

# Shaping our future with confidence

Integrated Report 2024



Live with confidence

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



# Touching over 92 million lives\*, empowering futures across Africa and Asia



## South Africa

**>27 million  
lives touched**  
(2023: 22 million lives)



**Pan-Africa**  
**>30 million  
lives touched**  
(2023: 30 million lives)



**Asia**  
**>35 million  
lives touched**  
(2023: 27 million lives)

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\* Lives touched: including policy beneficiaries and dependants.





# Shaping our future with confidence

The Sanlam board presents this integrated report for the year ended 31 December 2024, with a confident outlook.

The basis for our confidence, notwithstanding turbulent and uncertain conditions, is that our 2020-2025 strategy has come of age, earlier than expected. It has secured significant scale resilience and strategic optionality, creating a range of compelling options for organic growth across our unique and diversified portfolio of businesses.

In 2024, we announced, as well as concluded transactions that will deliver a step-change in our ambition to drive financial inclusion in each of our geographies. These transactions signal our commitment to our strategic partners, and our confidence in the long-term structural drivers underpinning our emerging markets strategy.

With cautious optimism about fiscal consolidation and reform in South Africa as a caveat, our long-term expectations for each of our regional markets remain robust. We believe our leadership and differentiation in South Africa, Pan-Africa and Asia give us unrivalled growth potential and sustainable opportunity to return superior returns to our shareholders in the short, medium and long term.

The board of Sanlam is equally confident that, in our wide sphere of influence across economies and societies, we can touch the lives of more clients, meet more of their needs, and invest more in the financial confidence, security and prosperity of the communities and countries we serve, and the planet that sustains us. Moreover, the socio-economic and environmental benefits that we generate will be felt for generations to come.

We believe our confidence is well placed, as we apply the agency that our strategic progress has given us, to shape a sustainable future for the group, our clients, employees and partners, and the peoples of Africa and Asia.

## Board responsibility statement

The board is responsible for ensuring the integrity of the integrated report.

Based on the reviews of the relevant board committees, the board believes that this report provides a fair, balanced and appropriate account of the group's governance, strategy, risks, performance and prospects and addresses all material matters that impact or could impact the group's capacity to create sustainable shared value in the short, medium and longer term. Material disclosures up to the date of board approval of the integrated report are included.

The board believes that the integrated report accords with the International <IR> framework (2021) in all material respects.

The integrated report of the group for the year ended 31 December 2024 was approved by the board on 5 March 2025:

*Temba Mvusi*

**Temba Mvusi**  
Chair

*Abigail Mukhuba*

**Abigail Mukhuba**  
Group Finance Director

*Ebenezer Essoka*

**Ebenezer Essoka**

*Karabo Nondumo*

**Karabo Nondumo**  
Social, ethics and sustainability Chair

*Ndivhuwo Manyonga*

**Ndivhuwo Manyonga**

*Sipho Nkosi*

**Sipho Nkosi**

*Patrice Motsepe*

**Patrice Motsepe**  
Deputy Chair

*Andrew Birrell*

**Andrew Birrell**  
Risk and compliance Chair

*Elias Masilela*

**Elias Masilela**

*Kobus Moller*

**Jacobus (Kobus) Möller**  
Audit, actuarial and finance Chair

*Nicolaas Kruger*

**Nicolaas Kruger**  
Customer interest Chair

*Willem van Biljon*

**Willem van Biljon**

*Paul Hanratty*

**Paul Hanratty**  
Group Chief Executive Officer

*Anton Botha*

**Anton Botha**

*Johan van Zyl*

**Johan van Zyl**

*Mathukana Mokoka*

**Mathukana Mokoka**

*Shirley Zinn*

**Shirley Zinn**  
Human resources and remuneration Chair

## Statement on forward-looking information

In this report, we make certain statements that are not historical facts and relate to analyses and other information based on forecasts of future results not yet determinable, relating, among others, to new business volumes and investment returns (including exchange rate fluctuations). These statements may also relate to our future prospects, developments and business strategies. These are forward-looking statements as defined in the United States Private Securities Litigation Reform Act of 1995. Words such as "believe", "anticipate", "intend", "seek", "will", "plan", "could", "may", "expect" and "project" and similar expressions are intended to identify such forward-looking statements but are not the exclusive means of identifying such statements. Forward-looking statements involve inherent risks and uncertainties and, if one or more of these risks materialise, or should underlying assumptions prove incorrect, actual results may be very different from those anticipated. Forward-looking statements apply only as of the date on which they are made, and Sanlam does not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise. Any forward-looking information contained in this document has not been reviewed and reported on by Sanlam's external auditors.

## About our integrated report

# Our integrated report to shareholders, debt providers (noteholders) and prospective long-term emerging market investors, aims to provide a concise, connected and credible assessment of the group's governance, strategy, performance and prospects.

We aim to ensure that our integrated report provides all material insight and disclosure that our providers of financial capital need to assess Sanlam's ability to create, preserve and limit the erosion of value in the short, medium and long term. The integrated report contextualises, connects and is complemented by our group sustainability report and other focused reports for further detail on our financial, tax, governance and remuneration outcomes.

### Scope and boundary

#### Reporting period

This report for the period 1 January to 31 December 2024, including all material developments up to the date of board approval of the report, covers the activities of Sanlam in Africa, Asia and select other markets.

#### Integrated reporting boundary

The integrated report covers the risks, opportunities and outcomes associated with our business model, operating context and stakeholder relationships, as we seek to fulfil our purpose, deliver our strategy and deepen our sustainability impact in the emerging economies, societies and countries we serve. Besides our providers of financial capital, it is therefore also of interest to our clients, governments and regulators, our strategic and social partners, and our people.

[The stakeholder boundary for the integrated report, and other publications in our reporting suite, is shown in Our reporting suite on page 05.](#)

### Operating businesses

Sanlam Limited is the holding company of the Sanlam group of companies (Sanlam, or the group), which operates through subsidiaries, associated companies and joint ventures. Sanlam Life Insurance Limited (Sanlam Life) is the largest operating subsidiary and holding company for all of Sanlam's operations in emerging markets. All subsidiaries, joint ventures and associated companies recognised in the annual financial statements (AFS) are included, apart from investments in consolidated funds (collective investment schemes and similar investment funds). For some non-financial data, only South African operations are included, as indicated throughout.

### Consistency and comparability

The content of this report is comparable to 2023 in terms of the companies covered, measurement methods applied, and timeframes used for financial and non-financial data. This is with the exception of:

- The conclusion of the joint venture between Sanlam and Capitec.
- Assupol's inclusion as a subsidiary of Sanlam.
- Namibia's inclusion in the SanlamAllianz joint venture (SanlamAllianz).
- NMS Insurance Services inclusion in the group.

For the purposes of the integrated report, we apply the following timeframes:

Short term  
1 – 2 years

Medium term  
3 – 5 years

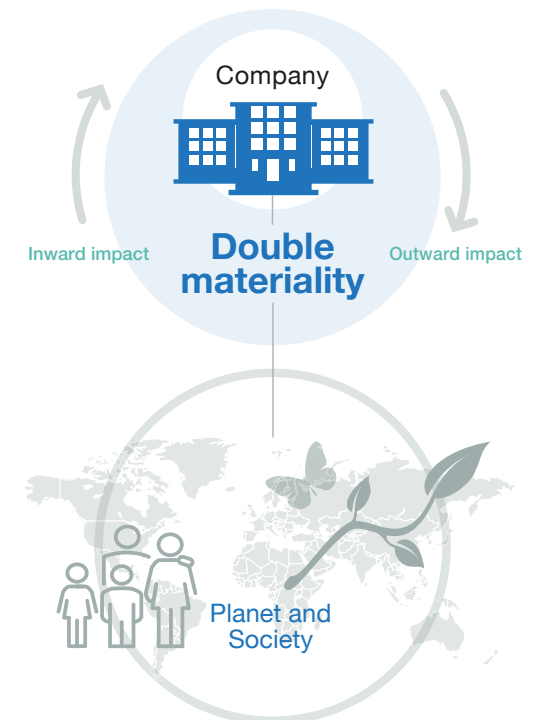
Long term  
> 6 years

### Integrated thinking

The integrated report aims to provide a holistic picture of our ability to generate sustainable economic returns and shared value, and demonstrates the long-term, integrated thinking required to fulfil our purpose and our commitments to all our stakeholders. Sanlam considers integrated thinking as doing business and investing responsibly for the long term, with the deliberate aim of impacting all our stakeholders' lives positively. This is underpinned by our governance credentials and sustainability approach, which inform how we do business, how we grow and how we think about the future.

### Double materiality

The group adopts a double-materiality perspective, detailing the environmental, social and governance (ESG) factors that affect Sanlam's group equity value and shareholder returns in relation to the impact we have on the world around us. The way we manage our ESG impacts affects the quality of the capital stocks on which our business model and purpose-led strategic aspirations depend. Disclosure about our material impacts and ESG management approaches is therefore likely to influence the perception of providers of financial capital about our ability to generate sustainable value for them over time.





# About our integrated report continued

## Process disclosures

**The board delegates responsibility for the preparation of the integrated report to executive management.**

Led by the Group Finance Director, the investor relations team engages with the board, group and cluster Chief Executive Officers, business and functional heads, and relevant subject matter experts across the group, in preparing the integrated report.

**The group risk and actuarial function assesses strategic risks and opportunities, and reports these to the board on a quarterly basis.**

The group's register of risks and opportunities informs the determination of material matters for reporting purposes and the related disclosure in the integrated report.

[See Our risks and opportunities from page 34.](#)

**Our material matters represent the collective, integrated thinking of Sanlam's leadership team at this point in our strategic journey.**

The material matters incorporate risks and opportunities, impact on multiple capitals and consideration of our influence over the factors and time horizons that may affect value creation, preservation or erosion. They are what we consider to be the flywheels of value creation or depletion given the capital dependencies of our business model and the expectations of our stakeholders in relation to our impact on them and the world around us. As such, our material matters are expected to require the most leadership attention, effort and resource allocation in the short, medium and long term.

**Our material matters inform the preparation of the integrated report and are extensively referenced throughout it**

For the purposes of the integrated report, our material matters are those factors expected to substantially influence the decisions of our shareholders and prospective long-term investors, particularly those seeking emerging markets exposure, in their assessment of our ability to create sustainable shared value over the short, medium and long-term. Material matters were identified based on their ability to affect value creation. They were then evaluated and reviewed based on their relevance to the group, and to the economies, societies and environment in our markets.

[See Our material matters from page 18.](#)

**The integrated report was prepared using key management reports, presentations to investors and leadership interviews.**

This included all portfolios with a bearing on integrated thinking and shared value creation. Group executive committee (exco) and board members contribute to and review the content during the preparation process, including a final review before board approval.

## Navigating our report

This report is designed for a better digital experience and ease of use. The digital navigation feature helps the reader to move easily between different sections or topics in this and other reports.

Interactive PDF

Home/contents
 Back
 Forward
 Previous
 This page reference icon is applied throughout the report to improve usability and shows the integration between relevant elements of this report.
 Indicates where further information can be found online.

### Strategic risks

The following icons are used to illustrate the linkage to our top business risks:

- R1 Economic environment
- R2 Geopolitical/sovereign risk
- R3 Cyber risk
- R4 Strategic execution risk
- R5 Regulatory/compliance risk
- R6 Outsourcing/third-party risk
- R7 Digitalisation/artificial intelligence
- R8 General infrastructure failure
- R9 ESG/climate risk
- R10 Political and social instability
- R11 Human capital - talent/capacity/diversity

### Material matters

The following icons are used to illustrate the linkage to our material matters:

- MM1 Engaged people and collaborative culture
- MM2 Client-centred digital transformation
- MM3 Financial inclusion through powerful partnerships
- MM4 Socio-economic and geopolitical conditions
- MM5 Well-considered sustainability leadership
- MM6 Balancing social and environmental priorities
- MM7 Regulatory and governmental expectations

### Six capitals

The following icons are used to illustrate our capitals:

- FC Financial capital
- IC Intellectual capital
- SC Social and relationship capital
- HC Human capital
- MC Manufactured capital
- NC Natural capital

### Strategic enablers

- Unique ecosystem of purpose-led solutions and service options
- Partnership synergies for scale, reach and efficiency
- Client-centric financial solutions
- Data and digital transformation
- Talented and engaged employees
- Integrated ESG and investing for good

### Key stakeholders

- Shareholders, noteholders and the investor community
- Clients
- Employees
- Strategic and other partners
- Governments and regulators
- Society

## Combined, aligned and integrated assurance

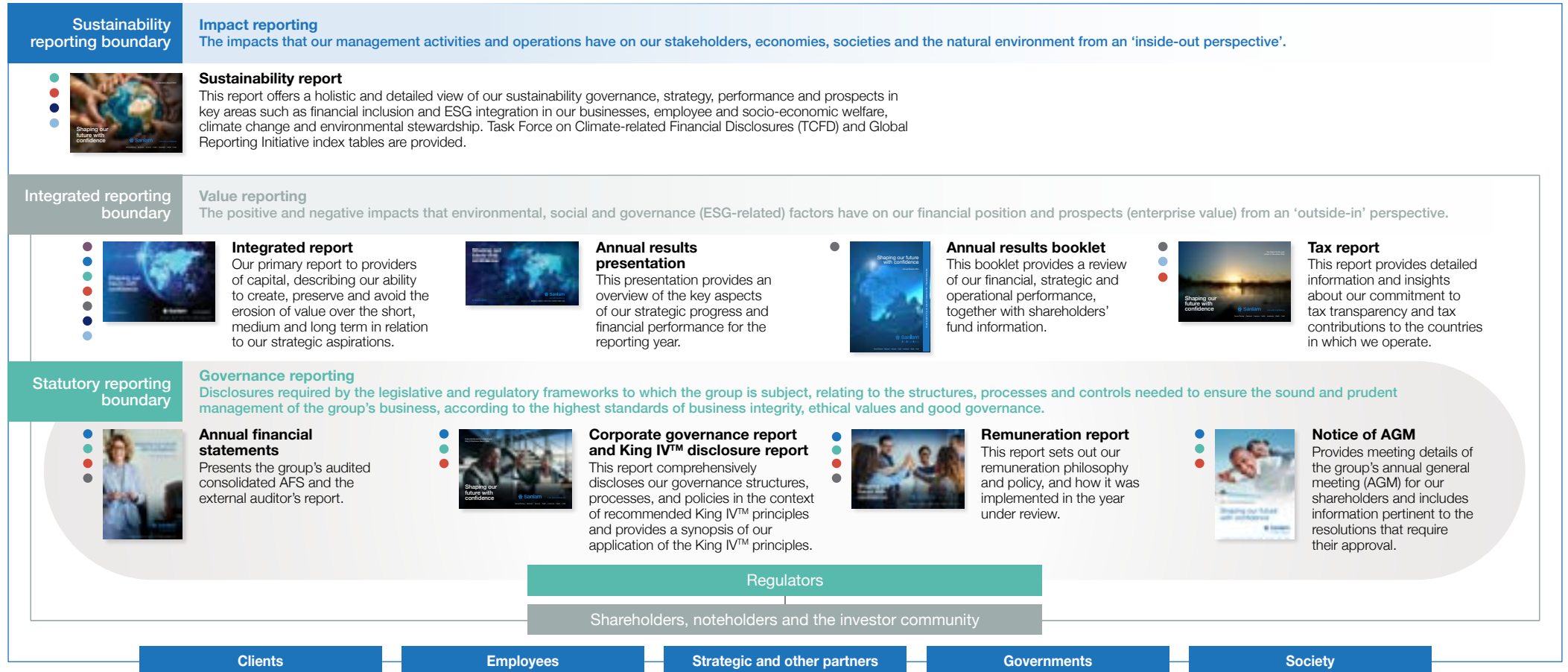
Our combined, aligned and integrated assurance approach supports the integrity of our reporting. The board endorses the principle of combined assurance defined in the King IV Report on Corporate Governance for South Africa 2016 (King IV<sup>TM(1)</sup>). To this end, the board opted to align assurance provision to the group's own risk and solvency assessment (ORSA) at group and cluster level. The audit committee, together with the risk and compliance committee, ensure that combined assurance principles are applied to provide a balanced and co-ordinated approach to all assurance activities. The AFS and shareholders' fund reporting are subject to assurance by KPMG Inc and PwC Inc in a joint audit arrangement. Financial data are extracted from these reports.

[For more on combined, aligned and integrated assurance on page 40.](#)

[For the audit opinion on the shareholders' information and consolidated AFS on page 2 of the AFS.](#)

<sup>(1)</sup> King IV copyright and trademarks are owned by the Institute of Directors in Southern Africa NPC and all its rights are reserved.

# Our reporting suite



Frameworks applied		Integrated report	Sustainability report	Annual results booklet	Tax report	Annual financial statements	Corporate governance report and King IV™ disclosure report	Remuneration report	Notice of annual general meeting
The International Integrated Reporting <IR> Framework		●							
The Companies Act, 71 of 2008 as amended (Companies Act)		●				●	●	●	●
The JSE Limited Listings Requirements		●	●			●	●	●	●
The King IV Report on Corporate Governance for South Africa 2016 (King IV™)		●	●		●	●	●	●	●
The International Financial Reporting Standards (IFRS)		●		●	●	●		●	
The United Nations Sustainable Development Goals (SDGs)		●	●						
Global Reporting Initiative (GRI)		●	●		●				

How we create shared value

# Sanlam takes a stakeholder-centric approach to value creation.

Inspired by our purpose, for the long term, creating solutions for our clients and opportunities for all our stakeholders today that unlock potential across our emerging markets footprint, with benefits that span generations. Alongside our strategic partners, we invest judiciously in the capitals required to achieve the medium-term growth objectives and long-term shared value outcomes of our purpose-led strategy.

## Our purpose

directs our value creation process, committing us to unlocking socio-economic potential over generations.

**Empowering generations to be financially confident, secure and prosperous**

## Our values

inform our culture, defining the behaviours needed to fulfil our purpose and achieve our strategy.



### Care

Serving with empathy and consideration. Knowing that everything we do leaves a lasting impact and legacy.



### Innovation

Always striving for continued improvement in order to create value for our stakeholders, our society and our world.



### Collaboration

Unlocking our winning-as-one spirit by focusing on a better outcome for all, achieved through partnership and an open-minded approach to everything we do.



### Integrity

Unwavering in our pursuit to do the right thing, resolute in our commitment to do what is good for all stakeholders.

## Our diversified portfolio

of leading businesses in high-potential emerging markets, deepens our resilience and drives our sustainable long-term growth potential.

Securing a fortress position in  
**South Africa**

Accelerating growth across 27 countries in  
**Pan-Africa**

Growing presence in  
**Asia**

In partnership with



In partnership with



In partnership with



## Our annual results highlights

[Who we are page 10](#)

[What we do page 11](#)

[Where we are page 12](#)

[How we serve our clients page 14](#)

[How we are different page 15](#)

## Our context

requires the careful management of material issues, and associated risks and opportunities, to meet our stakeholders' expectations for value creation and sustainability impact over time.

MM1

Engaged people and collaborative culture

MM2

Client-centred digital transformation

MM3

Financial inclusion through powerful partnerships

MM4

Socio-economic and geopolitical conditions

MM5

Well-considered sustainability leadership

MM6

Balancing social and environmental priorities

MM7

Regulatory and governmental expectations

[Our material matters page 18](#)

[Our stakeholders page 30](#)

[Our risks and opportunities page 34](#)

[Our macro-economic context page 66](#)



# How we create shared value continued

## Our client-centred business model

transforms our capital inputs to create relevant, reliable, accessible and affordable services for our diverse base of clients, underpinned by governance and sustainability leadership in our industry.

FC

**Financial capital**

We employ a capital efficient business model, with a proven track record for prudent capital management and disciplined capital allocation, to drive shareholder value creation.

[Our business model page 26](#)

HC

**Human capital**

We aim to make Sanlam a great place to work, with a comprehensive strategy to attract, retain and engage the best talent and deepen our technical and digital expertise.

IC

**Intellectual capital**

We are expanding and integrating our holistic solution set, delivered through our omni-channel engagement and distribution model, which is increasingly digitally enabled and data-driven.

[Our outcomes page 29](#)

MC

**Manufactured capital**

Our digital transformation entails significant system renewal, standardisation and sharing of technology assets, and we continue to expand and modernise our branch networks.

SC

**Social and relationship capital**

Our client-centred business model and partnerships enable us to extend our offering, reach, scale and impact for less capital, thereby growing shared value for all our stakeholders and magnifying the benefits to our societies.

[Our governance summary page 44](#)

NC

**Natural capital**

We continue to assess and adapt to the impact of climate-related factors on our business, and to integrate ESG considerations into our operations and investments in line with the just transition principle in our markets.

## Our strategy

directs our efforts to drive sustainable growth and shared value creation, underpinned by key enablers.

- Our medium-term strategic targets incorporate headline metrics and targets that drive enterprise value.

Our commentary on strategy

**Building a business for long-term growth in high-potential emerging markets...**

Pursuing high-growth emerging markets in Africa and Asia

Employing a capital-efficient business model

Increase the number of lives touched across Africa and Asia

[Our strategy \(and associated trade-offs\) page 67](#)

**....as a client-focused financial services group...**

Evolving for our clients and modernising our business

Maintaining a client-focused lens and strong brand affinity

Drive shareholder value creation through RoGEV<sup>(1)</sup> of i+4% with "i" being the South African nine-year risk-free rate for cost of capital

[Delivering our people strategy page 83](#)

**...to create sustainable long-term value for all our stakeholders**

Investing in acquisitions and partnerships

Embedding purpose-led sustainability

Deliver inflation-adjusted dividend growth of 2% to 4% over a rolling three-year period

[Delivering our sustainability strategy page 88](#)

<sup>(1)</sup> Return on group equity value.

# How we create shared value continued

## Our approach to building a sustainable business

stands on six pillars that drive shared value for our stakeholders, and sustainable development across our markets.

- Our long-term sustainability outcomes are intentionally aligned to core SDGs that provide the biggest opportunity for positive impact.

### Building trust and maintaining our reputation

Uphold the highest ethical standards, transparency and integrity in all our operations.

We foster trust through responsive and fair client service, supported by effective grievance mechanisms.

### Ensuring financial strength, resilience and consistent performance

Maintain a robust financial position to withstand economic uncertainties and market fluctuations, ensuring the long-term security of our clients' investments and insurance coverage.

We continuously enhance risk management practices to identify and address sustainability-related risks and opportunities.

### Driving financial inclusion and education in all our markets

Strive for accessible and inclusive insurance and investment products as well as services that cater to a broad range of clients, regardless of their income level or socio-economic status.

