2,386	7%	15%

FY 2009 IFRS	£m	ROE	
		Group[1]	Local
Goodwill & other intangible assets	1,602		
Other net assets	757		
Net assets	2,359	4%	8%

1. Annualised post-tax profits / average two-point equity per published results

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LTS Showcase
NORDIC

13 October 2010

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MÅRTEN ANDERSSON

CEO Nordic

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Nordic operational structure

Long-term Savings
Private Health Care Solutions
Banking

2.3 million customers
2,450 employees

Mårten Andersson
CEO

Nordic

Marek Rydén
CFO

Private Sweden	Norway	Corporate Sweden	Corporate Denmark
Total retail assets: 8% Sweden	**Total retail assets[1]:** 4% Norway	**Premium income UL:** 23% Sweden[2]	**Premium income UL:** 9% Denmark

1. Excluding unit-linked
2. Sweden corporate advised market

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Nordic operational structure

Private Sweden and Norway	Corporate Sweden and Corporate Denmark
Segments: Self service customers in mass market, customers with high-value assets or high potential	**Segments:** SME corporations, public sector, national pension schemes (tick-the-box)
Business lines: Investment management, unit-linked, private health and protection, banking, mutual funds, traditional life, risk and protection	**Business lines:** Investment management, unit-linked, health and protection, traditional life
Distribution: Own sales force, IFA's, bank, direct	**Distribution:** Own sales force, IFA's, direct

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Nordic

SEKm	H1 2010	H1 2009	FY 2009
IFRS adjusted operating profit	**655**	271	737
Life new business APE	**1,154**	1,635	2,819
Life VNB	**284**	251	526
New business APE margin	**25%**	16%	19%
Unit trust/mutual fund sales	**3,647**	1,584	4,708
Net client cash flow (SEKbn)	**4.6**	5.8	11.6
Funds under management (SEKbn)	**132.3**	106.3	127.2
Return on equity	**11.7%**	8.9%	11.7%

- Strong AOP growth driven by management actions, market recovery and private equity gains (SEK126m)
- New business (APE) volumes lower in Link Regular as anticipated, but margins increased reflecting product strategy
- FuM growth reflects market movements and successful product developments in mutual fund sales

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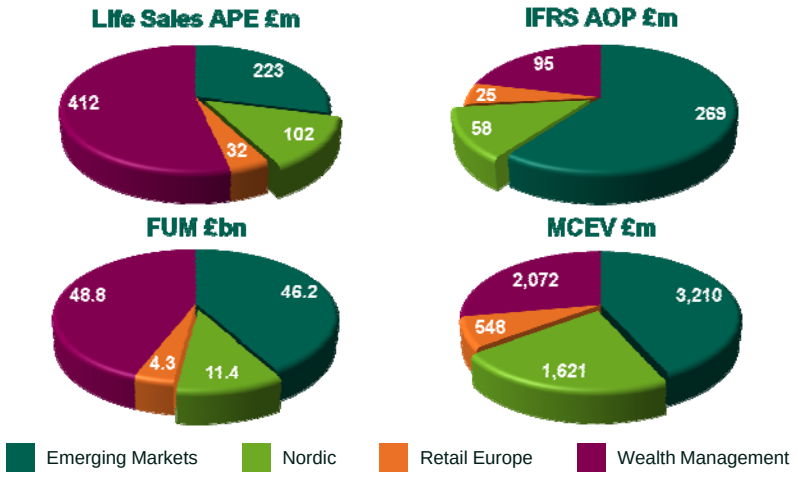
H1 2010 LTS financial summary[1]



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Progress against 2012 cost reduction targets

	H1 2010[1]	2012 Target
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Progress against 2012 ROE and margin targets

	FY 2009	H1 2010	2012 Target
Long-Term Savings ROE[1]			
- Emerging Markets	*24%*[2]	**27%**[2]	20%-25%
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Nordic balance sheet summary

H1 2010 MCEV	£m	RoEV
Covered business		
ANW	143	
VIF	1,154	
MCEV	1,297	9.5%
Non-covered	324	
Adjusted MCEV	1,621	

FY 2009 MCEV	£m	RoEV
Covered business	1,309	8.1%
Non-covered	239	
Adjusted MCEV	1,548	

H1 2010 IFRS	£m	ROE	
		Group[1]	Local
Goodwill & other intangible assets	960		
Other net assets	580		
Net assets	1,540	5.7%	11.7%

FY 2009 IFRS	£m	ROE	
		Group[1]	Local
Goodwill & other intangible assets	1,035		
Other net assets	501		
Net assets	1,536	4.9%	11.7%

1. Annualised post-tax profits / average two-point equity per published results

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RETAIL EUROPE

13 October 2010

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Skandia Retail – Who we are and what we do

We offer...	Through...	To...
Savings solutions mainly based on UL regular premium products	Brokers IFAs Sales Organisations Banks	(Predominantly) Retail consumers (investible assets < €100k)

Austria, Germany, Poland and Switzerland with (overall):

- 630,000 customers
- 670 employees
- €5 bn funds under management
- €860m gross premium income p.a.