We develop innovative and affordable financial solutions to bridge the insurance and investment gap, especially in underserved communities, while we collaborate with regulators and local organisations to ensure fair access to financial services for all.

### Leveraging strategic partnerships for scale, reach and impact

Collaborate with social impact organisations, government agencies and other stakeholders to maximise the positive impact of our sustainability efforts.

We create strategic alliances with like-minded organisations to pool resources and expertise for larger-scale sustainability initiatives.

We support and participate in multi-stakeholder initiatives that advance sustainable development goals.

### Investing for good in people and the planet

Adhere to responsible and sustainable investing principles, aligning with international sustainability standards and guidelines.

We integrate ESG principles in our investment portfolios to promote environmentally friendly and socially responsible practices.

We support initiatives and investments that address global challenges, such as climate change, poverty alleviation and healthcare access.

### Ensuring the highest governance standards

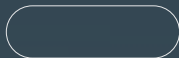
Be a thought leader in the financial industry by sharing knowledge, research and best practices related to sustainable investment and insurance that promote financial inclusion.

We engage in public discourse and advocacy for sustainability issues that align with our core values and business objectives.

We encourage innovation and research within our organisation to drive sustainability forward.



[Our sustainability report](#)



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# Our shared value proposition



## Who we are

Sanlam is a leading financial services group delivering sustainable long-term growth through its operations in high-potential emerging markets. We are driven by our purpose to empower generations to be financially confident, secure and prosperous.

### Our purpose



### Delivering value to our shareholders

Net result from financial services (NRFFS):

**R14,1 billion<sup>(1)</sup>**

(2023: R12,4 billion) R15,4 billion including the one-off reinsurance recapture fee

Return on group equity value (RoGEV) per share:

**20,3%**

(2023: 16,7%) above hurdle of 15,6%

Return on equity (RoE)<sup>(1)</sup>:

**19,8%**

(2023: 15,8%) 21,3% including the reinsurance recapture fee

Dividends paid to shareholders

**445 cents**

(2023: 400 cents)

Listed on the JSE, A2X and NSX with market capitalisation

**of R184 billion**

at 31 December 2024

Major shareholders include:

Public Investment Corporation **14,8%**

Ubuntu-Botho Investments (UBI) **13,8%**

Ninety One **4,9%**

<sup>(1)</sup> Excluding one-off reinsurance recapture fee.

### Leveraging our scale advantage

Diversified emerging markets footprint across

**31 countries**

in Africa and Asia

**R1,4 trillion**

Assets under management with R803 billion in sustainable assets under management

Largest insurer in Africa, present in eight of the

**top 10 largest**

economies in Africa

Growing presence in India, one of the

**fastest growing economies**

in the world

### Creating shared value for our stakeholders

**Over 92 million**

lives touched across Africa and Asia

**106+ years**

of service to clients

**AA MSCI ESG**

index rating

Certified top employer for nine years consecutively in South Africa, with

**125 163**

employees worldwide

Well-experienced board with diversified skillset:

Female directors **33%**

Black directors **61%**

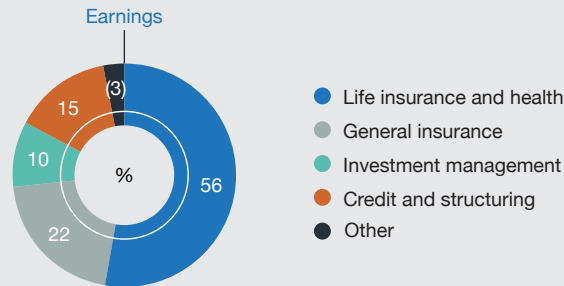
# What we do

Our solutions, delivered through our clusters, create a unique ecosystem that enables us to serve our clients' financial services needs over their lifetimes.

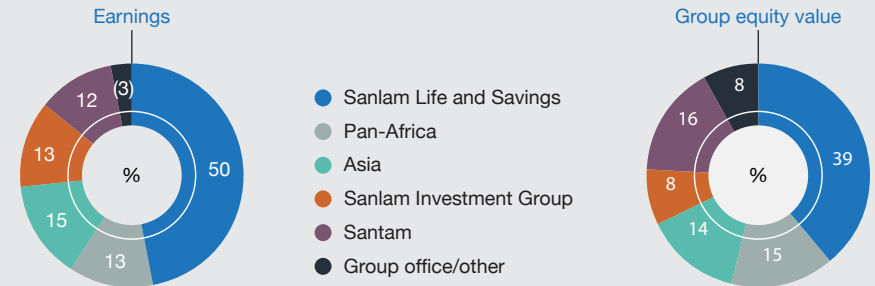
[Our manifesto](#)


Life insurance	General insurance	Asset and wealth management	Corporate benefits	Retail credit	Healthcare	Wills and estates	Financial planning and advice	Loyalty and rewards
Ensuring our clients and their families are looked after through our broad life insurance product range, from simple funeral cover to more complex death and disability cover, as well as long-term savings and retirement solutions.	Protecting our clients' assets through our general insurance products, covering valuable individual possessions to large corporate needs.	Enabling long-term wealth creation and protection through our savings and investment solutions, as well as asset and wealth management products.	Our corporate products allow employers to offer a range of benefits and support to their employees, enabling a more attractive employee value proposition.	Our retail credit offering assists clients in bridging any gaps in financial needs, which, in South Africa, we couple with our unique credit advice offering.	Our healthcare offering ensures our clients are able to protect their most important asset, their health and ability to earn income.	Our wills and estates offerings secure and insure our client's legacy.	We have a strong, core offering built around our well-established financial planning and advice capabilities.	Our loyalty and rewards offerings give significant value to our clients and help improve client retention.

Lines of business



Clusters



# Where we are

With a presence in 31 countries, we are focused on high-potential emerging markets in Africa and Asia that have attractive structural drivers for long-term growth, accelerated financial inclusion and shared value creation.

Our diversified geographic scope and market-leading positions across South Africa, Pan-Africa and Asia, alongside our strategic partners in each region, provide compelling near- to long-term opportunities to capture growth and service the unmet financial services needs of large, marginalised client populations.

## South Africa

in partnership with



- #1 General insurer<sup>(1)</sup>, with market share >22%
- #1 Life insurer by new business volumes<sup>(2)</sup>
- #1 Largest retail investment platform
- One of the largest healthcare administrators
- #2 Largest asset manager and wealth manager<sup>(3)</sup>
- #3 Largest umbrella fund<sup>(4)</sup>
- World-class asset management capabilities
- Number of lives touched: >27 million

- Investing in organic and acquisitive growth to strengthen and diversify our offerings, to secure a leading position in our largest market.

## Pan-Africa<sup>(5)</sup>

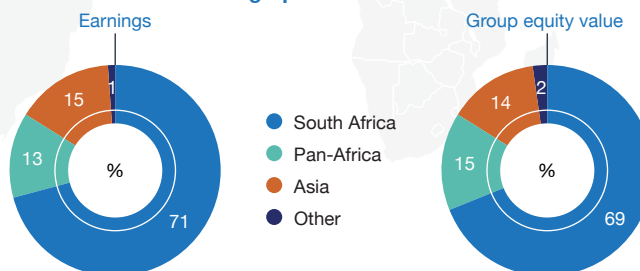
in partnership with



- Presence in 27 countries
- Top three market positions in 16 countries in life insurance and 19 in general insurance
- 16% market share across Africa<sup>(1)</sup>
- Reinsurance capabilities amplified with recently acquired A-rating
- Number of lives touched: >30 million

- Enormous medium- to long-term GDP growth potential.
- Reachable, vast and growing client base and massive unmet need for financial services.
- African countries set to be among the top 20 economies by GDP, in the next three decades.
- SanlamAllianz joint venture (JV) positions us for growth in Africa.

### Geographic contribution



## Asia

in partnership with



- One of India's largest non-banking financial services groups
- Strong rural and lower middle market presence and penetration
- Robust ecosystem and cross-selling capacity
- Digital platforms
- Number of clients: >35 million
- Our operations in Malaysia offer a wide range of life and general insurance services

- Near-term growth engine, contributing to scale.
- Virtually unrestricted potential for gaining market share and attracting unserved clients.
- India is one of the world's fastest growing economies.
- Successfully serving large population of lower-income earners in underserved areas.
- Partnership with Shriram positions us for growth in India.

<sup>(1)</sup> Market position and market share data based on management estimates (based on publicly available information).

<sup>(2)</sup> Based on present value of new business premiums for 1H24.

<sup>(3)</sup> By assets under management.

<sup>(4)</sup> By assets under administration.

<sup>(5)</sup> Excluding South Africa



## Where we are continued

### Attractive structural growth drivers

Growth drivers				
		South Africa	Pan-Africa <sup>(1)</sup>	Asia
Working age population <sup>(2)</sup>	(million)	41	832	995
Young demographics	(% of population under 34)	60%	74%	59%
Low insurance penetration <sup>(3)</sup>		Life: 10,0% <sup>(4)</sup> Non-life: 2,7%	Life: 1,8% Non-life: 1,0%	Life: 2,7% Non-life: 0,9%
GDP growth	(average 2025 – 2030F)	2,2%	4,0%	6,1%
Mobile and broadband subscriptions	(million)	127	1 250	1 197
Opportunity for Sanlam		As the country's structural reform agenda lifts its GDP growth over the medium term, we are targeting organic and acquisitive growth to strengthen and secure our leading position in our largest market.	Strong medium- to long-term GDP growth potential, with Africa set to be among the top 20 global economies in the next 30 years, with its vast reachable populations and unmet needs for financial services.	Strong near-term growth potential in one of the world's fastest growing economies, with virtually unrestricted potential in our market segment, to grow our share among lower-income earners in underserved areas.

Source: IHS Markit, BMI Fitch Solutions, Economist Intelligence Unit, TeleGeography.

<sup>(1)</sup> Africa excluding South Africa. <sup>(2)</sup> Age 15 to 64. <sup>(3)</sup> Gross written premium as a percentage of GDP. <sup>(4)</sup> Including private pension funds.

**Sanlam's unique ecosystem of solutions positions us to grow in countries with low insurance penetration and robust long-term economic growth prospects.**

Our core focus in the world's two fastest growing regions of Africa and Asia, gives us access to a combined working-age population of some 2 billion people.

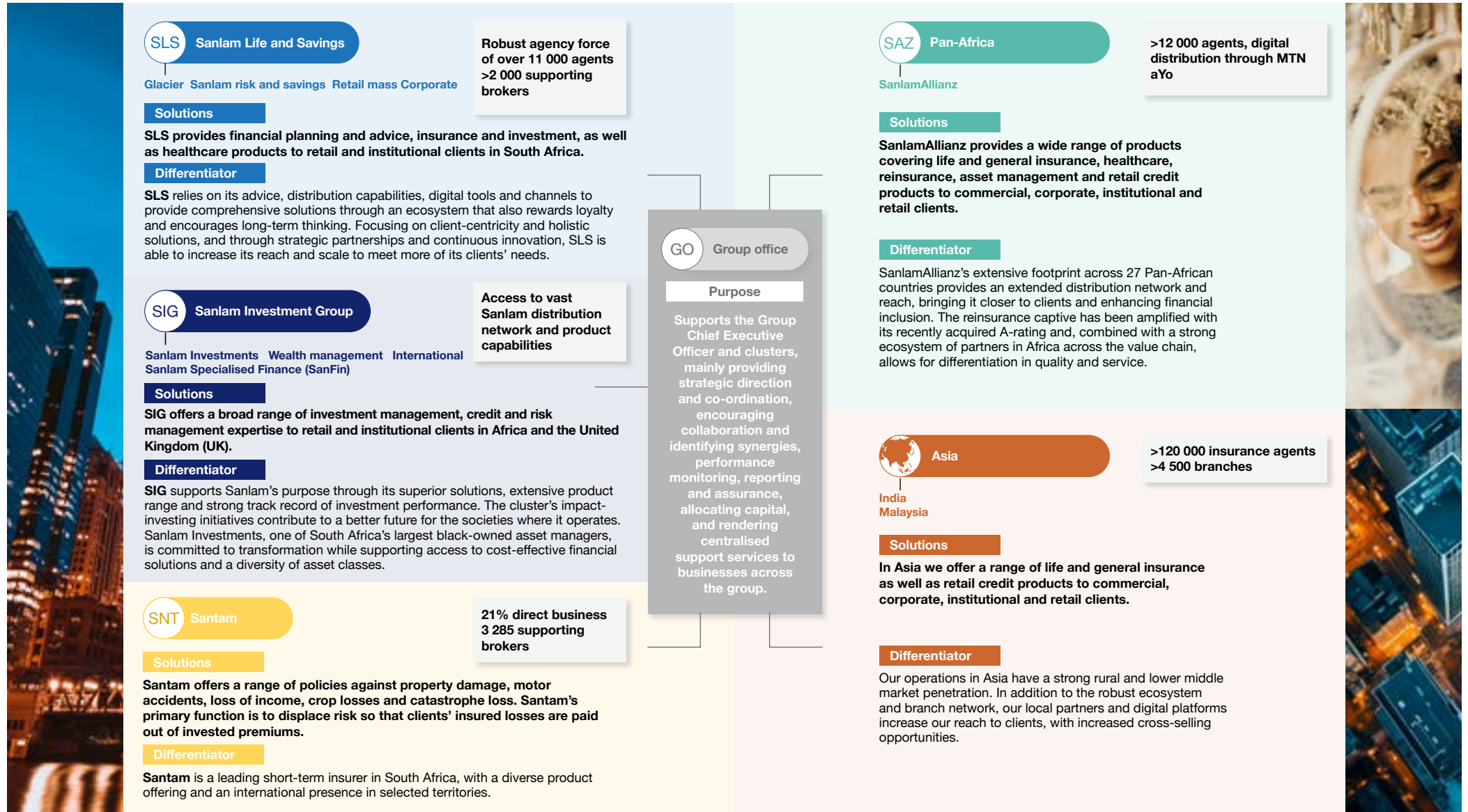
Built on trust, client focus, governance and prudent capital management, we have over a century of history prioritising clients and contributing to social upliftment and economic development.





## How we serve our clients

### Our business clusters deliver tailored, holistic, client-centric financial solutions to individuals, businesses and institutions.

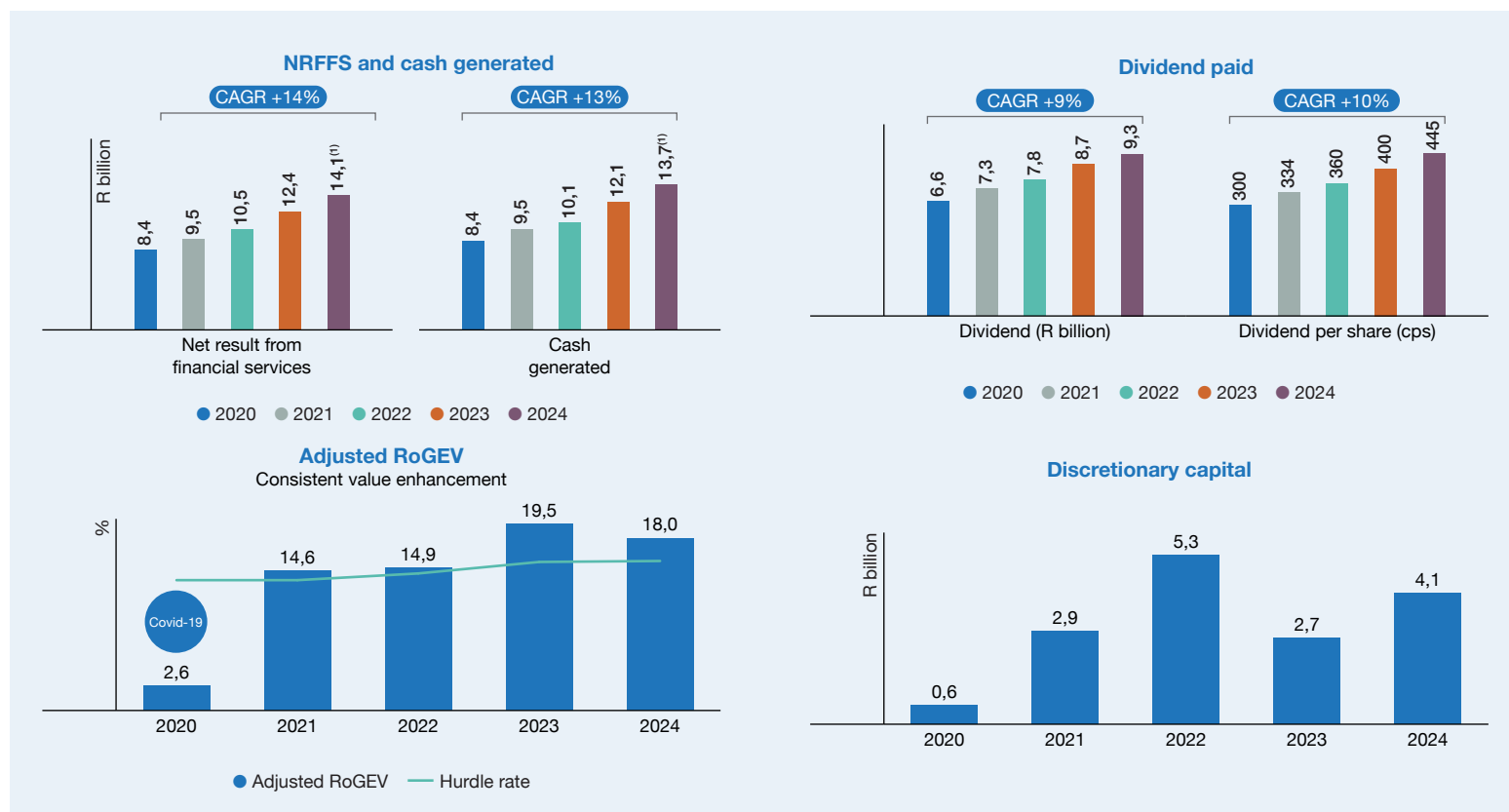


## How we are different

# Our track record of consistent financial delivery

Sanlam maintains a track record of consistent growth in earnings, cash generation, dividend growth and shareholder value creation. The group operations are at different stages of growth, with South Africa relatively more mature and converting more than 90% of its earnings to cash available for dividends. Pan-Africa and Asia are faster growth businesses and retain more cash to fund growth, with a lower percentage of earnings converted to cash available for dividend distribution.

Sanlam maintains a discretionary capital balance, which is available to support strategic corporate activity, share repurchases and dividend payments. The group targets a discretionary capital balance of between R1 billion and R3 billion.



<sup>(1)</sup> Excludes reinsurance recapture fee. Including the fee, NRFFS would be R15,4 billion at a CAGR of 17% and cash generated CAGR 16%.

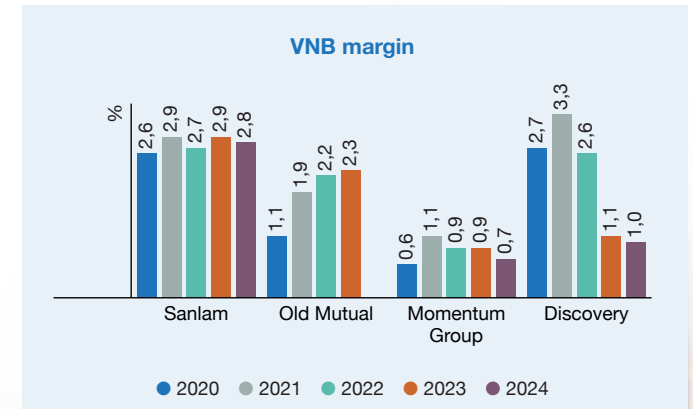
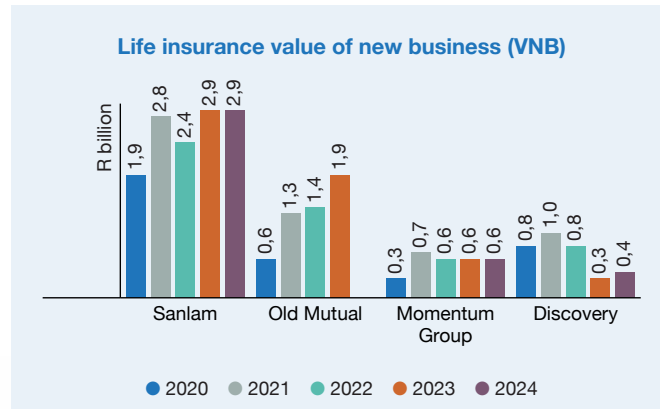
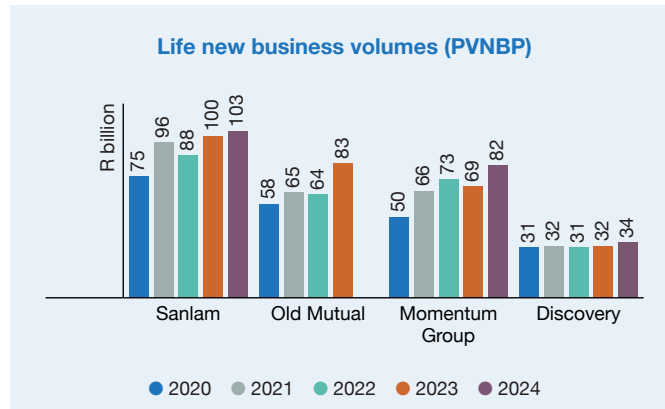




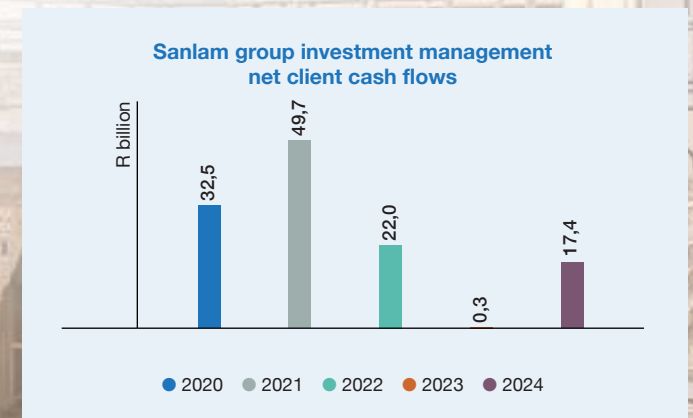
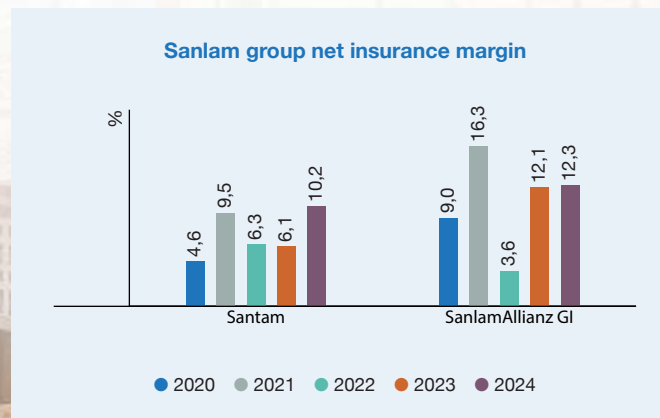
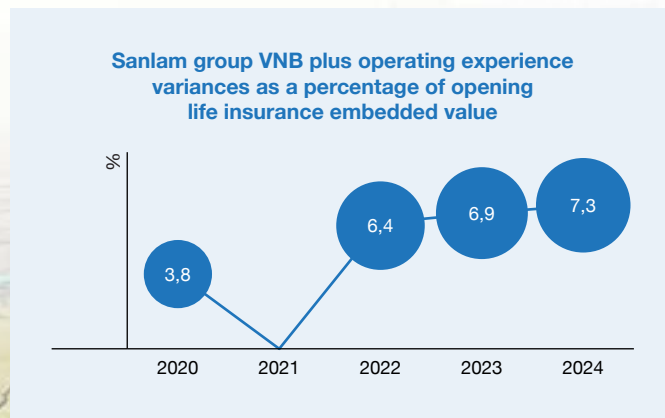
## How we are different continued

# Consistent profitable growth in context

The group continues to record high levels of growth while maintaining profitability of new business at robust margins. This enables us to show strong growth in group equity value (GEV) as a result of robust life insurance value of new business growth coupled with consistent positive experience relative to embedded value assumptions. In general insurance, underwriting actions implemented over the past two years continue to bear positive results in South Africa, with Pan-Africa and Asia recording a consistently strong insurance result. Sanlam maintained consistent growth in investment management assets through positive net client cash flows.



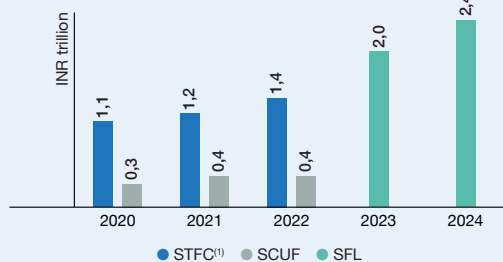
Source: Company disclosures.



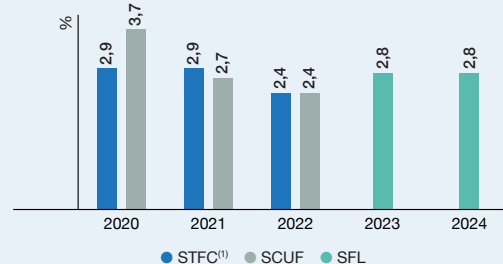
## How we are different continued

The group's main credit business, the Shriram operations in India, have shown good growth as well, while maintaining low bad debt ratios.

Shriram credit operations loan book in Indian Rupee (INR)



Bad debt ratio



<sup>(1)</sup> Shriram Transport Finance Corporation, Shriram City Union Finance, Shriram Finance Limited.

During December 2022, Shriram Transport Finance Company, Shriram City Union Finance Limited and Shriram Capital Limited were merged into one entity, Shriram Finance Limited. Due to lag reporting, the new structure was reflected in the 2023 results.

With unrivalled long-term growth potential, we offer a differentiated emerging market investment case to deliver sustainable growth and superior returns.



# Our material matters

Our material matters are key factors we must manage to achieve our strategic objectives and meet stakeholder expectations, particularly those of shareholders and long-term investors. They determine our ability to create shared value and contribute to socio-economic development and environmental stewardship.

## Background

According to King IV™, leadership is tasked with identifying and disclosing material matters based on the organisation's unique context, value chain impacts and stakeholder expectations, requiring judgement and transparency. For Sanlam, material matters reflect strategic leadership thinking, addressing risks, opportunities and our influence over factors affecting value. These matters impact value creation or depletion, shape stakeholder expectations, influence resource allocation and guide our integrated and sustainability reporting.

## Materiality determination

We are committed to enhancing reporting on material matters through a double-materiality lens, addressing ESG factors that impact enterprise value and stakeholder relationships. Effective ESG management influences the capital stocks vital to our business model and strategic goals, shaping perceptions of financial capital providers regarding sustainable value generation. Material matters focus on factors that significantly affect shareholder and investor decisions, especially in emerging markets, regarding Sanlam's ability to create shared value over time.



## Material themes and matters for 2024



# Our material matters continued

MM1

## Engaged people and collaborative culture

### Material matters

#### 1.1 Employer of choice in all our markets

- Our people strategy aims to make Sanlam a great place to work by transforming our culture, planning for future-fit skills, enabling the organisation (including digital upskilling), and providing meaningful career paths for top talent.
- Developing existing talent is a top priority, including succession planning, centralised and virtual training, development and mentoring, and talent mobility across the group.
- Our partnership model enables cross-learning and sharing of scarce, specialised skills.
- Our approach fosters a diverse and representative workforce able to engage with and service a broad client base of different ethnicities, cultures, generations, and income levels.
- Learning programmes to improve employability and deepen the talent recruitment pool in our markets.
- To promote our client-centric focus, we implemented a recognition platform for client service excellence that rewards employees, and clients for nominating employees.

#### 1.2 Embedding new ways of working

- Our hybrid work model balances flexibility, productivity, and collaboration for optimal performance, innovation, and culture development.
- We use an agile model for faster, cost-effective development and testing of new client solutions, promoting cross-learning with group technology and business clusters.
- Retraining and reskilling employees are essential for adapting to digital workflows and managing job redundancy.
- Digitalising human capital management is underway, to enable data-driven decision-making and resource planning, and employee self-service in managing their work lives.
- We emphasise and incentivise collaboration between business clusters to engage clients seamlessly and drive cross-selling of integrated solutions.

#### 1.3 Ensuring employee wellbeing

- Employees' wellbeing is a top priority, supported by responsive assistance programmes integrated with medical aid pathways.
- We ensure competitive earnings for our lowest-paid employees and have programmes to help them manage their monthly finances.
- We tailor interventions to foster our desired culture and address employee challenges, tracking progress through comprehensive two-yearly culture surveys and regular dipstick surveys for actionable insights.
- We promote inclusive workplaces for diverse employees, including those with neuro-divergent needs and disabilities.
- We prioritise resource planning and resilience building for key talent to support performance and mitigate change fatigue.
- We have a formal change management office managing the SanlamAllianz integration.

#### Associated risks and opportunities

R4 Strategic execution risk   R7 Digitalisation/artificial intelligence   R11 Human capital - talent/capacity/diversity

#### Capitals impacted

HC Human capital   IC Intellectual capital   FC Financial capital   MC Manufactured capital

#### Associated strategic enabler

Talented and engaged employees   Data and digital transformation   Client-centric financial solutions   Integrated ESG and investing for good

#### Governance line of sight

Social, ethics and sustainability committee

Human resources and remuneration committee

Risk and compliance committee

Board





# Our material matters continued

MM2

## Client-centred digital transformation

### Material matters

#### 2.1 Enabling competitive client-centred value propositions

- Our omni-channel model combines human skill, digital tools and physical presence to meet clients' diverse needs most conveniently, and ensure trusted advice on important financial decisions.
- Digital tools are enabling data-driven, personalised conversations with clients for tailored advice and solutions.
- We have implemented an integrated interface for a unified client view across business clusters, and single access to the group for clients, enhancing seamless client engagement and cross-selling.
- Creating large client ecosystems with strategic partners fosters regular engagement and generates data for personalisation, supporting differentiation, cross-selling and retention.
- Physical presence remains crucial for trust in our markets; we are modernising our branch network to serve existing clients and attract new ones with a one-stop, comprehensive financial services offering.

#### 2.2 Digital transformation and data

- Modernising legacy systems and standardising and sharing technology assets across the group are key objectives of our digital strategy.
- Digitalising business processes reduces costs, generates efficiencies, and enables lower-priced products while removing client service friction.
- Increasing digitalisation leverages data assets for business intelligence and decision-making.
- Sharing technology assets and digital skills with key partners helps apply new technologies while controlling costs.
- AI, with smart (human) oversight, plays a significant role in efficient processing, coding, client service and financial education.
- Mobile and broadband penetration, digital engagement and data insights, combined with face-to-face community initiatives, provide a strong platform for effective financial education at scale.

#### 2.3 Cyber security and data protection

- Global interconnectivity heightens the risk and impact of system failures and data breaches.
- Our digitalisation strategy relies on robust data security and cybercrime prevention systems, including ethical hacking.
- Trust through physical verification and human interaction is vital as cybercrime and misinformation grow, raising mistrust in digital adoption.
- Ensuring secure, responsible use of client data is key to brand trust.

#### Associated risks and opportunities

R3 Cyber risk   R4 Strategic execution risk   R5 Regulatory/compliance risk   R7 Digitalisation/artificial intelligence   R11 Human capital - talent/capacity/diversity

#### Capitals impacted

IC Intellectual capital   MC Manufactured capital   FC Financial capital   HC Human capital   SC Social and relationship capital

#### Associated strategic enabler

Unique ecosystem of purpose-led solutions and service options   Client-centric financial solutions   Data and digital transformation   Talented and engaged employees  
Integrated ESG and investing for good

#### Governance line of sight

Customer interest committee

Risk and compliance committee

Social, ethics and sustainability committee

Board

# Our material matters continued

MM3

## Financial inclusion through powerful partnerships

### Material matters

#### 3.1 Driving financial inclusion at scale

- Strategic partnerships reduce client acquisition costs, enabling affordable, high-value products and alternative, lower-cost engagement models.
- Scaling financial coaching is key for financial inclusion and better outcomes for vulnerable clients; in addition to our partnerships, we engage in industry initiatives for financial education.
- Local partnerships help us understand and integrate into new markets, earning trust among marginalised communities and enabling the understanding to develop relevant product solutions.
- MTN aYo is using digital channels to drive financial inclusion in African markets, offering Sanlam insurance products via MTN's mobile money solution.
- We make savings and investment products affordable for the lower-income market through Satrix and EasyEquities, and our market leadership in indexation is driving accessible options such as exchange-traded funds (ETFs).
- In line with the global emphasis on universal healthcare, we are expanding and integrating our differentiated health insurance offering to drive health inclusion and earn more of clients' health expenditure.
- Developing solutions for younger clients, the mass middle market, small, medium and micro enterprises (SMMEs), and the informal sector to drive economic participation is an ongoing focus.

#### 3.2 Delivering growth, capital and cost synergies

- We have strengthened our three major strategic partnerships: UBI in South Africa, Allianz in Pan-Africa, and Shriram in India.
- Effective integration of new businesses is a top priority for the board and management teams, supported by detailed and well-resourced change management programmes.
- SanlamAllianz integration is progressing well, achieving operational synergies and expected financial performance.
- Absa LISP integration into Sanlam's investment business is complete, realising synergy benefits and boosting GEV.
- Recent transactions with Afrocentric, Assupol and Multichoice have closed gaps in our holistic solutions offering and are providing access to large new client ecosystems at lower cost.
- Significant focus is being given to the Afrocentric integration, to address underperformance and ensure effective delivery of our integrated healthcare offering.
- We have revised our go-to-market approach in the MTN partnership, focusing on developing cost-effective models for specific countries.

#### 3.3 Managing risks associated with complexity

- From the outset, we identify partners that share our vision for our markets, our values and governance approach.
- We manage reputational, counterparty and supply chain risks from our complex ecosystem of group subsidiaries and partnerships.
- Our risk culture and framework include controls to mitigate third-party risks for every partnership.
- The strategic and cultural fit we seek in partners allows for easier alignment and respectful resolution of differences.

#### Associated risks and opportunities

- R3 Cyber risk   R4 Strategic execution risk   R6 Outsourcing/third-party risk

#### Capitals impacted

- IC Intellectual capital   SC Social and relationship capital   FC Financial capital   HC Human capital

#### Associated strategic enabler

- Unique ecosystem of purpose-led solutions and service options   Partnership synergies for scale, reach and efficiency   Client-centric financial solutions  
Data and digital transformation   Talented and engaged employees   Integrated ESG and investing for good

#### Governance line of sight

Social, ethics and sustainability committee

Customer interest committee

Human resources and remuneration committee

Risk and compliance committee

Board

# Our material matters continued

MM4

## Socio-economic and geopolitical conditions

### Material matters

#### 4.1 Socio-economic vulnerability

- The socio-economic environment remains challenging, with middle market consumers, SMMEs and the informal sector vulnerable to financial shocks, and low disposable income affecting persistency.
- We continue to drive operational efficiencies to support margins; and client retention remains a key focus, with management actions improving persistency.
- South Africa's socio-economic prospects have improved with more positive consumer and business sentiment, lower inflation and interest rates, consistent electricity supply, democratic resilience and accelerating structural reform, although significant structural challenges remain.
- Africa's economic growth remains resilient but uncertain, with risks including high public debt, inflation and interest rates, volatile currencies and foreign exchange shortages.
- India's economic growth remains strong despite global headwinds.
- Structural factors support a strong long-term outlook for India and Africa, with modest uplift expected in South Africa in the medium term.

#### 4.2 Sociopolitical uncertainty

- High unemployment, inequality and poverty, especially among the youth, hinder economic growth and social stability in Africa.
- Despite available capital for infrastructure projects, inefficiencies hamper viable investments coming to market at the pace required to drive faster socio-economic returns.
- Early wins in government-private sector co-operation in South Africa are promising, but local instability remains a concern.
- We support the South African government in addressing socio-economic priorities through direct initiatives and business associations.
- Political risk in Africa and increasing youth dissatisfaction with government and weak democratic process.

#### 4.3 Constrained investment opportunities

- Depressed capital markets in South Africa, and immature capital markets across Africa limit opportunities for productive impact investments.
- Capital outflows and stagnant growth in South Africa's asset management industry make scale resilience and competitive differentiation through customisation, crucial for growth.
- Limited investment opportunities make it harder to meet performance benchmarks and balance financial and impact returns.
- Sub-investment grade rating and Financial Action Task Force (FAFT) grey-listing of South Africa, and some of our other African markets, reduce their competitiveness for global capital, and add complexity and cost to our asset management offering.
- Easing interest rates among developed nations may rotate global capital to emerging markets, and there are early signs of inflows in South Africa, buoyed by the formation of the Government of National Unity (GNU).

#### Associated risks and opportunities

R1 Economic environment R2 Geopolitical/sovereign risk R8 General infrastructure failure R10 Political and social instability

#### Capitals impacted

FC Financial capital SC Social and relationship capital

#### Associated strategic enabler

Attractive structural growth drivers in chosen geographies Partnership synergies for scale, reach and efficiency Data and digital transformation Integrated ESG and investing for good

#### Governance line of sight

Audit, actuarial and finance committee

Risk and compliance committee

Social, ethics and sustainability committee

Board

# Our material matters continued

MM5

## Well-considered sustainability leadership

### Material matters

#### 5.1 Brand trust

- Doing the basics well – empathetic service, quality advice, reliable claims payment, client support during difficulties and responsible investment build lasting brand trust and loyalty.
- Expanding financial literacy and access to relevant and affordable product solutions improves socio-economic prospects at grassroots level, building brand trust within marginalised communities.
- Empowering people with financial confidence through appropriate advice fosters long-term brand trust.
- The group builds trust in new markets by integrating into the socio-economic fabric of those markets before selling products.
- Responsible impact investment, the substantial financial value we create for stakeholders, together with our responsible impact investment that mobilises and empowers communities, as well as our corporate social investment (CSI) initiatives, build and protect brand trust.
- Challenging socio-economic circumstances highlight the importance of insurance and savings, providing opportunities for engagement and trust building.

#### 5.2 Sustainable development

- Financial education and inclusion expand economic participation, supporting socio-economic improvement and helping to address unemployment, inequality and poverty.
- We expand economic opportunities and additionality by investing in sustainable infrastructure, SMMEs, venture capital and job creation projects, and social development that focuses on education, women and youth empowerment.
- We are embedding sustainability in our operations and underwriting processes, and improving group-wide data collection to better measure and manage impacts.
- The scope of our socio-economic transformation strategy now includes Pan-Africa and Asia.
- We invest in thought leadership initiatives to support socio-economic transformation.
- Our partnerships with businesses, governments and social partners significantly extend our sustainable development impact.

#### 5.3 Corporate citizenship

- Our diverse and engaged board sets the tone for consistent ethical leadership and brand integrity, ensuring that it understands and has visibility of on-the-ground issues in each of our markets.
- Stakeholder trust is crucial to our business, making good corporate citizenship a business imperative as much as a moral obligation.
- Governance is foundational to our purpose and long-term sustainability, and ingrained in everything we do through comprehensive and consistent group policies.
- We comply with all laws and regulations, standards and norms in our markets, and uphold the highest ethical standards in all businesses.
- We integrate sustainability into our strategy to improve our net positive impact.
- Sanlam is a fair and transparent taxpayer and government bondholder, contributing significantly to state revenues in our markets.
- Our mature stakeholder management system ensures all interests are considered and balanced in creating long-term shared value.

#### Associated risks and opportunities

R1 Economic environment   R9 ESG/climate risk   R10 Political and social instability

#### Capitals impacted

IC Intellectual capital   SC Social and relationship capital   FC Financial capital

#### Associated strategic enabler

Integrated ESG and investing for good   Talented and engaged employees   Partnership synergies for scale, reach and efficiency

#### Governance line of sight

Social, ethics and sustainability committee

Audit, actuarial and finance committee

Risk and compliance committee

Board



# Our material matters continued

MM6

## Balancing social and environmental priorities

### Material matters

#### 6.1 Responsible impact investment

- As a market leader in responsible impact investment, we drive positive impact on economies and societies while advancing the green transition.
- We balance short-term and long-term goals to achieve competitive returns, investing in climate-smart industrial development and repurposing local economies affected by stranded assets.
- We offer investment vehicles that mobilise long-term funding for sustainable infrastructure, SMMEs, renewable energy and other green economy opportunities.
- We manage investments in high-impact industries, promoting environmental stewardship through our influence as a large institutional investor.
- We invest in companies with disruptive, climate-smart business models.
- Our green investments contribute significantly to the carbon reduction commitments of our operating countries.

#### 6.2 Managing environmental risk

- We manage environmental risk carefully in relation to our actuarial assumptions and fund resilience, product design, pricing and technology.
- We are improving data measurement and disclosure of climate exposure related to financed emissions.
- Our short-term insurance business annually reprices its insurance book using geo-coding for weather-related risks and has done climate scenario analysis for long-term risk management.
- We develop solutions to strengthen climate and biodiversity resilience and enhance water security through impact investment vehicles.
- Our socio-economic investments help mitigate the impact of poverty and underdevelopment on environmental degradation.
- We support governments and communities in Africa with disaster responses, and in South Africa we assist municipalities with adaptive infrastructure planning.
- We focus on resource efficiency, renewable energy for our offices and reducing our technology-driven carbon footprint.

#### 6.3 Leading the just transition

- We integrate climate issues into our investment philosophy, with an integrated focus on socio-economic upliftment and environmental protection.
- We support public-private partnerships for poverty alleviation, financial education, climate vulnerability and water management.
- We maintain a clear policy stance on the just transition, especially regarding Africa, with international partners and investors.

#### Associated risks and opportunities

R5 Regulatory/compliance risk R8 General infrastructure failure R9 ESG/climate risk R10 Political and social instability

#### Capitals impacted

SC Social and relationship capital NC Natural capital FC Financial capital HC Human capital MC Manufactured capital

#### Associated strategic enabler

Integrated ESG and investing for good

#### Governance line of sight

Social, ethics and sustainability committee

Audit, actuarial and finance committee

Risk and compliance committee

Board

# Our material matters continued

MM7

## Governmental and regulatory expectations

### Material matters

#### 7.1 Compliance across multiple jurisdictions

- The proliferation of new legislative, regulatory and disclosure obligations require operational changes that increase the cost of compliance and in some cases add administration for clients.
- Our strong risk management culture and digitally enabled compliance capabilities enable us to meet the evolving expectations of our regulators.
- Where possible, we aim to reduce administrative complexity for clients in compliance requirements.
- The impacts of Regulation 28 of the Pension Funds Act and the Two-Pot retirement system in South Africa have been well dealt with, with manageable fund outflows and enhanced opportunity to engage with clients on retirement savings.
- We align with regulators' emphasis on financial inclusion and consumer protection legislation, focusing on client-centricity and secure and responsible use of client data.

#### 7.2 Constructive government relationships

- Sanlam's credibility and strategic partnerships make us a respected adviser to governments and regulators in all our markets.
- Our interaction with African regulators during the SanlamAllianz integration has been positive and supportive.
- We advocate for policies directly and through business associations that support business vibrancy and sustainable development.
- We engage with governments through our in-country leadership teams in a supportive and pragmatic manner that avoids political grandstanding.

#### 7.3 Enabling policy environment

- Inconsistent and unfavourable regulations create uncertainty and deter investment; we engage with governments to support pragmatic policy outcomes that avoid unintended consequences.
- We comply with international regulations on illicit financial flows and are managing the requirements and scrutiny related to the grey-listing of South Africa and other African countries, while supporting efforts to get off the FATF grey list.
- Our commitment to human rights and ethical business requires careful advocacy where country policies misalign.
- We are preparing for regulatory changes including the Companies Amendment Acts, Cyber Security Bill, Financial Sector Conduct Authority's (FSCA) framework for unclaimed financial assets, Climate Change Bill, and IFRS S1 and S2 sustainability standards and disclosures.
- Our comprehensive health offering prepares us to partner with the government in providing universal health services; even while we advocate for amendments to the National Health Insurance Act to enable an equitable and sustainable health sector in South Africa.

#### Associated risks and opportunities

R5 Regulatory/compliance risk   R7 Digitalisation/artificial intelligence   R9 ESG/climate risk   R10 Political and social instability

#### Capitals impacted

IC Intellectual capital   FC Financial capital   SC Social and relationship capital

#### Associated strategic enabler

Attractive structural growth drivers in chosen geographies   Client-centric financial solutions   Data and digital transformation   Integrated ESG and investing for good

#### Governance line of sight

Social, ethics and sustainability committee

Audit, actuarial and finance committee

Risk and compliance committee

Board

# Our business model

Our client-centred and capital-efficient business model drives financial literacy and inclusion, and responsible impact investment, to create a virtuous cycle of socio-economic upliftment and climate-smart industrial development in our markets, enabling a strong, sustainable business that delivers long-term shared value to all our stakeholders.