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Retail Europe senior management team

Jonas Jonsson
CEO

Johannes Friedrich
Dep. CEO, Operations, IT and HR

Pawel Ziemba
Market Manager Poland & Head of Strategic Marketing

Markus Deimel
Finance Director

Gerhard Hopfgartner
Market Manager Austria

Hermann Schrögenauer
Market Manager Germany

Tony Nüscheler
Market Manager Switzerland

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Competitive advantages need to be adjusted to upcoming challenges

Why we are successful

- Demographic development
- One of the market leaders in UL
- Strong distribution relationships / excellent service quality
- Capital-light business model (Solvency II)

Our key challenges

- “Triple niche” situation (IFA / UL / regular premium)
- Current market conditions with appetite for guarantees
- Competition from large players with deep pockets
- Brand awareness

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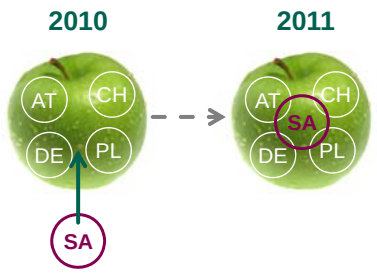
Retail Europe: From 4 to ONE

- **Simplify structure** and develop cross border functional organisation
- **Create efficiencies** and develop lean operations via shared services in South Africa
- **Optimise current model** and take first steps out of the niches



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Optimise current model and take first steps out of the niches

Customer centric market approach

- **Customer Service**
- **Integrated distribution**
- **Product offering**

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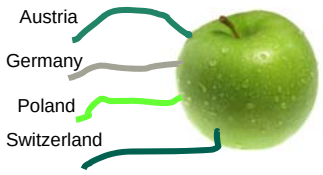
Retail Europe

…consists of three mature, affluent markets and a young, emerging one

For all markets the customer centric market approach is the right one, but we have slightly different paths to go and we are at different starting points



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Poland – dynamic development

Polish Market:

- 38 million people
- Growing GDP; young and developing market
- Growing Life market
- High margins
- Under-developed independent distribution
- Banks expanding rapidly
- Customers in the middle income range willing to take on change

Skandia in Poland:

- Young and dynamic organisation
- Successful brand building activities
- Starting to go direct to the customer (=end-client)
- On-line accessibility
- Rightly positioned to grow further

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Germany – tapping full potential

German Market:

- 82 million people
- High stable GDP
- Mature Life market with high proportion of traditional life products
- Low margins - high break-evens/low IRR
- High regulatory pressure on predominantly upfront commission model
- Risk-aware mentality (guarantees)

Skandia in Germany:

- One of the entrepreneurs of UL in Germany
- Solid distribution base with long-term relationships
- Starting to work with the book of business (370,000 contracts)
- Starting to expand brand recognition in the area of customers
- Tapping full potential requires further increase of distribution range and quality

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JONAS JONSSON

CEO Retail Europe

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Retail Europe operational structure

Jonas Jonsson
CEO

Marcus Deimel
CFO

- Countries: Austria, Germany, Poland and Switzerland
- Segments: Retail Mass
- Business lines: Unit-linked
- Distribution: Brokers, IFA's, sales organisations, bancassurance
- Number of customers: 630,000
- Market share: 2-7% of the unit linked market (depending on market)