## Our inputs



## Inputs by capital

- Total shareholders' equity of R110,2 billion (2023: R96,9 billion).
- Term finance debt of R19,8 billion (2023: R14,9 billion) with low leverage ratio.
- Discretionary capital balance of R4,1 billion (2023: R2,7 billion).
- Robust balance sheet able to withstand multiple stress events.
- R1,4 trillion assets under management.
- Prudent capital management and disciplined allocation to balance growth, returns and sustainability.
- Capital allocation based on scenario planning and stress testing.
- Strategic partnerships that secure significant growth potential while moderating our capital outlay.

- Trusted brand that stands for integrity in all our markets.
- Leading positions in our business lines and markets, underpinned by strong competitive advantages.
- Continual enhancement of our governance system and processes, class-leading in our industry.
- Mature, well-governed stakeholder management process.
- Development of relevant, affordable and accessible solutions appropriate for our client segments and markets.
- Robust and expanding omni-channel engagement and distribution model.
- Partnership model enables knowledge and skills sharing, risk reduction, client acquisition at low cost and cross-selling of products and services.
- Investing in and building innovative, digitally enabled business models to "disrupt ourselves".
- Leveraging our data assets to drive client engagement, personalisation and cross-selling.

- Strong, highly engaged and diverse board.
- Highly experienced management teams, with adequate succession depth.
- Deep insurance and investment knowledge and technical skills.
- 125 163 employees (2023: 113 748).
- Culture of learning at every level, including digital skills development.
- R475 million invested in employee training and skills development (2023: R321 million) in South Africa.
- Employee engagement including biennial Barrett culture scorecard and regular Pulse surveys to inform interventions.
- Strong focus on employee financial, physical and mental wellbeing.
- Flexible and supportive workplace, including a hybrid work model.
- Strong focus on change management for effective integration of joint ventures and acquired businesses.

- Trust maintained through client-centric quality products and reliable and timely claims payments.
- Core strategic focus on financial education and inclusion of marginalised client segments.
- Responsible impact investment approach at a large scale.
- Strategic partnerships that extend our offerings and amplify our scale, reach and impact for less risk.
- Respectful and constructive relationships with governments and regulators, led by in-country leadership.
- Good relationships with tied and independent agents, distributing our products and providing financial advice.
- Targeted socio-economic development initiatives managed and facilitated by the Sanlam Foundation and in-country foundations.
- 5% – 10% of group executives' incentives measured against ESG metrics.

- Digital transformation strategy for efficiency and excellence.
- Rationalisation, consolidation and modernisation of IT architecture.
- Accelerated development of client self-service capabilities.
- AI and robotic process automation to drive personalised engagement and efficient client servicing.
- Distribution infrastructure of strategic partners, including post-offices, banks, telcos and other service centres in our regions.
- Involved in private sector support of sustainable infrastructure development in South Africa, focused on energy, water and logistics.

- Investment in socio-economic and environmental sustainability in line with the just transition principle.
- Integration of ESG considerations, including climate and biodiversity risk, into responsible impact investing.
- Active management of high-impact investments as a large institutional shareholder.
- Direct environmental impact mitigated through renewable energy to power our offices and managing our IT-related emissions and waste.
- Key partnerships with funds and non-government organisations (NGOs) that drive environmental protection.
- Supporting municipalities in South Africa with disaster response capabilities and adaptive infrastructure.
- Ongoing support of governments and communities dealing with natural disasters.
- Targeting a 10% reduction in overall greenhouse gas (GHG) emissions against a 2019 baseline by 2025.

# Our business model continued

## Our business activities, outputs and profit formula

### Our emerging markets context

- [Page 18 Our material matters](#)
- [Page 30 Our stakeholders](#)
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- [Page 66 Our macro-economic context](#)

- [Page 44 Our governance summary](#)
- [Page 67 Our strategy](#)
- [Page 69 Our strategic delivery \(including capital allocation\)](#)
- [Page 83 Delivering our people strategy](#)
- [Page 88 Delivering our sustainability strategy](#)

### Our management approaches



### Our activities

We develop and distribute insurance, risk, savings and investment, health and credit solutions through a range of business activities:

Platform and product development, pricing and management	Thought leadership and integration of ESG in strategy and operations
Advice, education and client support	Client services, sales and distribution
Insurance underwriting	Asset management
Policy administration and management	Risk and capital management
Marketing and brand building	IT management and data analytics
Employee benefits design	Business support
Prudent allocation of capital, including investment in socio-economic development	Developing financial services industries and standards in our markets
Balance sheet management and optimisation	

### Our outputs

Our holistic product set supports wealth creation and protection, helping our clients live with confidence.

General insurance for individual and business	Loyalty and rewards
Financial planning and advice	Retirement products for individuals
Asset and wealth management	Corporate benefits
Healthcare	Credit solutions
Wills and estates	Life insurance

**Reduced total GHG emissions for 2024 to 55 974 tCO<sub>2</sub>e**  
(2023: 63 734 tCO<sub>2</sub>e)

**Disposed of 393 tonnes**  
(2023: 333,5 tonnes) of non-hazardous waste.



## Our business model continued

See [What we do and How we serve our clients for details on our group operating structure, our lines of business and competitive advantages.](#)

### Our profit formula

Key revenues	Revenue drivers	Key costs	Cost drivers
<ul style="list-style-type: none"> <li>Insurance revenue (life, general, specialised and reinsurance premiums)</li> <li>Fee income from financial products and services including advice and healthcare</li> <li>Investment income on shareholder capital</li> <li>Credit and structuring fees</li> </ul>	<ul style="list-style-type: none"> <li>+ Collection of premiums, adding new clients and retention of clients</li> <li>+ Performance of investment markets</li> <li>+ Diversity in products/geographies</li> <li>+ Omni-channel client engagement</li> <li>+ Scaled partnership model</li> <li>+ Digital capabilities</li> <li>+ Value enhancing capital allocation</li> <li>– Persistency challenges</li> <li>– Less integrated for cross-sale</li> <li>– Market concentration in specific demographic</li> </ul>	<ul style="list-style-type: none"> <li>Employee wages</li> <li>Technology</li> <li>Claims</li> <li>Client acquisitions</li> <li>Cost of financial capital</li> <li>Profit share allocations</li> <li>Reinsurance</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>+ Disciplined cost management</li> <li>+ Scale benefits</li> <li>+ Digitalisation for efficiency and lower cost to serve</li> <li>– High intermediated distribution costs</li> <li>– Multiple legacy systems</li> <li>– Duplication across clusters</li> </ul>

**Key:** • Description of revenues and costs in profit formula    + Positive impacts    – Detracting impacts



# Our business model continued

See [Our strategic delivery, Group Finance Director's review, for detail on our strategic, operational and financial performance.](#)

Impact on capital: Value created Value preserved Value eroded

Outcomes by capital					
FC	IC	HC	SC	MC	NC
Financial	Intellectual	Human	Social and relationship	Manufactured	Natural
<ul style="list-style-type: none"> <li>Delivered a RoGEV per share of 20,3%, above our hurdle rate of 15,6%, extending our track record for long-term shareholder value creation.</li> <li>Dividend declared of 445 cps (2023: 400 cps) for the 2024 financial year, within the policy range.</li> <li>Sanlam group solvency cover ratio of 168%, well within our 140% to 180% target range, and proven ability to withstand significant shock events.</li> <li>R1,6 billion interest to debt providers (2023: R1,5 billion).</li> <li>R1,3 billion in impairments (2023: R338 million) largely from the write-down in value of Afrocentric, owing to operational challenges experienced.</li> </ul>	<ul style="list-style-type: none"> <li>Developing a single digital ID, enabling one view of the client and one view of Sanlam, a step-change in client-centricity.</li> <li>Launch of Sanlam-endorsed medical scheme.</li> <li>Successful go-live of Sanlam's online Two-Pot platform and the facilitated transactions across the SLS cluster.</li> <li>Wealth bonus integration driving customer loyalty with over 2,6 million clients (2023: 2,5 million).</li> <li>Integration of multiple service offerings into our retail mass branches for holistic client experience.</li> <li>Closed key corporate transactions that add to our growth potential and scale, improve our product offering and increase our distribution reach.</li> <li>Sanlam Private Equity, ESG Award Winner at 27four Annual Asset Manager Survey in 2024.</li> <li>Attained the ISO 27001:2022 certification for our cyber security system.</li> </ul>	<ul style="list-style-type: none"> <li>Awarded Top Employer in South Africa for nine consecutive years with improved score of 94,5% (2023: 91,6%).</li> <li>R17,8 billion paid in remuneration (2023: R17,2 billion).</li> <li>Group-wide minimum wage of R180 000 per annum.</li> <li>The bi-annual Pulse Survey highlights positive workforce sentiment with a score of 86% (2023: 86%).</li> <li>Key executive and specialised skills retained.</li> <li>63% female employees (2023: 62,2%) and 2,2% employees with disabilities (2023: 1,8%).</li> <li>Access to counselling services, financial coaching and tailored programmes for physical and mental wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Our products touch the lives of over 92 million clients across Africa and Asia (2023: 79 million).</li> <li>Gross policy benefits and claims paid of R148 billion (2023: R165 billion)</li> <li>Trust in the Sanlam brand with client satisfaction score of 85% (2023: 84%) in South Africa.</li> <li>R9,2 billion in direct and indirect taxes paid in 2024 (2023: R5,9 billion).</li> <li>R155 million CSI spend (2023: R139 million).</li> <li>Level 1 broad-based black economic empowerment (B-BBEE) status in South Africa.</li> <li>Awarded Top Empowered Company: Sustainable Business of the Year at the 23rd annual Oliver Top Empowerment Awards.</li> <li>Group-wide procurement spend of R17,9 billion and R4,7 billion for SMMEs (2023: R14,9 billion and R4,4 billion respectively).</li> <li>102 municipalities supported (2023: 95) through Partnership for Risk and Resilience (P4RR) in South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Over R15 billion invested across more than 40 sustainable infrastructure initiatives across Africa over the past decade.</li> <li>Ease of doing business in intermediary space with digital advice partner tool.</li> <li>Expansion of digitally enabled products and processes, including self-service options, automated and AI-enabled client service processes.</li> <li>Glacier launched first release of revised intermediary platform to 4 000 advisers enabling enhanced digital offering.</li> <li>De-risked technology estate and released cost synergies from legacy applications.</li> <li>Active partnerships with business associations and government focused on addressing infrastructure risks in South Africa, showing progress.</li> </ul>	<ul style="list-style-type: none"> <li>ClimateWise score of 71/100 (2023: 76/100).</li> <li>R1,3 billion contributed to renewable energy, water, oceans and sanitation via Climate Fund Managers since 2017.</li> <li>Partnerships with WWFSA and SANParks integrating nature-based solutions, driving investment in ecological infrastructure and biodiversity management.</li> <li>Reduced scope 1 emissions 1 880 tCO<sub>2</sub>e (2023: 3 169 tCO<sub>2</sub>e).</li> <li>Water consumption of 108 614 kl (2023: 107 965kl).</li> <li>Recycled 161 tonnes (2023: 203,8 tonnes) of waste.</li> <li>Reduced our total GHG emissions in 2024 by 12% compared to 2023.</li> <li>28% decline in GHG emissions relative to 2019 targets.</li> </ul>

## Stakeholder impact

<p>Shareholders, noteholders and the investor community</p> <p>See <a href="#">Our stakeholders for our response to their interests and concerns.</a></p>	<p>Clients</p> <p>Shareholders, noteholders and the investor community</p> <p>Employees</p> <p>Society</p>	<p>Employees</p> <p>Clients</p>	<p>Clients</p> <p>Governments and regulators</p> <p>Society</p>	<p>Shareholders, noteholders and the investor community</p> <p>Employees</p> <p>Clients</p>	<p>Society</p>
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# Our stakeholders

## Our stakeholder engagements are built on a foundation of transparency and trust.

Our stakeholders are the cornerstone of our operations. It is our duty to understand how our stakeholders perceive value, to proactively respond to their needs and interests. In doing so, we strive to create and preserve long-term value for our stakeholders.



### Clients

Touching over 92 million lives across Africa and Asia, we service individual and institutional clients that purchase our products and services to meet their financial needs and wealth creation, management and protection goals.



### Society

The communities in which we operate, trade unions, political parties and NGOs.



### Governments and regulators

Institutions, entities and bodies that aim to ensure financial stability and a sustainable environment for financial services through prudential and market conduct regulation.



### Employees

125 163 employees who provide the skills and expertise that support activities inherent to Sanlam's business model, advance our strategy, live our culture and protect our brand.



### Strategic and other partners

In each of our regions, we are in partnership with significant other financial services players as well as banks, telcos, affinity groups, agents, intermediaries and international brokers that form part of our omni-channel distribution network, or supply services that play a pivotal role in delivering diverse solutions to retail and institutional clients, required to operate our business.



### Shareholders, note holders and the investor community

Primary providers of financial capital, and analysts guiding their decision-making.

## Our stakeholders

### Stakeholder management process

Our stakeholder management processes involve systematically identifying stakeholders and assessing their influence and interests. We develop tailored engagement strategies based on their needs and priorities, ensuring accessible channels for sharing relevant information. We establish feedback mechanisms such

as engagements and focus groups to gather stakeholder input. Regular meetings and forums allow stakeholders to voice their concerns, while we track and report engagement activities. Our processes also include fair and timely conflict resolution, and we use insights from interacting with stakeholders to continuously improve our policies and practices.

The stakeholder management division in Sanlam oversees the quality of relationships by frequently engaging with stakeholders and their representatives. This method allows for an understanding of their needs and interests, enabling an assessment of the relationship's quality and an appropriate response to their needs. Additionally, our value creating responses are considered when evaluating the quality of these relationships.

# Responding to our stakeholders



## Clients

Quality of relationship

We provide tailored products and advice to individual and institutional clients to meet their financial needs and goals for the creation, management and protection of their wealth. Through transparent communication and direct engagement, we foster trust, enhance satisfaction and support financial confidence across diverse income groups and regions. By understanding client needs and offering solutions for different life stages, we build resilience, improve service levels and earn client trust in safeguarding their priorities and growing their wealth.

### Methods and channels of engagement

- Call centres, branches and offices.
- Client surveys.
- Media and advertising campaigns.
- Sanlam website and digital engagement methods including the mobile app and secure portals for individual clients and members.
- Print and electronic product brochures.
- Digital and social media platforms.
- Tied and independent financial advisers providing face-to-face advice.
- Alternative advice models to reach new markets.
- Member-led engagement through institutional partners.

### Interests, expectations and key engagement issues

- Products or services that meet their needs and expectations.
- Efficient and quality service.
- Security of client data and privacy of personal information.
- Affordable and accessible products and services.
- Relationship-led advice approach to meet clients' needs across their financial life stages.

### Our value-creating response

- The customer interest committee focuses on governance relating to client-related decisions and ensuring Treating customers fairly (TCF) principles are applied throughout the group.
- Providing clients with educational content or resources that help them to make informed financial decisions.
- Clients have access to financial advisers to conduct financial needs analyses to guide financial decisions including investment and cover.
- Our Wealth Bonus loyalty programme has accrued deferred rewards to clients amounting to over R135 billion to date.
- We conduct client satisfaction surveys to understand client experience.
- R148 billion in gross policy benefits and claims for the year.
- Digitisation allows us to provide solutions through alternative distribution capabilities that are accessible to our clients.

### Risk and opportunities

R3 R7

### Material matters impacted

MM1 MM2 MM3 MM4



## Employees

Quality of relationship

We empower our diverse teams, service providers and partners to maximise the value they create for our clients, our people and society. Their reliability, empathy, and ingenuity are critical to maintaining our clients' trust. We strive to attract the best skills in our industry.

### Methods and channels of engagement

- Employee Pulse surveys – a frequent and regular check on employee sentiment levels that creates consistent and trackable data points about the 'mood' of our workforce.
- Inclusion Index Survey looks at identifying challenges Sanlam may face in accomplishing its transformation goals and practices that are hindering Sanlam from being more inclusive.
- Internal communications, employee engagement forums and emails.
- Performance management reviews.
- Digital employee platforms.

### Interests, expectations and key engagement issues

- Leadership effectiveness.
- Job satisfaction.
- Feedback and performance evaluation.
- Communication.
- Benefits and compensation.
- Workplace belonging.

### Our value-creating response

- Through key people metrics, smart dashboards, real-time data review capability and the skill to analyse the results, ensuring that we go beyond just hearing the voice of the employee, but instead executing on an effective employee listening strategy.
- Our feedback mechanisms and engagements allow clusters to quickly identify and respond to areas of concern.
- A holistic work experience integrated with employees' lives, with ongoing consultation to enhance their employment experience and development prospects.
- Employees are supported through future-fit leadership and initiatives promoting financial, emotional and physical wellbeing.
- Employees receive recognition and appropriate incentives, with a total remuneration of R17,8 billion in 2024 (2023: R17,2 billion).
- The group increased our group-wide average pay by 5,65%, above 2024 average inflation.
- R475 million spent on learning and development on our employees (2023: R321 million).

### Risk and opportunities

R4 R11

### Material matters impacted

MM1 MM2

Quality of relationship key: Positive Stable Challenging





# Responding to our stakeholders continued



## Strategic and other partners

Quality of relationship

In each of our regions, we are in partnership with significant other financial service players. Our omni-channel network comprises banks, telcos, affinity groups, agents, intermediaries and brokers who deliver diverse solutions to retail and institutional clients. These strategic partners extend the Sanlam brand, enhancing financial services access and supporting growth and transformation.

### Methods and channels of engagement

- Online and in-person engagement.
- Product and service brochures.
- Product launches and events.
- Meetings and written communications.

### Interests, expectations and key engagement issues

- Regular engagement and financial/non-financial support.
- Enhance intermediary productivity in challenging economic environments.
- Data protection and privacy.
- Digital capabilities that facilitate sales and servicing.
- Ongoing sales and training support.

### Our value-creating response

- The group renewed the UBL empowerment partnership for another 10 years.
- Successfully completed integration of four of the eleven overlapping countries in SanlamAllianz.
- The group announced its intention to increase its insurance stake in India.
- Responsible and impactful investment in African economies is a key focus, the group aims to enable and grow local ownership.
- Increased entrepreneurship, consumer financial education and investments in education and skills development that benefit communities.
- Sanlam provides loans to selected suppliers to support the growth of their businesses, benefitting from Sanlam's substantial procurement of goods and services.
- Contributing to the growth and sustainability of SMMEs through the Legacy Fund range.
- In 2024, supplier procurement spend reached R17,9 billion (2023: R14,9 billion), with R4,7 billion specifically for SMMEs (2023: R4,4 billion).
- Distribution partners benefit from fees generated through the distribution of products and services.
- Access to automated advice solutions facilitate more reliable, responsible and efficient client onboarding and access.
- Sanlam's commitment to innovation and financial inclusion promotes the creation of new and enhanced distribution opportunities across all markets.
- Support from dedicated intermediary support units, tools and learning platforms.
- Project Khula aimed at growing our black adviser force to ensure our distribution force tracks country's demographics in the middle to affluent market has been very successful, with more than 150 vested black advisers, including extensive inroads into growing younger black middle to affluent segments.

### Risk and opportunities

R1 R4 R6 R7 R10

### Material matters impacted

MM3 MM5



## Shareholders, noteholders and the investor community

Quality of relationship

Shareholders and noteholders are key providers of financial capital. Sanlam fosters interest, builds relationships and ensures transparency by addressing their expectations, outperforming competitors in the JSE insurance sector and prioritising ESG disclosures on climate change and social impact to build trust and confidence.

### Methods and channels of engagement

- Proactively and directly engaging with investors.
- Investor conferences.
- Biannual results presentations and roadshows.
- Quarterly operational updates.
- Local and international roadshows.
- Annual general meeting (AGM).

### Interests, expectations and key engagement issues

- Clear communication and transparency regarding Sanlam's strategy, performance and prospects.
- Regular interactions with senior management.
- Consistent financial performance and delivery on strategy.
- Adherence to principles of sound governance.
- Capital allocation and funding of corporate activity.
- Understanding key corporate transactions in South Africa and Asia, and progress on integration in Pan-Africa as well as their impacts on the group.
- Dividend policy, dividend paying capacity and funding of corporate activity.
- Impact relating to the termination of the Capitec joint venture.
- Persistency in the South African retail mass segment.
- The impact of the Two-Pot<sup>(1)</sup> retirement system on our SLS operations.
- The likely impact on the South African operations of the formation of the GNU.
- Strategy and outlook for the group's businesses in India and Malaysia.
- Sanlam's strategy on offering banking to its clients.
- The impact of AI.

### Our value-creating response

- Management provides insights at local and international roadshows.
- The group publishes interim and year-end results and quarterly operational updates. Recording strong financial performance including:
  - RoGEV per share of 20,3% (2023:16,7%) above hurdle of 15,6%
  - RoE of 19,8% (2023: 15,8%) 21,3% including the reinsurance recapture fee.
  - Dividend growth of 11% year on year
  - Net result from financial services of R14,1 billion (R15,4 billion including once-off reinsurance recapture fee) (2023: R12,4 billion)
  - Record high new business volumes of R420 billion (2023: R397 billion)
  - Robust growth in net client cash flows of R54 billion (2023: R36 billion).
- Significant allocation of capital over the year to improve the group's long-term growth profile.
- Ongoing communication and meetings with analysts and investors providing insights to business performance, strategy, capital allocation and corporate activity among other issues.
- Hosting investor calls on date of release of major transactions.
- Management actions taken to address persistency issues in the retail mass segment.

### Risk and opportunities

R1 R2 R3 R4 R5 R6 R7 R8 R9 R10 R11

### Material matters impacted

MM1 MM2 MM3 MM4 MM5 MM6 MM7

<sup>(1)</sup> The Two-Pot retirement system enables members of a retirement fund to access a limited portion of their retirement savings, for emergency purposes, before they retire. Most members' retirement savings will remain "preserved," until the member retires. It divides members' benefits into three separate pots: a vested pot, savings pot and a retirement pot. This took effect from 1 September 2024.

# Responding to our stakeholders continued



## Governments and regulators

Quality of relationship ↔

We engage with regulators and other government entities to promote financial stability and a sustainable financial services environment through effective regulation. We are committed to navigating the financial ecosystem sustainably and ensuring full adherence to regulatory requirements. By collaborating with regulators, we aim to mitigate financial risks, align with regulatory expectations, and emphasise compliance, accountability and financial inclusion. We also partner with host governments on socio-economic development initiatives and engage in policy discussions while upholding ethical practices. We do not fund political parties.

### Methods and channels of engagement

- Direct communication on a scheduled and ad hoc basis.
- Participation in forums and engagement through industry bodies.
- Statutory reporting and thematic reviews.
- B-BBEE and transformation reporting commitments.

### Interests, expectations and key engagement issues

- Adherence to all relevant regulations and standards, good governance, TCF and transformation initiatives.
- Proactive and transparent relationship with tax and other regulatory authorities.
- Proactive engagement with key regulators including the Prudential Authority and FSCA and the South African Reserve Bank (SARB), as well as other regulators in the regions we operate in Pan-Africa and Asia.
- Transformation compliance and progress.
- Relationship building and maintenance.

### Our value-creating response

- Contributing to trust in the financial sector by maintaining ethical behaviour and compliance with all relevant regulations and standards.
- Present regularly to the Prudential Authority on the group's risk and resilience.
- Collaborative efforts with regulatory authorities including tax have cultivated a proactive and constructive relationship, ensuring responsible tax management and regulatory compliance.
- Sanlam actively contributes to governments' social agendas, prioritising job creation and empowerment.
- Paid R9,2 billion in direct and indirect taxes (2023: R5,9 billion).
- The group maintained its B-BBEE level 1 status.

### Risk and opportunities

R5

### Material matters impacted

MM4 MM6 MM7



## Society

Quality of relationship ✓

Our engagement with communities, media, trade unions, political parties and NGOs aims to cement our position as a responsible corporate citizen while impacting meaningfully and positively on society. We focus on creating an economic and socio-economic environment conducive to inclusive growth and transformation. By aligning our human capital strategies, we aim to build successful relationships with trade unions. Societal influence shapes demand for our products and services, which reinforces our legitimacy. Through our foundations in South Africa and Morocco, we actively contribute to societal discourse and address diverse issues, strengthening our role in fostering positive social impacts.

### Methods and channels of engagement

- Direct engagement through proactive engagements with all federations and their respective trade unions, political parties and NGOs.
- Virtual and in-person workshops/training sessions.
- Direct engagement with government departments to present on the importance of specific topics related to financial inclusion.
- Reaching into various communities through local churches and engaging attendees on essential topics such as budgeting, debt management and building financial resilience.
- Tailored financial planning sessions.
- The Sanlam Foundation in South Africa and our partner, the Sanlam Li-Ennajah Foundation in Morocco.
- Social media.

### Interests, expectations and key engagement issues

- Commitment to transformation through the Sanlam Foundation Trustee Training Programme (mostly organised labour) to upskill shop stewards and trustees on fiduciary duties and responsibilities.
- Sanlam's commitment to transformation in South Africa and the journey to date.
- Financial inclusion.
- Community support.
- Clarity of Sanlam strategy and long-term plans that may affect organised labour.
- Good corporate citizenship

### Our value-creating response

- We have reached 102 municipalities through Santam's P4RR programme to develop plans for climate change adaptation, capacity building and resourcing.
- Provided pension fund trustees with information on the impact of the Two-Pot retirement system.
- Provided Two-Pot systems training to provident fund members that are low-income earners in universities, mining and retail industry.
- Our group CEO is involved in the collaborative initiative between organised business and the South African government, and is leading the team developing strategies to address the job crisis, with the key areas of focus being energy, transport and logistics, and crime and corruption on behalf of Business South Africa.
- A number of our senior leaders sit on various boards of corporate bodies, including the National Business Initiative (NBI) and Business Unity South Africa (BUSA), demonstrating Sanlam's commitment to a thriving South Africa, as a responsible business and active corporate citizen.
- Sanlam Foundation in South Africa, the Sanlam Li-Ennajah Foundation in Morocco and partnerships in Kenya and Côte d'Ivoire drive CSI, focusing on financial inclusion and literacy, fundamental for socio-economic development.
- The group created value for society through:
  - Investing R155 million in CSI initiatives in 2024 (2023: R139 million)
  - Investing R24,5 billion in empowerment financing\* (2023: R24,6 billion)
  - Over R15 billion invested across more than 40 infrastructure initiatives across Africa over the past decade
  - R1,3 billion contributed to renewable energy, water, oceans and sanitation via Climate Fund Managers since 2017.

### Risk and opportunities

R8 R10 R11

### Material matters impacted

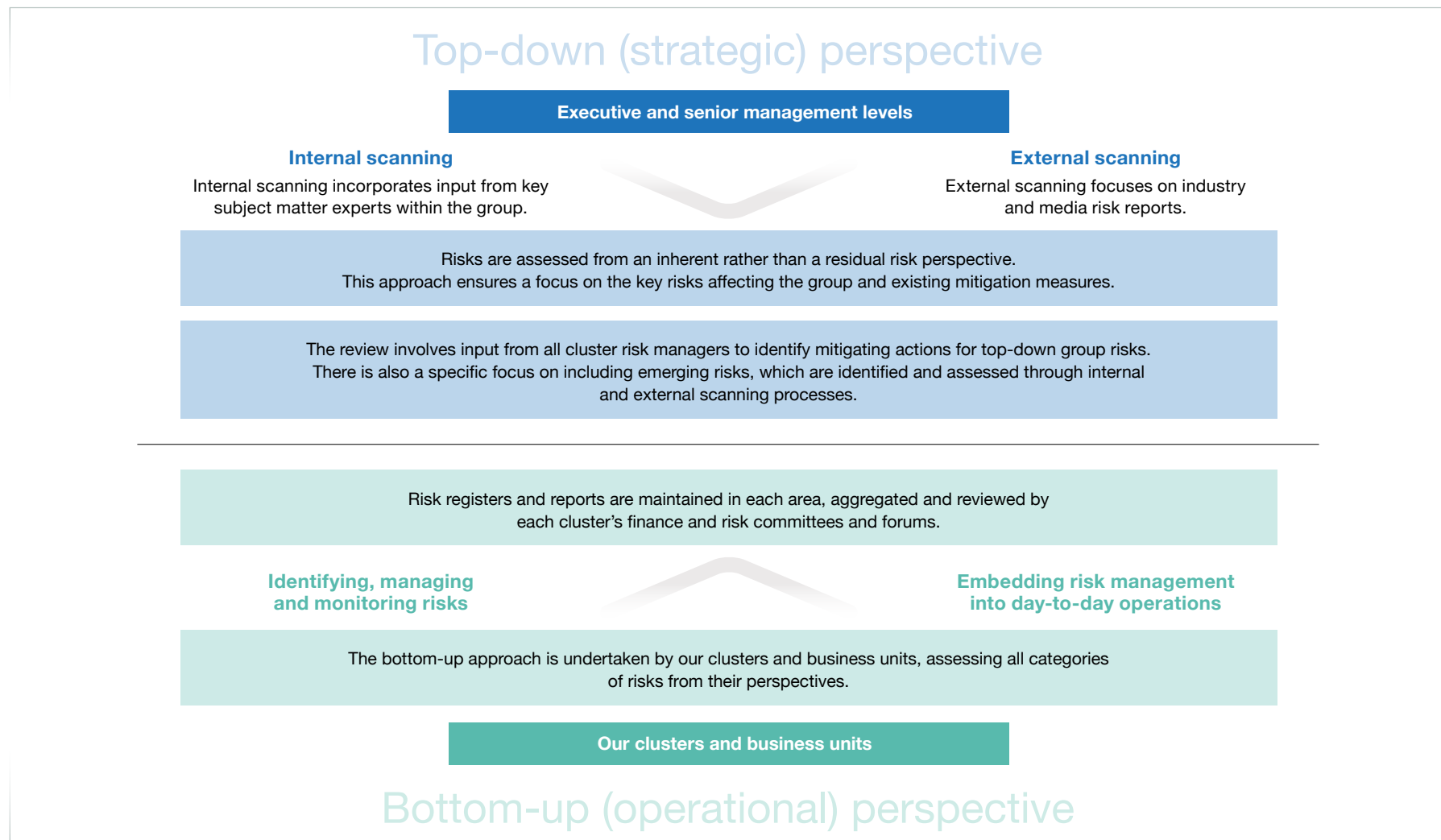
MM3 MM4 MM5 MM6

\* Weighted according to regulations. Unweighted Empowerment Financing investments amounts to R78 billion.

# Our risks and opportunities

The group adopts a comprehensive risk management approach that evaluates risks from both a top-down (strategic) and bottom-up (operational) perspective, addressing them through a mature risk management governance structure.

This approach enables us to maintain an integrated view of material risk exposures through quarterly internal and external scanning of emerging risks.



# Our risks and opportunities continued

## Trend Cluster impacted

R1	Economic environment	→	SLS	SNT	SIG	SAZ	ASIA	GO
R2	Geopolitical/sovereign risk	↑	SLS	SNT	SIG	SAZ	ASIA	GO
R3	Cyber risk	→	SLS	SNT	SIG	SAZ	ASIA	GO
R4	Strategic execution risk	→	SLS	SNT	SIG	SAZ	ASIA	GO
R5	Regulatory/compliance risk	→	SLS	SNT	SIG	SAZ	ASIA	GO
R6	Outsourcing/third-party risk	→	SLS	SNT	SIG	SAZ	ASIA	GO
R7	Digitalisation/artificial intelligence risk	→	SLS	SNT	SIG	SAZ	ASIA	GO
R8	General infrastructure failure	→	SLS	SNT	SIG	SAZ	ASIA	GO
R9	ESG/climate risk	→	SLS	SNT	SIG	SAZ	ASIA	GO
R10	Political and social instability	→	SLS	SNT	SIG	SAZ	ASIA	GO
R11	Human capital – talent/capacity/diversity	→	SLS	SNT	SIG	SAZ	ASIA	GO

### Table key

#### Risk trend

- Risk exposure remained constant
- ↑ Risk exposure increased
- ↓ Risk exposure decreased

## Risk exposure heat map

The residual risk heatmap for strategic risks, which plots these in terms of impact and likelihood, is presented below:





# Our risks and opportunities continued

## R1 Economic environment

Risk trend →

The macro-economic environment remains the top risk across the group. Inflation levels and low economic growth continue to impact the global and local economic climate. The United States of America (US) administration introduced several policies including large tariff increases on trading partners which will likely lead to broader global tariff reciprocations from counter parties. This could potentially impact inflation as well as dampen the current interest rate cutting cycle globally and locally. The current uncertainty adds to a “risk off” approach in markets which affects developing and emerging markets.

### Our mitigating response

- Significant focus across the group on managing expense levels.
- Focus on applying various retention strategies.
- Robust reviews of business strategies across the group to accommodate the current economic climate.
- Strategic investing into high-growth markets such as India.

### Opportunities

- Potential opportunity to acquire smaller competitors at a discount due to weakening market conditions.
- Economic pressure on our clients gives us an opportunity to provide better value and tailored risk solutions through affordable products and smart distribution that eases access.
- Investment into growth markets like India provides opportunities to still achieve good returns.

### Key capitals at risk

FC

### Link to material matters

MM4

MM5

## R2 Geo-political/sovereign risk

Risk trend ↑

The new US administration introduced several policy changes which will impact the US/international relations and reshape the global political landscape. These include large tariff increases, potential exit from the Paris Accord and World Health Organization (WHO) and strong immigration curbs. Heightened tensions between the US and South Africa recently surfaced which creates uncertainty around US/South Africa relations. The main risks relate to the potential impact on South Africa's African Growth and Opportunity Act (AGOA) membership as well as other potential sanctions from the US and volatility of the exchange rate.

The ongoing conflict in the Middle East impacts volatility in oil prices as well as general political instability within the area. SanlamAllianz is exposed to various political and sovereign risks within the African portfolio.

### Our mitigating response

- Management is actively monitoring the global political environment to see how best to adjust strategies if required.
- SanlamAllianz has a large portfolio and diversification is thus limiting concentration risk to a specific region.

### Opportunities

- Strategic investment in politically neutral economies such as India provides less volatility from global geo-political risk perspective.
- The group's diversified portfolio, regional scale and market leadership provide resilience against economic and political challenges in any one market.

### Key capitals at risk

FC

SC

### Link to material matters

MM4

### Table key Risk trend

- Risk exposure remained constant
- ↑ Risk exposure increased
- ↓ Risk exposure decreased

## R3 Cyber risk

Risk trend →

Globally and locally, cyber risk remains one of the top risks facing financial institutions and other organisations. The prevalence of cyber attacks continues to rise, facilitated by growing digitalisation, reliance on cloud services, shift to remote working and impact of a shortage of cyber security professionals. The introduction of AI also increases the risk of new and more sophisticated cyber attacks. The Sanlam group faces the risk of theft or ransom of sensitive client data, data breaches, fraud or intellectual property theft. The risk associated with impact of a large-scale attack could be severe.

### Our mitigating response

- Group exco's technology and digital council oversees Sanlam's response to cyber risk and execution of the cyber-resilience strategy.
- Ongoing assessment of Sanlam's critical data and systems most at risk.
- Analysis of third-party cyber risks conducted with a mitigation plan in place.
- Annual cyber simulations are performed to ensure that cyber response teams and related processes are in place.
- Frequent penetration testing exercises performed by internal team to test cyber controls and close potential gaps.
- The Sanlam cyber team actively participates and contributes to industry bodies and working groups such as the Association for Savings and Investment South Africa (ASISA) and the South African Insurance Association (SAIA).

### Opportunities

- Capitalise on the group's strong cyber security capability by increasing clients' trust of the organisation's service and product quality.
- Further opportunities associated with cyber risk are those derived from pursuing our digital and data strategy (see R7 Digitalisation/artificial intelligence risk on page 37).

### Key capitals at risk

FC

SC

HC

IC

MC

### Link to material matters

MM7

MM3

## R4 Strategic execution risk

Risk trend →

Execution risk relates to various large-scale projects, corporate activity and onboarding and transition of business units within the Sanlam group. Several risks need to be managed: integration and onboarding of new business into the group; transition risks where business units are sold or where large projects are being delivered into operations; strain on key staff and resources involved with the transition or integration of business units, over and above their daily operational responsibilities; overall complexity of the group increases as new businesses are acquired; increase in the regulatory requirements due to acquisitions.

### Our mitigating response

- The Group Strategic Office has been established to provide guidance on strategic group initiatives.
- Quarterly business reviews focus on the tracking of key strategic initiatives and associated key performance indicators (KPIs) on delivering integration and synergies.
- SanlamAllianz has expanded capacity and breadth of skills in some areas to help with the increased support requirements.
- Appropriate hurdle rates are set for the capital invested in new businesses and performance is closely tracked.
- Dedicated projects and steering committees are established to drive and deliver the integration of strategic initiatives and acquisitions.

### Opportunities

- Acquisitions enable synergies and penetration of markets.
- Internal renewal projects lead to long-term efficiency as well as enabling processes and systems to respond in an agile manner to changing consumer behaviour and market conditions.

### Key capitals at risk

FC

SC

HC

IC

MC

### Link to material matters

MM1

MM2

MM3



# Our risks and opportunities continued

R5

## Regulatory/compliance risk

Risk trend →

Sanlam continues to operate under the ever-evolving requirements set out by diverse regulatory, legal and tax regimes. Ongoing regulatory reforms have a material impact on the group. In addition, the group operates across various regulatory regimes across the world.

The work required to ensure the simultaneous implementation of the constant flow of new and updated regulatory measures also affects resources and capacity to ensure compliance to relevant regulations.

### Our mitigating response

- Proactively investigating and formulating views on all regulatory proposals.
- Participating in discussions with regulators directly and through industry associations.
- Continuous re-evaluation of cluster business models to obtain an advantage in the changing regulatory environment.
- Group-wide co-ordination to achieve economies of scale and a consistent approach to regulatory and compliance related matters.
- Ongoing engagement with the Prudential Authority, FSCA and other regulatory bodies.

### Opportunities

- Ongoing engagement with regulatory bodies ensure that a strong and positive relationship is cultivated with regulators.
- Our strategic partners amplify our credibility and influence among local regulators.
- Our relationships with regulators, managed through our in-country leadership teams, are strong, giving us the opportunity to advocate for policymaking that supports consumer protection and business vibrancy.
- Our focus on compliance underpins our reputation as a good corporate citizen in all our markets.

### Key capitals at risk

FC IC SC

### Link to material matters

MM2 MM6 MM7

R6

## Outsourcing/third-party risk

Risk trend →

The group has various services and support functions which are outsourced to third parties. There is thus an inherent exposure to third-party risk which needs to be managed. As the group continues to grow and expand the exposure to third-party risk is also increasing. Within the group there is a drive towards cloud applications and platforms which will also introduce further dependency on third-parties. Supply chain risk is also linked to third-party risk and introduces the concept of fourth-party risk which needs to be considered in the wider ecosystem or supply chain of outsourced arrangements.

### Our mitigating response

- Formal group third-party risk management policy in place which governs how third parties and outsourcing should be managed.
- Formal service level agreements are in place and monitored by management to ensure third parties comply with service levels and related controls.
- Formal onboarding risk assessment performed on all potentially new third parties.
- Internal audit performs periodic audits at third parties to ensure controls and governance is in place.

### Opportunities

- Outsourcing allows the group to focus on its core capabilities.
- Outsourcing activities that may require specialist skills that are difficult to acquire may help the group to be more efficient.

### Key capitals at risk

IC SC

### Link to material matters

MM3

R7

## Digitalisation/artificial intelligence

Risk trend →

The ongoing technological revolution is fundamentally altering the way people live, work and relate to one another through technology, and will affect Sanlam's current and future clients, employees and partners. This revolution coincides with longer-term changes in demographics and globalisation. Existing legacy systems and the scarcity of talent with key capabilities to drive digital transformation all elevate the risk.

AI is also drastically reshaping the world and organisations must learn to adopt AI use cases in a responsible manner with adequate governance frameworks in place. External threats and risks posed by AI introduce further complexity which must also constantly be evaluated and assessed.

International insurance players, incumbent banks and tech players may disrupt the industries/lines of business in which the group operate throughout Africa and elsewhere.

### Our mitigating response

- Ongoing implementation of the group's strategy, which prioritises digital transformation.
- The digital and IT risk forum was created as a sub-committee of the risk and compliance committee. This forum considers digital risks and opportunities in depth, and has executive and non-executive directors on the forum with appropriate skills and expertise in this area.
- Sanlam is constantly recruiting IT skills, developing existing IT talent and establishing partnerships with vendors that can provide additional skills and capacity.
- Ongoing simplification and modernisation projects in Sanlam Group Technology.
- Dedicated teams investigating AI use cases within Sanlam Fintech and the clusters.

### Opportunities

- Sanlam Group Technology has created an AI Accelerator Lab with expert knowledge to develop a number of identified use cases following an approach of learning by doing.
- In our markets, 'leapfrogging' with new technologies to bridge financial literacy and inclusion gaps, and using data to customise offerings even at scale, are a real opportunity.
- Our digital strategy is modernising legacy systems to reduce complexity and costs and enable data capabilities.
- Integrating Sanlam Fintech as a response to digital competition and disruption is enabling collaborative innovation to provide client-centric, integrated solutions and omni-channel engagement, to reach new client populations at scale and lower cost, and reshape our future business model from within.
- Mobile penetration, digital engagement and data insights gives us a new platform for wide-reaching and effective financial education; improving financial literacy in our markets has profound potential to improve socioeconomic prospects at grassroots level.

### Key capitals at risk

IC MC FC HC SC

### Link to material matters

MM1 MM2 MM7

### Table key Risk trend

- Risk exposure remained constant
- ↑ Risk exposure increased
- ↓ Risk exposure decreased

# Our risks and opportunities continued

R8

## General infrastructure failure

Risk trend →

Failing general infrastructure has a pervasive impact on South Africa as well as other jurisdictions. This affects areas such as rail transport, roads, ports, water, electricity etc.

Failing infrastructure and lack of development of new infrastructure remains a significant challenge in terms of:

- Overall impact on GDP and economic growth.
- Increase in insurance/underwriting risk due to fire risk hazard linked to poor infrastructure.
- Water risk due to water quality and availability potentially increasing health risk factors of population due to water related diseases.
- Increased costs on supply chains affecting goods and services due to lack of transport and other infrastructure.
- Poor infrastructure inhibits foreign investment.

Within South Africa, the current water infrastructure in the Gauteng and KwaZulu-Natal (KZN) provinces are experiencing severe challenges which will need to be resolved.

### Our mitigating response

- Management continues to monitor water risk through various industry bodies.
- Various social and education programmes are in place to promote safe water habits in communities.
- Office buildings in Gauteng and KZN provinces are equipped with onsite water storage tanks to improve water resilience.

### Opportunities

- Sanlam is investing in infrastructure projects and forms part of the private sector partnership with government.
- Santam continues to partner with local municipalities through the P4RR.
- Investment into solar and renewable energy and solar implementation in our main offices sites.

### Key capitals at risk

FC SC NC

### Link to material matters

MM4 MM6

### Table key

- Risk trend
- Risk exposure remained constant
  - ↑ Risk exposure increased
  - ↓ Risk exposure decreased

R9

## ESG/climate risk

Risk trend →

Climate risk is a systemic risk with profound economic and social impacts. It is impacting the whole of the Sanlam group.

Sanlam is exposed to both physical risk and transitional risk associated with climate change.

The general insurance business within the group has specific exposure to physical risk relating to change in weather events and the overall changing risk profile associated with climate related events.

Transition risk affects the group in terms of its investment portfolio where transition is required to a low-carbon economy, asset classes and investment portfolios.

ESG regulations and disclosure requirements also need to be managed and complied with.

### Our mitigating response

- Dedicated Chief Sustainability Officer and sustainability office that is centrally driving ESG related data and disclosures.
- Sanlam published its climate change position statement as well as the investment and insurance position statement on fossil fuels to support the Just Transition Framework.
- Further scenario analysis work will allow Sanlam to map out potential risks and opportunities as a result of extreme weather related events.
- Sanlam is working on gaining a better understanding of underlying carbon in the investment portfolio in order to manage transition risk
- Sanlam is looking at the European Union's Carbon Border Adjustment Mechanism (CBAM) and other upcoming frameworks and how this will affect the business.
- Reviewed and considered the IFRS S1 and S2 climate-related disclosure standards.

### Opportunities

- By aligning Africa and Asia's development needs with climate action in our investments and CSI approaches, we support resilience and inclusive growth in our markets, which benefits the group and strengthens our reputation as a progressive corporate citizen.
- Our socioeconomic investments play a part in mitigating the impact of poverty and underdevelopment on environmental degradation.
- In South Africa, Santam is partnering with municipalities across the country to manage fire and flood risks and to build the understanding of the systemic risks inherent to where we do business.
- Investment into longer-term infrastructure projects, such as renewable energy.