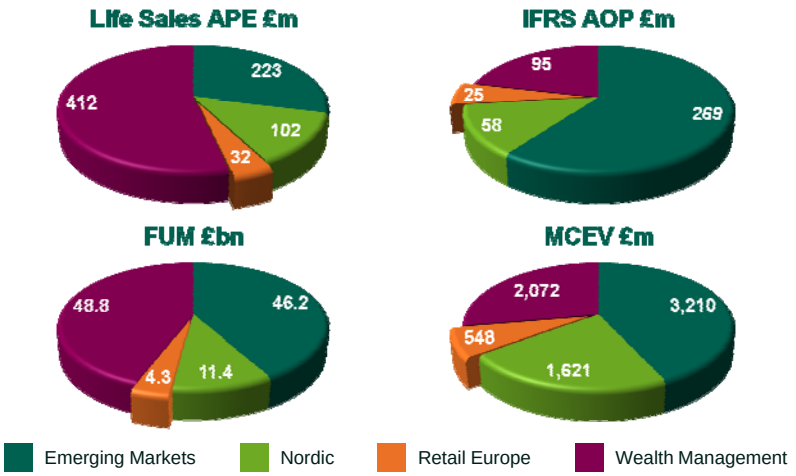
Retail Europe[1]

€m	H1 2010	H1 2009	FY 2009
IFRS adjusted operating profit	**29**	10	25
Life new business APE	**37**	34	75
Life VNB	**2**	(4)	(6)
New business APE margin	**6%**	(11%)	(8%)
Unit trust/mutual fund sales	**14**	12	27
Net client cash flow (€bn)	**0.2**	0.2	0.6
Funds under management (€bn)	**5.2**	4.0	4.7
Return on equity	**20%**	10%	9%

- NCCF remained stable, driven by regular premium inflow partially offset by higher surrender values
- Margin improved through expense reductions which are ongoing

1. Retail Europe business unit includes Austria, Germany, Poland, Switzerland

H1 2010 LTS financial summary[1]



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Retail Europe balance sheet summary

H1 2010 MCEV	£m	RoEV
Covered business		
ANW	84	
VIF	451	
MCEV	535	5.1%
Non-covered	13	
Adjusted MCEV	548	

FY 2009 MCEV	£m	RoEV
Covered business	531	(7.9)%
Non-covered	12	
Adjusted MCEV	543	

H1 2010 IFRS	£m	ROE Group[1]	ROE Local
Goodwill & other intangible assets	510		
Other net assets	114		
Net assets	624	10%	20%

FY 2009 IFRS	£m	ROE Group[1]	ROE Local
Goodwill & other intangible assets	563		
Other net assets	113		
Net assets	676	2%	9%

1. Annualised post-tax profits / average two-point equity per published results

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LONG-TERM SAVINGS SHOWCASE BIOGRAPHIES

JULIAN ROBERTS

GROUP CHIEF EXECUTIVE

Julian has been Group Chief Executive of Old Mutual plc since September 2008. He was previously Chief Executive of the Group's Skandia businesses and originally joined as Group Finance Director in August 2000. Prior to that, he was Group Finance Director of Sun Life & Provincial Holdings plc. Before that, he was a director and Chief Financial Officer of Aon UK Holdings Limited.

ANDREW BIRRELL

GROUP RISK AND ACTUARIAL DIRECTOR

Andrew has been Head, Risk and Actuarial since April 2009. He joined Old Mutual in August 2007, as Chief Risk Officer and was appointed Group Chief Actuary in July 2008. Previously he was Chief Operating Officer and Chief Financial Officer at Investec Securities. Prior to this he was Chief Financial Officer at Capital Alliance Holdings. His early career was at Metropolitan Life, where he held various positions. Andrew is a Fellow of the Faculty of Actuaries, Fellow of the Actuarial Society of South Africa and an Associate of the Society of Actuaries.

PAUL HANRATTY

CHIEF EXECUTIVE OFFICER, LONG-TERM SAVINGS AND CHAIRMAN OF OLD MUTUAL SOUTH AFRICA

Paul was appointed Head of Long-Term savings in March 2009 and Chairman of Old Mutual South Africa in September 2009. He has been with Old Mutual South Africa (OMSA) since 1984. He is a fellow of the Institute of Actuaries and has held a number of roles at Old Mutual. These included Head of Product Development, General Manager, Finance and Actuarial and Head of the Retail business of OMSA. He joined the Board of the OMSA life business in 2003 and became Managing Director of OMSA in 2006.

MARTEN ANDERSSON

CHIEF EXECUTIVE OFFICER, NORDIC

Marten has been Chief Executive Officer of Skandia Nordic since October 2010.

He joined the Skandia group in 1996 and has occupied various senior positions throughout the years. More recently he was CEO of Skandia Italy, Chief Executive Officer of Skandia Mexico and Chief Operating Officer of Skandia Chile. Marten is the Chairman of the Board of Skandiabanken.

Marten has a Bachelor in Business Administration and Economics from the University of Lund, Sweden.