### Key capitals at risk

FC SC NC

### Link to material matters

MM5 MM6 MM7

# Our risks and opportunities continued

## R10 Political and social instability

Risk trend →

Low GDP growth and high unemployment is still a material risk for South Africa as well as other jurisdictions. This in turn creates increased risk of social instability as well as political turmoil.

In South Africa the GNU seems to be functioning reasonably well. There is a risk that material policy differences cannot be resolved which can unravel the GNU and create political instability.

### Our mitigating response

- Sanlam continues to invest in financial literacy programmes and to drive financial inclusion through education and specific products.
- Sanlam is part of public-private partnerships where the private sector is working with government to deliver on service and infrastructure projects.

### Opportunities

- Partnership between the private and public sectors can increase job creation, economic growth and improved financial inclusion of the population.
- Our diversified portfolio and regional scale and market leadership provide resilience against economic and political challenges.
- Our significant socio-economic impact, including our responsible investment approach and CSI.
- initiatives, alongside the substantial financial value we create and distribute to our stakeholders, including significant tax contributions, support inclusive growth and social mobility.

### Key capitals at risk

FC SC NC

### Link to material matters

MM4 MM5 MM6 MM7

## R11 Human capital – talent/capacity/diversity

Risk trend →

Increased competition for talent resulting in challenges in sourcing for key talent segments and black talent.

Rapid evolution of skills and shortage of critical skills requires increased focus on building capability that supports the success of current and future organisational strategy.

Pressure on capacity of key staff members to deliver integration projects while maintaining operational service levels.

The group actively monitors employees' mental wellbeing.

AI has risks and opportunities for the workforce.

### Our mitigating response

- Implement strategic workforce planning.
- Use real-time data insights for succession and development modules.
- Continued support and growth of talent pipeline feeder programmes to build internal capacity.
- Employer brand constantly being reviewed and enhanced.
- Enhancing talent acquisition and onboarding practices.
- Robust talent review and succession planning across all businesses.

### Opportunities

- Recognition of our top employer status positions us a destination for top talent.
- Mature learning and education platforms can be utilised to further upskill and train talent which improves retention.
- Employee engagement and satisfaction ensure consistently excellent client service and a greater share of our clients' business and loyalty.

### Key capitals at risk

FC IC SC HC MC

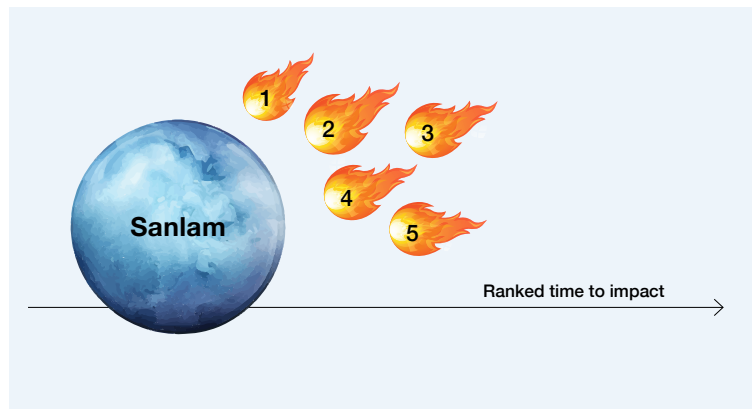
### Link to material matters

MM2

## Emerging Risks

As part of our emerging risk scanning process, we review various external reports. Our view of the top global emerging risks for the next 12 months are shown the diagram on the right.

## Top emerging risks identified



### Link to strategic risks

R2 R3 R6

Score rank	Risk name	
1	IT vendor dependency	R6
2	AI enhanced cyber risk	R3
3	Shifting regulatory and legal environment	R5
4	Geo-political uncertainty	R2
5	Ransomware targets	R3

We are comfortable that our top down strategic risk assessment includes coverage and mitigation of the current and emerging risks.

### Table key Risk trend

- Risk exposure remained constant
- ↑ Risk exposure increased
- ↓ Risk exposure decreased

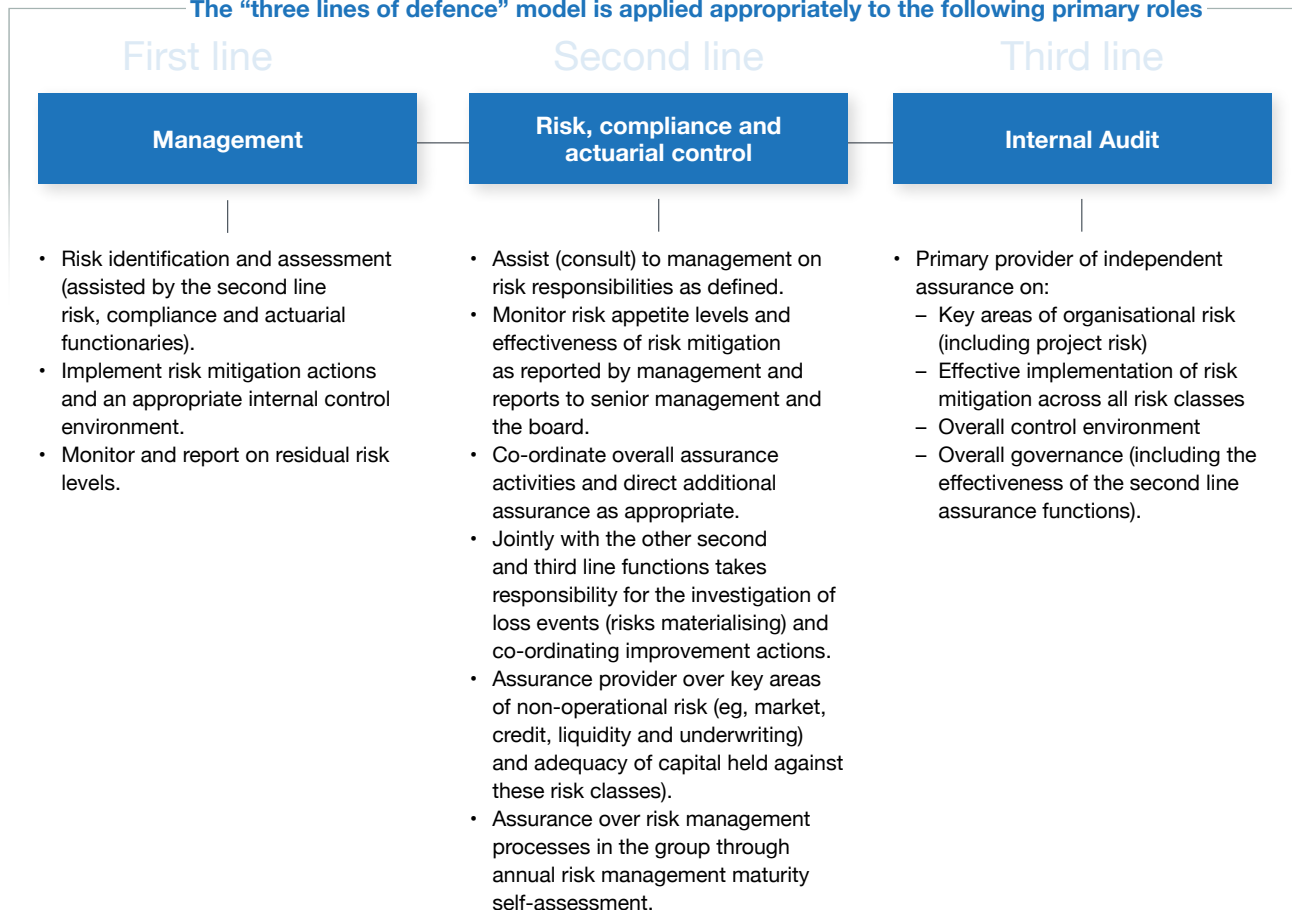
# Our risks and opportunities continued

## Combined, aligned and integrated assurance

The risk and compliance committee has satisfied itself that there is a well-coordinated and effective assurance approach between management and the assurance providers.

Assurance providers has adopted the group's own risk and solvency assessment (ORSA) at a group and cluster level as primary source of risk reporting and assurance coverage to the risk committee, the audit committee, and the Sanlam board.

The “three lines of defence” model is applied appropriately to the following primary roles



**The various lines of defence are involved in implementation, consulting, co-ordination, monitoring, assurance and reflection across the risk universe.**

Various risk management structures have been established to facilitate discussion between management and assurance providers around key areas of risk. The most important of these being the risk forums operating across the group that meet quarterly to consider key risks and mitigating actions; the results of assurance engagements; and risk events; among others.

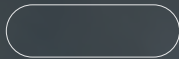
The application of combined assurance principles continues to deliver the following benefits to the group:

- The establishment and use of a common risk universe and risk ranking criteria for use by the business and all assurance functions.
- Co-ordination of common risk management activities such as risk assessment and assurance planning.
- Establishment of a common control framework with shared incidents and full access to audit findings.
- Appropriate allocation of assurance work to assurance providers best suited to perform the work.
- Appropriate joint assurance activities between assurance providers with a potential to rotate staff/upskill assurance staff.
- Appropriate control rationalisation.
- Co-ordination of risk reporting content and better synchronisation to the board reporting and business planning cycles.

Ultimately, combined assurance leads to improved risk reporting to the board with appropriate inputs from management and the assurance providers.

The risk and compliance committee and the audit, actuarial and finance committee have evaluated the information received from management and the assurance provided by the various control functions and external auditors, and are satisfied that adequate assurance is provided around the internal control environment, internal and external reporting, that the company operates within its risk appetite, and that effective management actions are taken on areas of high residual risk.

The Sanlam board and its committees assess the output of Sanlam's combined assurance with objectivity and professional scepticism, and by applying an enquiring mind, formed their own opinion on the integrity of information and reports, and the degree to which risks are effectively managed and mitigated through an effective control environment.



# Governing shared value

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44 Governance summary



## Chair's message



**Temba Mvusi**  
Chair

## Sanlam's strategic progress and growth potential, attest to our dedication to empower our clients, communities and countries across Africa and Asia for generations to come.

### Building an emerging markets powerhouse

Over the past four years, Sanlam's board has overseen the execution of a bold strategy to build an emerging markets financial services group, positioned to grow sustainably and create shared value for all our stakeholders. To this end, in 2024, our stewardship included prudent investment in three regional growth engines – South Africa, Pan-Africa, and Asia – through several key transactions and strategic initiatives.

 [The group's strategic initiatives in 2024 are discussed in the CEO's review from page 63.](#)

Testament to the insight of our leaders, the calibre of our people and our powerful partnerships, Sanlam is now firmly established as a purpose-led financial services powerhouse in high-potential emerging markets. The board is confident in the group's compelling potential to grow sustainably over the long term, by fulfilling our purpose, and thereby unlocking socio-economic potential for the people of Africa and Asia, over generations.

### Delivering sustainable shared value

Sanlam's strategy was designed to respond to the long-term structural growth drivers in our chosen markets and to mitigate the vulnerabilities and uncertainties typical of emerging markets. As such, the board remains attuned to global geopolitical challenges and their potential impact on our markets, as well as the difficulties of addressing local socio-economic realities. Notably, the group's scale, diversified portfolio of businesses and offerings, and leadership positions in our markets add up to resilience supportive of sustained strong financial performance and shared value creation even in challenging conditions.

 [See Our macro-economic context for economic trends on page 66.](#)

Sanlam's purpose-led approach to sustainability centres on creating shared value. This begins with ensuring that we are trusted to remain financially sound, able to honour our commitments and generate value for all our stakeholders over the long term. Our sustainability strategy puts financial literacy and inclusion at the heart of our business model, which in turn drives higher levels of savings and investments that generate equity and debt funding for responsible impact investment. Collaborating with partners, businesses, governments and NGOs, Sanlam is a powerful contributor to meaningful socio-economic transformation in Africa and Asia.

Besides the pressing need for socio-economic upliftment, developing countries will be disproportionately impacted by extreme weather events. Sanlam is dedicated to incorporating the challenges and opportunities associated with climate change into our strategy, which emphasises carefully considered adaptation to foster a sustainable future for our markets.

Sanlam aims to contribute substantively to enhancing communities' resilience and adaptive capacity. This is demonstrated through various strategic initiatives, including the Sanlam Sustainable Infrastructure Fund (SIF). SIF finances a wide range of essential sustainable infrastructure projects in a way that repurposes local economies. We continue to develop new funds that focus on critical growth drivers for our markets such as small, medium and micro enterprises (SMMEs) and technology development.

We also believe it is our responsibility to contribute thought leadership to support effective sustainable development models in Africa, specifically those that advance additionality – catalysing positive outcomes through sustained, strategic investment. The publication of the second Sanlam ESG Barometer, with its research scope including listed companies in South Africa and Kenya, was an important step in our commitment to driving sustainable impact and enhancing ESG standards on the continent.

 [I encourage you to explore Sanlam's comprehensive sustainability strategy and contribution to sustainable development in our Sustainability Report.](#)

# Chair's message continued

## Responding to a shifting policy environment

In South Africa, the formation of the Government of National Unity (GNU) in June 2024 followed a highly contested yet largely peaceful and entirely legitimate general election. This boosted the confidence of investors, businesses and consumers alike, and raised expectations of accelerated structural reforms to lift the country's economic growth trajectory. Sanlam remains committed to working constructively with the government and our business peers to meaningfully improve the socio-economic circumstances of all South Africans. This not only demonstrates our active corporate citizenship but also acknowledges our dependency on stable economic conditions and rising disposable income for growth in insurance premiums, savings and investments.

A material development for our industry was the introduction of the Two-Pot retirement system, which engaged the board and management intensely, requiring significant preparation and operational adaptation. The rapid application of technology to enable the transition was well dealt with, including the ability of staff and systems to process large volumes of client queries and cash withdrawals, while delivering a positive client experience. The implementation also created a valuable educational opportunity to discuss financial planning and investment opportunities with clients typically resistant to the discomfort of discussing personal financial risk and saving.

Another important policy development was the promulgation of the National Health Insurance (NHI) Act, demonstrating the critical need to reform healthcare in South Africa to fulfil constitutionally mandated health rights. While Sanlam has clearly articulated concerns about several practical aspects of the NHI Act, we continue to emphasise our support for universal health coverage for South Africans. For our part, Sanlam is integrating wealth- and healthcare within our ecosystem of accessible and affordable service solutions. Our investment in Afrocentric, and the launch of a Sanlam-endorsed medical scheme during the year, reflect our resolve to contribute meaningfully to establishing equitable and sustainable health financing in South Africa.

Other regulatory changes that attracted board attention included amendments to the Companies Act, the Cyber Security Bill, the Financial Sector Conduct Authority (FSCA's) framework for unclaimed financial assets in South Africa, the Climate Change Bill, and sustainability standards and disclosures – the implications of which are being considered and prepared for under the auspices of the relevant board committees.

The board remains deeply conscious of the group's responsibility to comply with laws, regulations, standards and disclosure requirements

to ensure stakeholder trust and secure our licenses to operate. As an expression of good corporate citizenship, this cognisance extends to ongoing, proactive engagement with policymakers and regulators directly or through industry forums, toward an enabling environment for business growth, consumer protection and healthy competition, while assisting to manage risks to financial stability.

We are grateful for the positive and receptive relationships we have with our governments and regulators across our markets, which is supportive given the complex and constantly shifting requirements to which the group is subject across 31 jurisdictions.

## Leading a highly engaged board

I was honoured to be appointed to the board on 7 March 2024 and, on 1 April 2024, to succeed Mr Elias Masilela. Mr Masilela remains a Sanlam board member. Ms Thembisa Skweyiya has stepped down as a non-executive director of both the Sanlam and Sanlam Life boards as well as the customer interest committee, risk and compliance committee, non-executive directors committee and independent non-executive directors committee, from 3 February 2025. We thank Thembisa for her contributions as director and wish her well in her future endeavours. The board approved a two-year extension of Mr Paul Hanratty's tenure as Chief Executive Officer and executive director.

Since taking the chairmanship, I have satisfied myself that the board's composition and diversity across gender, race, skills, experience, age and tenure are fit-for-purpose. Since I joined the board, I have been impressed by its high engagement and deep insight in the development and execution of the group strategy. The board actively provides counsel on aspects including focused capital deployment and the strategic integration of recent acquisitions and new partnerships, with a specific focus on the wellbeing of our people during these complex initiatives. I have also been impressed by the focus on clients that pervades this organisation. In this regard, 2024 was Sanlam's "year of the client" and the board has overseen several strategic initiatives across the group to enrich client engagement and service, the details of which can be found elsewhere in our integrated report.

The board, through the audit committee, oversaw the review and update of the group governance policy and authorisation framework. A new minimum and mandatory standard, legal risk, was introduced as part of this process. While legal risk is a subset of operational risk, already an established standard, we considered it essential to give specific attention to legal risk due to the significant impact it can have within the group. Additionally, the audit committee oversaw the effective implementation of the group governance policy within Afrocentric and the SanlamAllianz joint venture.

## Appreciation

The board, management and employees' commitment to Sanlam's purpose and the practical financial empowerment of the people of Africa and Asia have been inspiring. I thank them for their dedication and support in 2024. We look forward to future years of solid organic growth and sustainable shared value creation from the strong foundation, and diversified portfolio of strategic growth options, that has established Sanlam as a force to be reckoned with in our high-potential emerging markets.

*Temba Mvusi*

**Temba Mvusi**  
Chair

# Governance summary

## Our approach to corporate governance

Sanlam's approach to governance is influenced and directed by various aspects, including the trust of our clients, governance-related best practices, in-country governance and regulatory requirements, as well as company-specific requirements and the long-term sustainability of our businesses.

The group makes a concerted effort to ensure that it adheres to the applicable suite of governance standards set out in the following South African regulatory requirements in respect of the South African legal entities:



Similar adherence and diligence is applied in all countries where Sanlam operates

In addition to the board's fiduciary duties, these standards and criteria require the board to accept accountability for governance, ethical leadership and how relationships and decision-making should be approached. The Prudential Standards and the Financial Sector Regulation Act further require that the controlling company of an insurance group must establish an effective governance framework that provides for the sound and prudent management of the insurance group's business, including providing for adequate protection of the interests of policyholders.

### Sanlam as a corporate citizen

Sanlam is the largest non-banking financial services group in Africa, measured by market capitalisation. It is also one of the largest international insurance groups, measured by in-country presence.

The group contributes to a stable financial system and is committed to supporting financial resilience, wellbeing, prosperity and inclusion.

With the assistance of the social, ethics and sustainability (SES) committee, inclusivity forum and group exco, the board oversees and monitors all processes and activities that support Sanlam's corporate citizenship responsibilities. This includes the group's impact on the workplace, economy, society and the environment, and is measured against the performance targets agreed with management.

The successful execution of Sanlam's corporate strategy depends on its ability to deliver on business promises and principles through sound practices and processes. This includes effective risk management and appropriately balancing key stakeholders' interests to ensure sustainable value creation.

[See Our group sustainability report for more information.](#)

### King IV™ compliance and application

The board is satisfied with the work and resources allocated in 2024 to apply and explain all aspects of King IV™, as appropriate. All board committees are satisfied that Sanlam complied with and applied King IV™ principles. Appropriate actions, where required, are implemented to ensure continued adherence to these obligations.

## Governance summary continued

### Our approach to corporate governance continued

## Sanlam's business practices are predominantly governed by its group governance policy, which is approved by the board and reviewed annually.

This policy aims to establish certain principles and minimum standards, and provides the overarching framework for other Sanlam group policies to support relevant governance areas. Sanlam's group governance policy, together with the business philosophy and code of ethical conduct, establishes the framework for governance of the group.

Through the group governance policy, the board acknowledges and clarifies its responsibility for governance across the business by defining the responsibility for how the relationships, decision-making power, and exercise of authority in Sanlam should be approached and conducted as stipulated by all applicable regulatory requirements.

#### Group governance policy in place to effectively:

Protect and grow the value of Sanlam and its co-investors' investment in such a group entity

Manage Sanlam's potential financial exposure

Secure and protect Sanlam's image and reputation

Discharge the group's obligations relating to compliance with applicable regulatory requirements

Manage risks associated with processing information of group companies obtained while executing the Sanlam board's oversight role

Consider and meet the legitimate expectations of all relevant stakeholders

Allow Sanlam to discharge its obligations as a licensed controlling company of an insurance group under law

Ensure the prudent management and oversight of the business of the Sanlam Limited Insurance Group and all persons that are part of it

Any exceptions or deviations from the group governance policy require approval from the Group Chief Executive Officer and are reported to the audit committee and the board.

This enables the board to consider any impact on the legal and licensed entities concerned. The business cluster's Chief Executive Officer and responsible group functionary motivates and supports exceptions and deviations from the policy. The company secretarial functionaries at an operational level are required to monitor all deviations and exceptions to the policy after it has been assessed for qualitative and quantitative materiality, and considering the group and the relevant business cluster's enterprise risk management frameworks. The Group Company Secretary maintains a register that contains all permanent deviations and exceptions.

Sanlam's group governance policy recognises each company in the group as a separate and independent juristic entity to whom its directors owe fiduciary duties.

The adoption and implementation of group policies, structures and procedures thus remain a matter of consideration and approval by the boards of individual companies operating as separate legal entities. In this regard, due consideration is given to regulations that govern the Sanlam Limited Insurance Group, which require the controlling company to adopt and implement group-wide governance, risk management and internal control systems. Therefore, to ensure alignment and facilitate consistent implementation across the Sanlam group, an inclusive approach is followed to develop business philosophy, strategy, and policies and procedures.

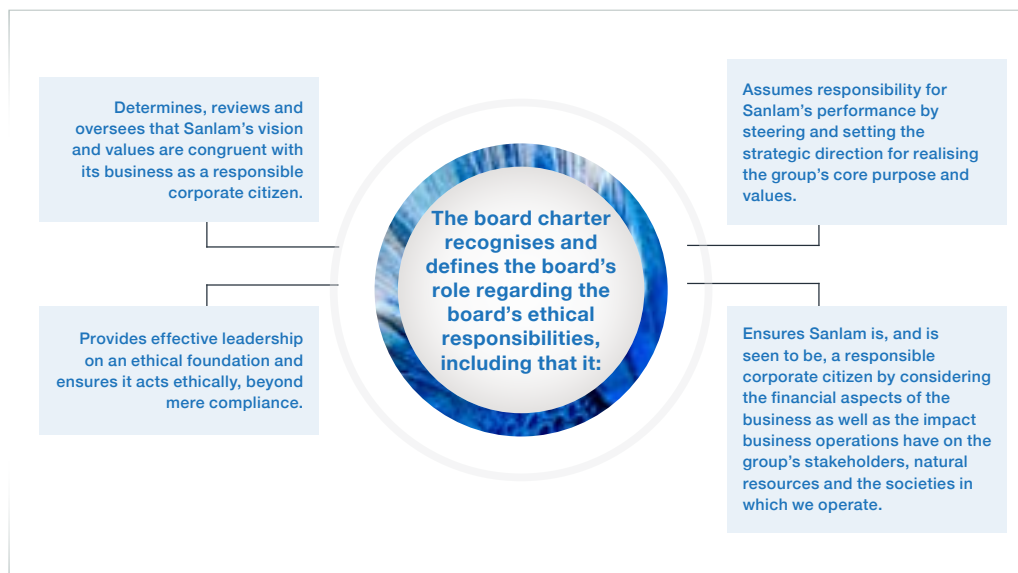




## Governance summary continued

### Our approach to corporate governance continued

## The governance of organisational ethics



### Sanlam's core values support the group's commitment to advocating and promoting sound governance practices.

The group strengthens stakeholder trust by conducting business ethically and professionally. Therefore, ethical leadership is regarded as a priority and forms an integral part of the board's approach to sound corporate governance practices. It influences and validates how the group executes its corporate responsibilities, with the underlying objective to always act in the best interest of its key stakeholders.

At Sanlam, leadership is ultimately shaped by the Sanlam group business philosophy, code of ethical conduct, governance policy and authorisations framework.

In addition, the SES committee is mandated by the board to monitor Sanlam's compliance with the relevant social, ethical and legal requirements and codes of best practice.

This committee reports any ethical breaches or material matters to the board.

Sanlam has a group ethics committee which operates as a subcommittee of group exco and is chaired by the Group Human Resource Executive representatives from the business clusters, as well as the group office and meets quarterly to discuss ethics-related aspects, trends, challenges, feedback from cluster representatives and the outcome of climate surveys. An annual ethics report is submitted to the Board, the SES and SRCC and verbal feedback is provided on the ethical climate in the group.

Ethics-related transgressions may be included in the group and Sanlam life compliance reports.

## Sanlam's code of ethical conduct

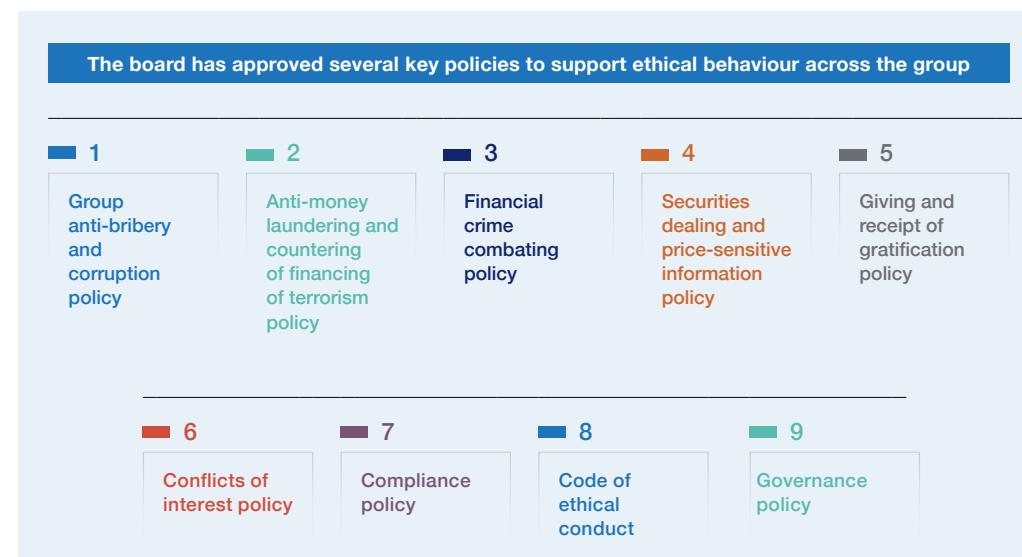
The group's code of ethical conduct (the code) applies to directors of all group entities and employees. It is reviewed frequently to ensure the content remains relevant to all affected stakeholders, environments and markets Sanlam operates in.

It guides organisational ethics across the business by ensuring our business practices and interactions with internal and external stakeholders and broader society are aligned and consistent. This includes establishing the necessary platforms and means to respond to and address ethics-related risks.

The board is satisfied that adequate grievance and disciplinary procedures are in place to ensure the effective enforcement of the code and address any unethical conduct or ethical breaches.

The SES committee and risk and compliance committee receive feedback on the group's ethical climate at every quarterly meeting. In the period under review, no material non-compliance incidents to the code were reported.

Sanlam has conducted biennial ethical risk assessments to evaluate and assess its ethical climate for over a decade. This process is co-ordinated by the Group Compliance Office in consultation with the Sanlam group ethics committee.



[See Our key policies for more information.](#)



# Governance summary continued

## How our board functions

## The boards of Sanlam and Sanlam Life

Sanlam Life is a wholly owned subsidiary of Sanlam, which mainly conducts life insurance business. In practice, the boards of Sanlam Limited and Sanlam Life function as an integrated unit, as far as reasonably possible. Both boards share the same directors, Chair, Group Chief Executive Officer and Group Finance Director.

Sanlam and Sanlam Life board meetings are combined and held concurrently, removing one layer of discussions in decision-making. This promotes the productivity and efficiency of the respective boards, reducing effort and duplication, and optimising the flow of information.

### The Sanlam board

The Sanlam board's agenda focuses mainly on the group strategy, capital management, accounting policies, financial results and the dividend policy, human resource development, compliance matters, stakeholder engagement priorities and corporate governance throughout the group.

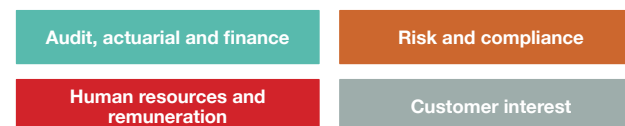
#### The Sanlam board committees:



### The Sanlam Life board

The Sanlam Life board is responsible for overall oversight of Sanlam Life as an insurer and general risk management and compliance with the JSE Debt and Securities Listings Requirements.

#### The Sanlam Life committees:



The board guides management in formulating the group's business strategy, setting targets and developing plans while being cognisant of the group's financial performance and impact on stakeholders and the natural environment.

### The role of the board

The board exercises oversight and ultimate control over the group and its subsidiaries. It is responsible for setting and steering the strategic direction and culture of the group. The board approves the process to ensure an appropriate balance of knowledge, skills, experience, diversity and independence on the board. This ensures it can objectively and effectively discharge its governance role and responsibilities, and the necessary systems and processes are in place to enable the group to achieve its key deliverables sustainably.


The board's delegation of its responsibilities to board committees does not constitute a derogation of its accountability. The board remains the custodian of governance and is committed to the highest standards of business integrity, ethical values and good governance. The board recognises Sanlam's responsibility to conduct its affairs ethically, transparently, accountably and fairly, in a socially responsible way. This ensures that Sanlam operates as a sustainable business that creates net positive value for stakeholders.

### Other ongoing board focus areas include:

- Attending to stakeholder, regulator and investor queries, prioritising engagement and feedback.
- Reviewing performance against group strategy and approving the group's risk appetite statement.
- Maintaining oversight of strategic projects and key strategic partnerships to ensure sustainable outcomes for Sanlam and our key stakeholders.
- Reviewing and approving the Sanlam group's own risk and solvency assessment (ORSA) supervisory report. This includes assessing if capital targets contained in the ORSA report are adequate (given the size, business mix and complexity of the group's operations).
- Board and exco training on topical matters held on at least a quarterly basis and as required.
- Maintaining a heightened emphasis on stakeholder inclusivity and oversight of the group's stakeholder management policy.
- Reviewing and improving the group's remuneration philosophy, including incentives to heighten the group's focus on client-centricity.
- Advancing the group's digitisation agenda and monitoring the implementation of its digital transformation roadmap.
- Evaluating the independence of Sanlam's directors, following the criteria and recommended practices in King IV™ on a substance-over-form basis.
- Improving the disclosure of material aspects relating to Sanlam's performance and prospects in the group's reporting suite.
- Oversight of new and impending laws and regulations.

# Governance summary continued

## Our board Independent non-executive directors



**Temba Mvusi**

Committees

**Chair (69)**  
Appointed: March 2024  
Tenure: Ten months  
Expertise: General business, international, human resources, marketing, sustainability and empowerment



**Andrew Birrell**

Committees

**(55)**  
Appointed: September 2019  
Tenure: Five years  
Expertise: Accounting, IT, financial markets/ investments, actuarial, general business, international and risk management



**Ebenezer Essoka**

Committees


**(69)**  
Appointed: June 2021  
Tenure: Three years  
Expertise: Financial markets/investment, general business, international, marketing, sustainability and empowerment



**Elias Masilela**

Committees


**(60)**  
Appointed: October 2019  
Tenure: Five years  
Expertise: Accounting, financial markets/ investments, general business, international, human resources, marketing, sustainability and empowerment



**Karabo Nondumo**

Committees

**(46)**  
Appointed: December 2015  
Tenure: Nine years  
Expertise: Accounting, financial markets/investments, general business, international, human resources, risk management, sustainability and empowerment



**Jacobus (Kobus) Möller**

Committees

**(65)**  
Appointed: January 2020  
Tenure: Four years  
Expertise: Accounting, financial markets/ investments, general business, international, risk management, sustainability and empowerment



**Mathukana Mokoka**

Committees

**(51)**  
Appointed: March 2018  
Tenure: Six years  
Expertise: Accounting, financial markets/ investments, general business, risk management, sustainability and empowerment



**Ndivhuwo Manyonga**

Committees


**(43)**  
Appointed: December 2021  
Tenure: 3 years  
Expertise: Accounting, financial markets/ investments, actuarial, general business, international, human resources and risk management



**Nicolaas Kruger**

Committees

**(57)**  
Appointed: May 2020  
Tenure: Four years  
Expertise: Accounting, financial markets/ investments, actuarial, general business, international, risk management, sustainability and empowerment



**Shirley Zinn**

Committees

**(63)**  
Appointed: December 2018  
Tenure: Six years  
Expertise: Financial markets/investments, general business, human resources, sustainability and empowerment



**Thembisa Skweyiya\***

Committees

**(51)**  
Appointed: October 2022  
Tenure: Two years  
Expertise: General business, international, legal, risk management, IT, sustainability and empowerment

\*Resigned: Effective 3 February 2025



**Willem van Biljon**

Committees

**(63)**  
Appointed: August 2021  
Tenure: Three years  
Expertise: Financial markets/investments, general business, marketing, risk management, IT and sustainability

Committee chair

## Board governance

- Audit, actuarial and finance committee
- Human resources and remuneration committee
- Customer interest committee
- Risk and compliance committee
- Social, ethics and sustainability committee
- Independent non-executive directors committee
- Nominations committee
- Non-executive directors committee

# Governance summary continued

## Our board continued

### Non-executive directors



**Patrice Motsepe**

Committees

**Deputy Chair (63)**  
Appointed: April 2004  
Tenure: 20 years  
Expertise: Financial markets/investments, general business, international, human resources, risk management, legal, sustainability and empowerment



**Anton Botha**

Committee

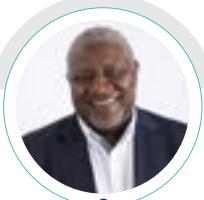
**(71)**  
Appointed: March 2006  
Tenure: 18 years  
Expertise: Accounting, financial markets/investments, general business, human resources, marketing, risk management and legal



**Johan van Zyl**

Committee

**(68)**  
Appointed: January 2016  
Tenure: Eight years  
Expertise: Accounting, financial markets/investments, general business, international, human resources, marketing, risk management, sustainability and empowerment



**Sipho Nkosi**

Committee

**(70)**  
Appointed: March 2006  
Tenure: 18 years  
Expertise: Financial markets/investments, general business, international, human resources, marketing, risk management, sustainability and empowerment

### Executive directors



**Paul Hanratty\***

Committees\*

**Group Chief Executive Officer (63)**  
Appointed: April 2017  
Tenure: Seven years  
Expertise: Financial markets/investments, international, general business, actuarial and risk management



**Abigail Mukhuba**

Committees

**Group Finance Director (45)**  
Appointed: October 2020  
Tenure: Four years  
Expertise: Accounting, financial markets/investments, general business, international, risk management, IT, sustainability and empowerment

\* Does not serve as a member of a committee but may attend by invitation and may not vote on matters.

Committee chair

### Board governance

- Audit, actuarial and finance committee
- Human resources and remuneration committee
- Customer interest committee
- Risk and compliance committee
- Social, ethics and sustainability committee
- Independent non-executive directors committee
- Nominations committee
- Non-executive directors committee

Directors tenure is calculated as at 31 December 2024

# Governance summary continued

## Board composition

Number of board members

### 18 members

2023 number of  
board members: 18

Board meetings in 2024

### 7 meetings

2023 number of  
board meetings: 11

Scheduled meetings

### 5 meetings

2023 number of  
board meetings: 5

Ad hoc meetings

### 2 meetings

2023 number of  
board meetings: 6

Attendance in respect  
of 5 scheduled meetings

### 100%

In respect of 5 scheduled  
meetings 2023: 100%

### Expertise on our board



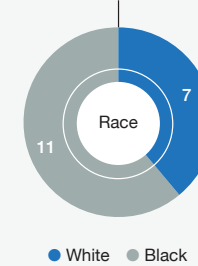
### Age



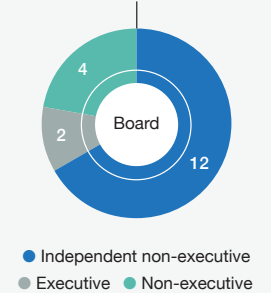
### Tenure



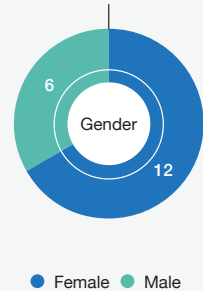
### Racial diversity



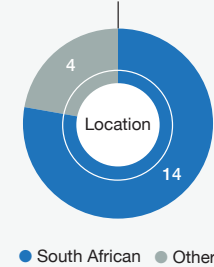
### Board independence



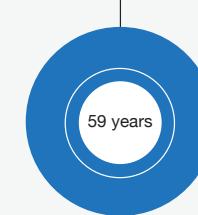
### Gender diversity



### Geographic diversity



### Average age



## Governance summary continued

### Our board committees

**The board has established several permanent standing board committees with specific responsibilities to assist in discharging its obligations.**

The chairs of the respective board committees also attend the AGM and are available to respond to any enquiries shareholders may raise.

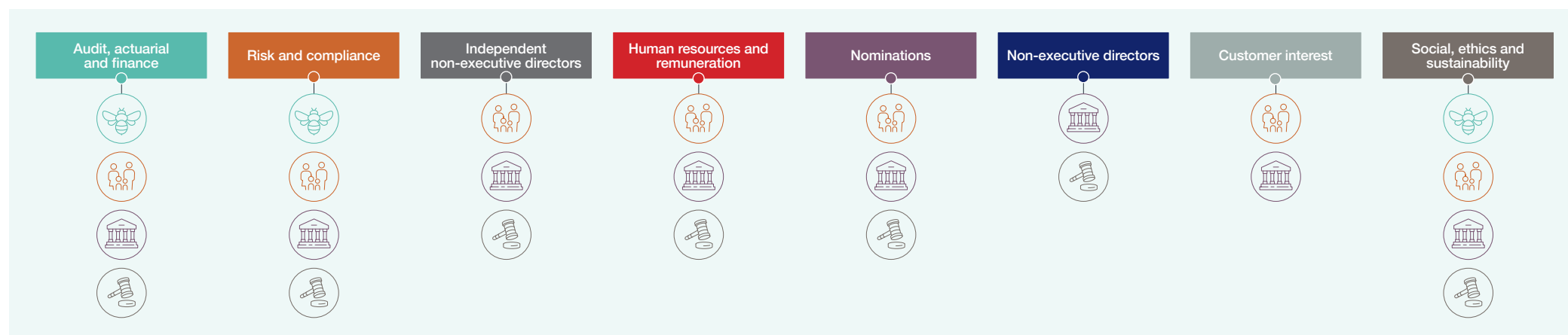
Board committee members confirmed that they were satisfied they had fulfilled their responsibilities in the year under review, according to their respective committee's terms of reference. All board committees conduct an annual self-assessment to evaluate their effectiveness and procedures during the review period.

[See more about board and committee effectiveness assessments in our \*Corporate governance report\*.](#)

The following diagram depicts the flow of risk management information from business units to the Sanlam board.

### Sanlam board committees

Environmental Social Governance Ethics



There is full disclosure, transparency and reporting from these committees to the board at each meeting.

### Ad hoc board committees

The board has the prerogative to appoint and authorise special ad hoc board committees from time to time to perform specific tasks. The appropriate board members are designated to serve on these committees when required.

[For further information on our board and committees, see our full \*Corporate governance report\* on \[www.sanlam.com\]\(http://www.sanlam.com\).](#)



# Governance summary continued

## Audit, actuarial and finance committee (audit committee)

The audit committee carries out all statutory and oversight responsibilities in terms of the Companies Act on behalf of the majority of South African subsidiary companies in the group. It oversees preparation of the financial and non-financial information provided in the reporting suite. To review assurances obtained on non-financial information, the Chair of the committee is also a member of the SES and risk and compliance committees. To ensure cross-membership, the Chair of the risk and compliance committee and Chair of the SES committee are both members of the audit committee. They are regarded as instrumental in disclosing sustainability-related aspects, internal controls and risk mitigation.

## Key focus areas in 2024

### Accounting and key audit matters

- Ongoing focus on solvency and capital management.
- Ensuring appropriate, transparent and fair reporting of financial results.
- Monitoring the progress made on key group projects and oversight of accounting for corporate actions.
- Reviewing the adequacy of reserving and considering actuarial model and assumption changes.
- Reviewing and assessing the fair value of unlisted investments.
- Reviewing and assessing the effectiveness of internal financial control.

### External audit

- A key aspect the audit committee attended to in the period was to continuously ensure that the joint external auditors were executing their statutory duties independently and objectively. The committee is satisfied with the process followed and the collaboration between the joint external audit firms.
- The committee satisfied itself that the joint external audit firms and audit partners are independent of the group or any company of the group and resolved that it be recommended to shareholders at the 2025 AGM that KPMG and PwC be reappointed as joint auditors.
- In accordance with the board-approved non-audit services policy that governs the level and nature of non-audit services permitted by the group's external auditors, the audit committee considered the non-audit assignments performed during the report period, and satisfied itself that the provision of those services did not impede on the independence of Sanlam's external auditors.

### Assurance

- Covered assurance of the internal and joint external audit function across the group.
- Reviewed the effectiveness, completeness and adequacy of the business clusters' management representation letters (eg, full coverage of all businesses, quality of reporting).
- Evaluated the Chief Audit Executive for the necessary authority, competence, skills, expertise and independence to execute his duties. The committee also assessed whether the necessary arrangements are in place to ensure that the internal audit function, as a collective, is adequately resourced with the requisite skills required for effective governance, risk management and control. It reviewed and approved the group internal audit charter and considered each of the findings and overall conclusions of the internal audit functions. Overall, the group internal audit function received a satisfactory external quality assurance review rating in 2024.
- The audit committee regularly met with the Chief Audit Executive and the joint external auditors independently of management.

### Reporting

- Oversaw the integrated annual reporting process, ensuring that the reporting suite addresses all stakeholders' needs.

### Group Finance Director and head of actuarial function

- Evaluated the performance of the Group Finance Director and effectiveness and adequacy of the finance function. The outcome of the assessment confirmed the Group Finance Director's performance was rated above satisfactory, reflecting her significant contributions towards the company and demonstrating exceptional leadership.

- Assessed the performance of the Head of Control: Actuarial and was satisfied that he has the necessary skills, expertise and experience to execute his duties.


### Other

- Assisted the board with oversight of group governance practices and processes.
- Reviewed the group governance policy and authorisation framework.
- Approved the policy, framework and monetary limits for non-audit services provided by the joint external auditors. This included ongoing monitoring of non-audit services that the joint external auditors provide for compliance with the agreed framework, to prevent any potential negative impacts on the joint external auditors' independence and/or objectivity.

### Assurance and effective control

The audit committee and the risk and compliance committee evaluate the performance and effectiveness of the various control functions annually. This is in addition to the annual self-assessments performed by each control function. The committee and board have confirmed their satisfaction with the quality of management information they receive on key areas of risk and financial performance.

The committee is satisfied that the group's fraud management processes, internal controls, and reporting mechanisms are operating effectively.

See our Annual Financial Statements, including the audit opinions of our external auditors here. 



# Governance summary continued

## Risk and compliance committee

The board is responsible for the governance of risk. The risk and compliance committee advises and assists the board in overseeing risk governance by setting the direction for how risk management should be approached and addressed at Sanlam. The board approves the enterprise risk management policy and framework, reaffirming that Sanlam is committed to effective enterprise risk management in pursuit of its strategic goals.

The enterprise risk management process includes identifying key risks, which are monitored as part of a regular review of processes and procedures. This ensures the effectiveness of internal systems of control so that decision-making capability and the accuracy of reporting and financial results are maintained at a high level.

## Key focus areas in 2024

### Risk management

- Ensured an independent risk management function.
- Determined the risk appetite and level of risk tolerance for the group.
- Ensured compliance with the group risk assurance framework and supporting policies, as well as compliance-related policies.
- Evaluated the adequacy and efficiency of the group's risk management system, business continuity and emerging risk assessments.
- Continued to identify any build-up and concentration of various risks to which the group is exposed.
- Ensured appropriate risk disclosures to stakeholders.
- Oversaw formal assessments of the group's governance, risk and compliance management processes.
- Oversaw IT governance, information management and security across the group.
- Reviewed the performance of Sanlam's Group Chief Actuary and Chief Risk Officer, the head of control function of risk management, and head of control function of compliance.
- Oversaw risks associated with acquisitions, mergers and transition implementation.
- Oversaw Sanlam's investment performance, together with the customer interest committee.

### Digital Transformation and Information Technology forum

- The committee is responsible for IIT governance and oversees the management of Sanlam's top technology and information-related risks. This is assessed based on materiality and aligned with the group's risk appetite and risk management framework.
- The Digital Transformation and Information Technology forum is a sub-committee of the risk and compliance committee. It assists the risk and compliance committee in fulfilling its duties of strategic oversight on digital transformation and IT. The forum coordinates and provides oversight for digital transformation activities in the Sanlam group.