RICHARD BOYNETT

CHIEF INFORMATION OFFICER, LONG-TERM SAVINGS

Richard has been the Chief Information Officer of the Long-Term Savings Division since June 2010.

Before joining Old Mutual, Richard was the Chief Information Officer of Electrocomponents plc, a global distribution organisation which replaced its' core applications and infrastructure platform to enable business process re-engineering.

Richard has extensive experience in leading global transformation projects, and by leveraging partnerships to deliver value. He has held a number of international CIO roles in a range of industry sectors including Automotive, Chemicals, Utilities, High Tech and Electronics. He creates business benefit by driving top line growth through innovation and cost reductions through improved process efficiency and enhanced customer and partner satisfaction through highly effective partnerships.

KUSENI DLAMINI

CHIEF EXECUTIVE OFFICER, OLD MUTUAL SOUTH AFRICA

Kuseni has been Chief Executive Officer of Old Mutual South Africa from September 2009. Kuseni graduated from the University of Natal with a Bachelor in Social Science and was a Rhodes Scholar at Oxford University where he did his Masters in Philosophy. In 2008 he was selected as one of the 'Young Global Leaders' by the World Economic Forum. He was previously the Head of Anglo American's South African operation from July 2008. Before Anglo, he was the Executive Chairman of Richards Bay Coal Terminal Company. He also held senior Human Resource positions at Anglo Gold Ashanti and De Beers Consolidated.

MIKE HARPER

MANAGING DIRECTOR: CUSTOMER SOLUTIONS

Mike joined Old Mutual in 1979 in the Life Actuarial division. In 1987 he became Head of Old Mutual Unit Trusts. In 1991 he was transferred to Mutual & Federal initially as executive in Information Technology. He was also General Manager of Personal Business. He rejoined Old Mutual in June 2000 and has since held executive positions in the Retail Affluent segment, in its joint ventures with Nedbank and as head of the Tied Agency Force.

Mike was previously the Managing Director of Retail Affluent and is currently the Managing Director of Customer Solutions, which spans the Retail Affluent, Corporate and Product Segments.

Mike is on several subsidiary boards, including Old Mutual Investment Group, Old Mutual Unit Trust Company, Old Mutual Investment Services, Old Mutual-Guodian JV in China and Mutual & Federal.

BOB HEAD

CHIEF EXECUTIVE OFFICER, OLD MUTUAL WEALTH MANAGEMENT

Bob has been the Chief Executive Officer of Old Mutual Wealth Management since January 2009. Since joining Old Mutual plc in February 2003, he has held a number of roles, including Group HR and Strategy Director, Group Director, southern Africa and Regional Director, Europe. He was seconded to Nedbank for six months in 2004 as Finance Director. Previously he was Chief Executive of smile.co.uk. Prior to that, he was Finance Investment and Treasury Director at egg.com, which he co-founded. He had previously spent seven years as a director of the international division of Prudential, and he started his career at PricewaterhouseCoopers.

JOHANNES !GAWAXAB

MANAGING DIRECTOR, OLD MUTUAL AFRICAN OPERATIONS

Johannes has been Managing Director of Old Mutual's African Operations outside South Africa since 2006. Countries under his management include Namibia, Zimbabwe, Kenya, Malawi and Swaziland.

He has also been CEO of Old Mutual Asset Managers in Namibia since 1998. Previous positions include Manager (UK, Ireland, and London) and General Manager for Air Namibia UK operation and Director, Radio Services for the Namibia Broadcasting Corporation.

Johannes is also on the board of Old Mutual Namibia and sits as a director of Namibia Post, the Seaflower Whitefish Corporation and is an executive committee member of the Namibia Stock Exchange.

JONAS JONNSON

CHIEF EXECUTIVE OFFICER, RETAIL EUROPE

Jonas has been Chief Executive Officer of Retail Europe since December 2008. He started his career 16 years ago in the actuarial department of Skandia's International division in Sweden and worked in several leading positions in the Group having previously been the CEO of Skandia Colombia.

ROSE KEANLY

MANAGING DIRECTOR, OMSTA and HEAD of LEAN, LONG-TERM SAVINGS

Rose has been the Managing Director of Old Mutual Service, Technology and Administration (OMSTA) since August 2006.

She started her career at Old Mutual in 1980 in Information Technology, initially in a technical specialist capacity and later moving into management.

Rose was previously Project Manager to Group Schemes during the merger of Voluntary Groups and Colonial Mutual. She was also joint Managing Director: Old Mutual International in the United Kingdom. She relocated to South Africa in 2001 to head up the new Celestis, Navigator and Tradewind distribution subsidiary companies. She led the launch of the Masthead distribution business in June 2004.

Rose joined OMSTA in January 2005 to drive the transformation of OMSTA's service and operational processes, using the "lean" methodology and is now Head of LEAN Operations Long-Term Savings.

STEVEN LEVIN

PRODUCT DIRECTOR, LONG-TERM SAVINGS

Steven has been the Product Director for the Long-Term Savings division of Old Mutual since May 2010. He is a qualified actuary and CFA charter holder. He has extensive experience in developing and managing financial service products as well as in asset management and investments. He was previously the Executive General Manager of Product Solutions for Old Mutual South Africa, with overall responsibility for all product and proposition matters for the Retail Affluent and Corporate market segments. Prior to this he was an equity analyst and portfolio manager in Old Mutual's asset management subsidiary in South Africa for several years.

PETER MANN

CHIEF EXECUTIVE OFFICER, SKANDIA UK

Peter has been Chief Executive Officer of Skandia UK since May 2010. He joined Skandia in 2008 as Chief Development Officer with responsibility for all of Skandia's market facing teams: marketing, strategy, sales and communications.

Peter has over 30 years experience working in the Financial Services industry. Immediately prior to joining Skandia, Peter was Chief Executive of Bankhall, a leading supplier of support services to financial advisers. He joined Bankhall in 2001 as Business Development Director progressing to Managing Director and then Chief Executive in August 2005.

As Bankhall CEO, Peter was an active member of the AIFA panel, lobbying the FSA, ombudsman, product providers and other market participants on behalf of Bankhall members. He was also a regular spokesperson on panel debates throughout the industry speaking on key industry topics and ensuring that the voice of Bankhall members and the wider intermediary market was heard.

Prior to those roles, Peter was an independent financial adviser and pension director for a large financial advice firm in Glasgow, Sales Director at Scottish Amicable.

RALPH MUPITA
MANAGING DIRECTOR, RETAIL AFFLUENT

Ralph has been the Strategy Director of Old Mutual Emerging Markets since July 2010 and Managing Director, Retail Affluent since November 2008.

His responsibility is to drive the growth of Old Mutual in the affluent segment which includes the distribution of its solutions through the tied adviser force, broker networks, independent and bank brokers.

Ralph joined Old Mutual in 2001 and was previously Head of Old Mutual Unit Trusts, Strategy Director OF Old Mutual South Africa, and more recently led the development of several new business within Old Mutual South Africa, as Director of New Ventures.

He serves on several boards, amongst them ACSIS, UCT Graduate School of Business and ASISA (Marketing and Distribution).

DIANE RADLEY

CHIEF EXECUTIVE OFFICER DESIGNATE, OLD MUTUAL INVESTMENT GROUP SOUTH AFRICA

Diane has been Group Finance Director of Old Mutual since March 2008.

Previously she was Chief Financial Officer of Altron. Prior to Altron, Diane was Partner in Charge of Transaction Services at PricewaterhouseCoopers and has also served as a non-executive director and chairperson of the audit committee at Women Investment Portfolio Holdings Limited (Wiphold).

She is currently a non executive director and Chairperson of the Audit Committee of Omnia Holdings Limited.

MAREK RYDÉN

CHIEF FINANCIAL OFFICER, NORDIC

Marek has been Chief Financial Officer in Skandia Nordic since May 2009 after having been head of Skandia Link in Sweden. Marek joined Skandia in 1996 and has been working both as actuary and business controller in different countries before joining Skandia's Swedish operation in 2004.

OTHERS MEMBERS OF MANAGEMENT WHO ARE PRESENTING AT THE BUSINESS FAIR:

Emerging Markets:

Marshall Rapiya	Managing Director, Old Mutual South Africa Retail
Lingde Hong	Chief Executive Officer, Skandia-Guodian
David Buenfil	Chief Executive Office, Colmex
Tim Cumming	Acting Chief Executive, Old Mutual Investment Group (SA)

Wealth Management:

Mark Satchel	Chief Financial Officer, Old Mutual Wealth Management
Michael Barrett	Tools Development Manager, Skandia UK
Rosanne Williams-Wood	Business Change Specialist
Claire Puttock	Business Change Specialist

Retail Europe:

Johannes Friedrich	Deputy Chief Executive
Pawel Ziemba	Market Manager Poland