### Compliance management

- Monitored compliance with current and developing material legislation and regulations across the various jurisdiction where Sanlam operates. In particular, and in respect of South Africa, the committee monitored compliance with the implementation of the Two Pot system and Companies Amendment Acts.
- Oversaw the various control functions in alignment with requirements in Prudential Standard GOI3.
- Received and reviewed ORSA reports in the group, which include cluster 'bottom-up' top risk identification as well as 'top-down' strategic risk reporting. The committee was satisfied with the effectiveness of the integrated approach and the balance between various internal and external assurance providers.
- As part of the risk management process, Risk Deep Dives were performed on certain businesses to identify potential risks and opportunities.
- Continued review of the risk and implications of Financial Action Task Force and European Union greylisting, and oversight of the management of Sanlam's exposures.
- Reviewed group policies relevant to IT, information and data management, information and cybersecurity, and digital end-user behaviour to ensure these remain adequate and effective to mitigate risks.
- Monitored the group's compliance management function and its response to regulatory compliance in Sanlam's various jurisdictions.
- Confirmed that effective escalation protocols are in place across the group.

### Central credit committee

The group's central credit committee is also a subcommittee of the risk and compliance committee. The central credit committee plays a pivotal role in the risk management framework, particularly from a credit risk perspective. Its primary function is to oversee, evaluate, and approve significant credit exposures, ensuring lending decisions align with the group's risk appetite, credit policies and regulatory requirements.


### Zero-tolerance approach to financial crime

Sanlam supports efforts by the international community, South Africa and all jurisdictions in which we do business to combat financial crime. The group financial crime-combating policy specifies tight principles to be adhered to in combatting financial crime. The policy sets out strict financial crime principles across all financial crime types, including insurance fraud, that must be adopted and implemented by all businesses through documented, and clear fraud risk management procedures within the businesses. The policy is supported by insurance fraud risk management policies adopted by all licensed insurers in South Africa, as required by the Prudential Standards on the Governance of Insurers in terms of the Insurance Act.

The policy provides for the establishment of cluster and/or business entity forensics departments who shall have similar responsibilities to the group financial crime function within the respective clusters or business entities. This includes the detection, investigation, and escalation of financial crime incidents in the respective clusters or business entities, reporting financial crime incidents through their audit or risk committees (or equivalent), reporting to law enforcement and relevant industry bodies.

Anti-money-laundering and countering the financing of terrorism and counter proliferation financing (AML/CFT/CPF) remains a focus area for Sanlam (and regulators globally). As a result, the group has deployed several solutions that form the foundation of our response to these regulatory requirements, which include enforcing targeted financial sanctions. As such, Sanlam adopted heightened scrutiny in our approach to onboarding new employees, clients and entering into transactions with existing clients.

- 1 New and existing employees undergo screening, for competence, integrity and against targeted financial sanctions lists.
- 2 All employees undergo AML/CFT/CPF and sanctions training, including the board, which is ultimately responsible and accountable for overseeing the effective management of AML/CFT/CPF and sanctions risks within the Sanlam group.
- 3 New and existing clients undergo customer due diligence measures, including the monitoring of transactions and heightened measures for clients who pose a higher risk.

 [See Our risks and opportunities for more on our risk management process and top strategic risks.](#)

# Governance summary continued


## Human resources and remuneration committee

This committee is responsible for monitoring and advising on the group's human and intellectual capital, diversity management and transformation processes for employees. In particular, the Group Chief Executive Officer consults the committee on all executive appointments and it reviews succession planning for all group exco members and the Group Chief Executive Officer.

The committee is also responsible for the group's remuneration strategy, approving guidelines for incentive schemes and the annual determination of remuneration.

### Key focus areas in 2024

- Considered and approved the extension of the Group Chief Executive Officer's employment contract until 31 December 2027.
- Approved non-executive directors' fees for recommendation to shareholders for approval at the 2025 AGM.
- Reviewed progress against Sanlam's employment equity and transformation targets and plans.
- Reviewed the group's diversity, equity and inclusion framework to drive and influence the group's transformation performance.
- Evaluated Sanlam's employment equity plan, developed according to legislative requirements and best practices.
- Considered proposed amendments to the Companies Act on remuneration and extensive pay-gap disclosure requirements.
- Monitored the group's approach to 'new ways of work' in response to Sanlam's hybrid operating environment.
- As part of the group's endeavours to understand the organisational culture as a whole and for each of the businesses and following the Barrett culture survey conducted in 2023, two Pulse surveys were conducted followed by an Inclusion Index survey.
- Reviewed the group's reporting on remuneration aspects, with the aim of simplifying disclosure while enhancing transparency.
- Ensured appropriate steps are being taken to attract, recruit, develop and retain key talent that is required to enable the group to execute its strategy.
- Signed off the remuneration report for submission at the 2025 annual general meeting.
- Approved the remuneration for the exco, management, heads of control functions and Company Secretary.
- Approved the 2024 short-term and long-term incentives.
- Approved the 2025 salary increase mandate.
- Aligned the incentive programmes for newly acquired businesses.

 [See our Remuneration report for full disclosure on our remuneration policy and implementation.](#)

## Nominations committee

The committee is responsible for reviewing the composition of the board and its committees and making recommendations to the board in this regard. This includes overseeing the selection and recruitment process for new directors. Subject to Prudential Authority approval, the board approves all director appointments, which are confirmed by shareholders at the following AGM.

### Key focus areas in 2024

- Reviewed the composition of the board and its committees' skills matrix and succession plan.
- Reviewed the clusters' governance structures.
- Facilitated the annual board performance evaluation.
- Reviewed Sanlam's policy on the promotion of diversity attributes at board level, in alignment with the JSE Listings Requirements, and considered achievement against board diversity targets.
- Confirmed that there is an arm's-length relationship between the board and the Company Secretary, and that she has the appropriate qualification, experience and competence to perform her duties on behalf of a JSE-listed company.
- Reviewed the performance and independence of the directors available for re-election at the 2025 AGM.
- Reviewed the performance and independence of the members of the audit committee and recommended their re-appointment at the 2025 AGM.
- Reviewed and updated shortlist of board candidates.
- Monitored potential vacancies on the board and its committees.
- Recommended new board and committee candidates.
- Reviewed induction of new directors and training of existing directors.
- Reviewed conflicts and overlaps between charters and annual plans of board committees if and when instructed by the board to do so.
- Reviewed the Sanlam Limited securities dealing and price sensitive information policy.
- Performed annual assessment of committee activities.

# Governance summary continued


## Social, ethics and sustainability committee

Its primary role is to monitor Sanlam's activities regarding ethics and compliance management, social and economic development, good corporate citizenship, stakeholder relations, the environment, the health and safety of Sanlam's employees, transformation, diversity, and other labour-related aspects. The committee also considers and reviews Sanlam's social, ethics and sustainability strategies annually.

### Key focus areas in 2024

#### Considered environmental performance against set targets

- Oversaw the group's sustainability reporting and disclosure on material non-financial aspects.
- Reviewed and considered the IFRS S1 and S2 climate-related disclosure standards.
- Discussed the potential impact of the national elections on working conditions for employees and oversaw the preparation of communications in this regard.
- Reviewed the progress against transformation targets across all levels of employment.
- Discussed the new employment equity sectoral targets and approved the basis of preparation for the new employment equity plan.
- Reviewed the outcomes of the Inclusion Index surveys and discussed the manner in which potential barriers needs to be addressed to improve workplace representativity.
- Maintained a heightened approach to governance, ethics management, and compliance and risk management processes. The committee received regular reports on each of these items.
- Reviewed the group's sustainability strategy, and recommended it to the board for approval.
- Reviewed the group stakeholder management policy to ensure it remains relevant and appropriate.
- Reviewed the stakeholder relations strategy to ensure alignment with the outcomes of the stakeholder perception survey.
- Considered the risks and opportunities associated with the committee's mandate and key deliverables, including ongoing review of emerging risks.
- Identifying and reviewing the group's exposure and response to climate-related risks.
- Considered presentations on a range of topical matters, including global reporting trends and convergence relevant to ESG reporting and disclosure requirements.
- Review and recommend the approval of the annual Sanlam group sustainability report by the board. Participated in various training topics such as cybersurity awareness, anti-money laundering, amendments to the Companies Act and JSE debt and equity listing requirements.

 [See Our Sustainability Report for Comprehensive ESG Disclosure.](#)

#### Stakeholder inclusivity

The group continuously strives to improve its engagement and communication with key stakeholders. This is done through various channels that encourage responsiveness and feedback.

The board reviews the group stakeholder management policy, developed in line with the principles and recommendations of King IV™, annually. The purpose of the policy is to define Sanlam's key stakeholder groups and outline the basic principles and requirements that need to be complied with. The policy highlights how stakeholder management should be approached across the business and how it will be governed, monitored and reported on.

On behalf of the board, the SES committee oversees and monitors implementation and compliance to the group stakeholder management policy.

Sanlam's investor relations team facilitates communication with Sanlam's institutional shareholders and the investment community. A comprehensive investor relations programme is in place to ensure that appropriate communication channels are maintained with domestic and international institutional shareholders, fund managers and investment analysts. The Executive Head: Investor Relations provides dedicated services to the group and ensures interactive engagements with Sanlam's investor constituencies.

Further details on Sanlam's approach to stakeholder management and an overview of initiatives in 2024 are available in the integrated and sustainability reports, published on the investor relations website.

While it is Sanlam's policy to support the development of democratic institutions and social initiatives across party lines, it does not provide support to any political party, financially or otherwise.





# Governance summary continued

## Customer interest committee

The committee's role is to assist the board to discharge its responsibilities relating to the fair treatment of clients. Its primary function is to act as an advisory body and provide guidance to the Sanlam board on strategic client-related aspects. This includes keeping the board abreast of topical and material client-related issues and ensuring that reports issued by Sanlam enable its stakeholders to make an informed assessment of the way the group treats its clients. The committee also provides guidance on questions that could arise from time to time regarding the six fairness outcomes defined by the FSCA under the Treating Customers Fairly (TCF) legislation.

### Key focus areas in 2024

- The committee guided management on strategic client-related initiatives and focus areas.
- The committee ensured TCF principles are appropriately embedded and monitored across the group.
- The committee paid specific attention to complaints management and reporting.
- The committee reviewed and monitored the smoothed-bonus portfolios and the outcome of an independent quarterly analysis on investment performance benchmarking for Sanlam Life balance-sheet assets.
- The committee kept abreast of all significant regulatory developments and how these impact Sanlam's clients (ie, with specific focus on developments relating to market conduct).
- The committee monitored the group's compliance with key regulatory changes including financial conglomerate standards and, in particular, the two-pot retirement system.
- The committee considered the strategic objectives aimed at accelerating the group's digital client experience and data analytics platforms.
- The committee reviewed and considered adviser turnover and how to improve Sanlam's value proposition.
- The committee applied South African client principles and best practices as a guideline in other countries with no regulations dealing with customer interests.
- The committee received a special briefing on topical issues relevant to its mandate at each meeting.

## Non-executive directors committee

The committee comprises all directors appointed to the board, except executive directors. It is responsible for the governance and effective functioning of the board. The committee gives due consideration to the JSE Listings Requirements and King IV™, and simultaneously ensures that appropriate and balanced corporate governance practices and processes are entrenched in Sanlam. It objectively oversees and gives due and careful consideration to the interests of Sanlam and its stakeholder groups.

## Independent non-executive directors committee

The committee's responsibilities and duties are to review and recommend for approval by the board any related-party transaction, including, without limitation, any financial, economic interest, position, association or relationship, which, when judged from the perspective of a reasonable and informed third party, could unduly cause bias in decision-making in the best interest of Sanlam. It also periodically reviews and assesses ongoing relationships with related persons to ensure Sanlam always complies with the principles of good corporate governance, and to review and consider actual, perceived and/or potential conflicts of interests where applicable, as they exist from time to time.

### Key focus areas in 2024

- Diligently evaluated strategic related-party transactions before making recommendations to the board for approval.
- Continued to consider ways to enhance the effectiveness and management of conflicts of interest at board level.

### Managing conflicts of interest

Sanlam's code of ethical conduct specifically includes a principle that manages and mitigates potential, actual or perceived conflicts of interest. This principle, together with enhanced regulatory scrutiny and intervention, necessitated a group-wide approach to managing conflicts of interest.

The group's conflicts of interest policy provides practical guidance on identifying potential, actual or perceived conflicts of interest and governance aspects relating to Sanlam's relationships with third parties. Its objective is not to prevent employees from pursuing personal interests but rather to govern and mitigate any potential risks associated with such interests. The policy applies to all Sanlam group subsidiaries and business entities. All individuals employed or contracted by Sanlam in any capacity, including directors, are subject to the policy and must always ensure compliance.

In the absence of any potential, actual and/or perceived conflicts of interest, directors and employees are required to declare that they do not have any conflicting interest that warrants an annual declaration. It is also mandatory for directors serving on the Sanlam board to each submit a formal written declaration of interest at least once per quarter. Declaration of interests is a standard item on each board and board committee meeting's agenda to allow a further opportunity to the meeting participants to divulge any potential, actual or perceived conflict of interest. These declarations are included in each meeting's minutes.



## Governance summary continued

### Group exco and group office functionaries

The Group Chief Executive Officer is supported by the Sanlam group executive committee (group exco), which comprises diverse, skilled and experienced executives.

One of the group exco's primary responsibilities is to assist the Group Chief Executive Officer in executing the board-approved business strategy and agreed deliverables. The Group Chief Executive Officer appoints members of the group exco, after consulting the human resources and remuneration committee.

Sanlam's operating model allows the respective businesses to be individually responsible for applying the group risk and compliance management policies and frameworks in their businesses to achieve the group's strategic objectives. The Quarterly Business Reviews (QBR) chaired by the Group Chief Executive Officer and attended by various senior Group Exco members is an important mechanism where implementation of business strategy is monitored, and key decisions taken. Each cluster is managed by a chief executive officer, supported by a cluster exco and support functions that are appropriate to the cluster's operational needs. Only the Group Chief Executive Officer and Group Finance Director have been designated as prescribed officers.

#### Meetings

The group exco meets formally at least monthly, with bi-weekly check-in meetings. Ad hoc meetings are scheduled when required.

A centralised group office supports the Group Chief Executive Officer and the respective businesses, mainly by performing the following functions:

Strategic direction, co-ordinating and collaboration and liaising with key stakeholders

Encouraging innovation and seeking synergies

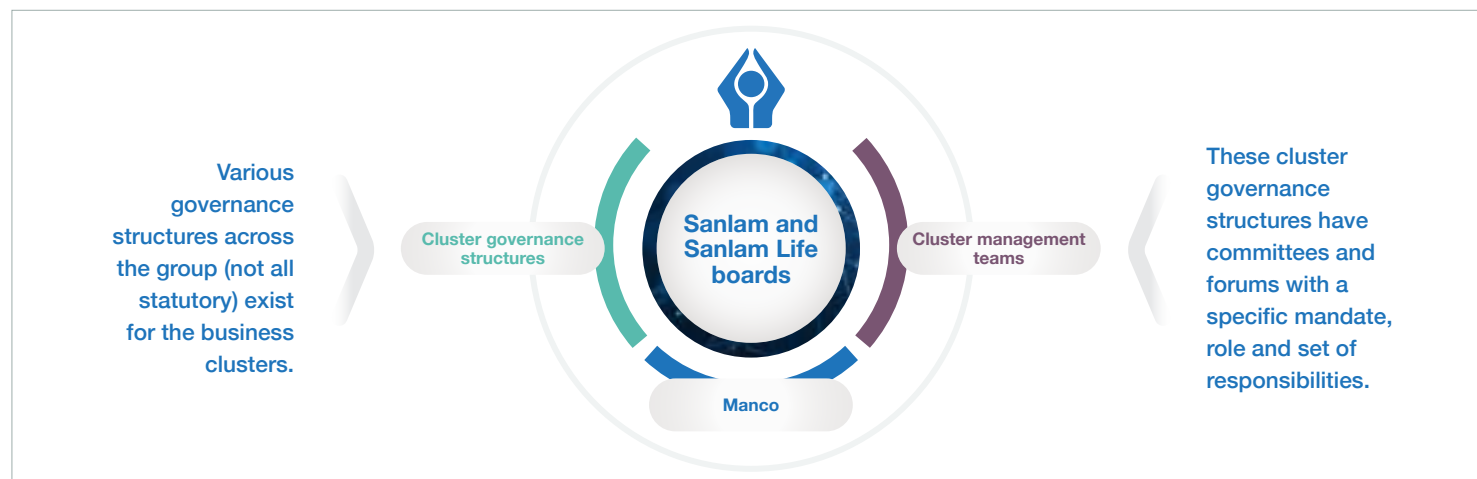
Rendering support services to business clusters across the group

Performance monitoring and reporting

Providing assurance

Allocating capital

Group exco's composition exemplifies its responsibilities to execute on strategic deliverables, while striving to be reflective of its workforce and the broader society in which Sanlam operates. The human resources and remuneration committee periodically reviews and assesses executive performance over time. These performance evaluations are based on a predetermined set of targets and key performance indicators.



**Most operating business decisions are made by these cluster governance structures and cluster management teams. These structures are responsible for generating memorandums and formulating matters for consideration by the Sanlam and Sanlam Life boards, respectively.**

The board is satisfied that the delegation of authority framework, which is reviewed annually, contributes to role clarity and makes it possible to effectively exercise decision-making power and responsibilities.

Sanlam's business approach requires that each business cluster operates in concert with its underlying business units. However, all entities in the group are required to endorse the recommended practices of King IV™.

All business clusters and governance structures in the Group are supported by clear approval frameworks and agreed business principles to ensure a coherent and consistent application of the group's governance approach across the businesses.

#### Group exco committee composition and role

The committee comprises the Group Chief Executive Officer, heads of the business clusters, and group office functionaries.

Group exco supports and assists the Group Chief Executive Officer with the operational management of Sanlam, subject to statutory and delegated limits of authority. Its main functions include executing the group's strategy, co-ordination, performance monitoring and reporting.

# Governance summary continued

## Exco members



**Paul Hanratty**

Group Chief Executive Officer  
July 2020



**Abigail Mukhuba**

Group Finance Director  
October 2020



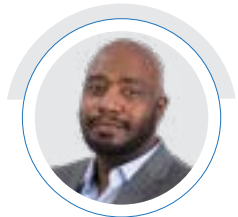
**Sana-Ullah Bray**

Group Executive: Human Capital  
January 2023



**Anton Gildenhuys**

Chief Executive Officer: Sanlam Life and Savings  
September 2024



**Theo Mabaso**

Chief Information Officer  
January 2022



**Mmaboshadi Chauke**

Group Executive: Corporate Affairs and  
Sustainability  
November 2024



**Bongani Madikiza**

Chief Executive: Sanlam Retail Mass  
September 2020



**Tavaziva Madzinga**

Chief Executive Officer: Santam  
July 2022



**Mlondolozu Mahlangeni**

Chief Actuary and Chief Risk Officer  
September 2020



**Kanyisa Mkhize**

Chief Executive: Sanlam Corporate  
September 2020



**Carl Roothman**

Chief Executive: Sanlam Investment Group  
January 2022



**Riaan van Dyk**

Chief Executive: Sanlam Fintech  
February 2023

## Governance summary continued

### Information management and information technology (IIT) governance

At Sanlam, IIT is regarded as a strategic focus area. Sanlam acknowledges the pivotal role that IIT governance and digital transformation play in conducting business in a highly competitive environment. The group has a high level of maturity in IIT governance.

The board, supported by the risk and compliance committee, has ultimate responsibility and accountability for the management and governance of IIT. IIT governance and management are deemed essential for Sanlam to achieve its strategic objectives and are deeply entrenched in how the group conducts its business. This ensures that the group remains relevant, which includes creating a future-fit culture to enable the group to respond appropriately to stakeholders' expectations and demands.

The roles and responsibilities of the board and, where applicable, the relevant committees in respect of IIT governance, include the following governance structures:

1

The **board** oversees implementing IIT governance practices across the group. It directs the strategic and operational application and use of technology and information to ensure benefits are realised in the clusters and businesses within an acceptable and articulated level of risk. Furthermore, the group's IIT governance framework and reporting system enable the board to reinforce and verify that value is derived through the appropriate use of IT and that IT change initiatives are aligned to the business strategy. The framework continues to holistically provide centralised oversight and guidelines in alignment with the broader group governance framework.

2

The **risk and compliance committee** is responsible for IIT governance and oversees the management of Sanlam's top technology and information-related risks. This is assessed based on materiality and aligned with the group's risk appetite and risk management framework. The committee oversees the development and review of Sanlam's technology strategy and the group's digital transformation roadmap.

3

The **Digital Transformation and IT Forum** is a subcommittee of the risk and compliance committee. It assists the risk and compliance committee in fulfilling its duties of strategic oversight on digital transformation and IT. The forum co-ordinates and provides oversight for digital transformation activities (strategy, governance, compliance and risk) in the Sanlam group by liaising with the group's technology council and directly engaging with the business clusters.

4

**External and internal auditors** frequently perform reviews and assessments as part of their IT management and governance audits.

5

The **various cluster governance structures** are responsible for monitoring performance and reporting frequently to the technology council, which in turn reports to the digital transformation and IT forum.

6

**Management** assures the digital transformation and IT forum, risk and compliance committee and audit committee that effective IT governance practices are in place and material IT-related risks are mitigated appropriately.

7

All significant technology, governance, security and information-related audit findings are reported to the **audit committee**, which ensures these are addressed accordingly.

8

The **group's internal audit function** exercises oversight of the management of technology and information risks and effectiveness of identified controls. To this end, assurance is provided to the digital transformation and IT forum, and audit committee, which satisfies itself of the effectiveness of the group IIT governance system and applied controls.

# Governance summary continued

## Our approach to managing tax

The group is committed to a tax strategy that ensures compliance with tax laws and which is consistently transparent and sustainable in the long term.

The Sanlam group's tax strategy is approved by the board and reviewed on a biennial basis. The tax strategy comprises five key objectives, being:

1

**Safeguarding the group's reputation** as a compliant and responsible taxpayer and collector of taxes

2

**Operational compliance** with tax laws and regulations

3

**Full compliance with tax laws** and all transactions based on solid business motivations

4

**Maintaining transparent and proactive relationships** with tax stakeholders

5

**Transparent and meaningful disclosure** of relevant tax information to stakeholders

### Tax governance and compliance

The board, the audit committee and the risk and compliance committee are ultimately responsible for ensuring that the tax affairs of the group are managed effectively and in compliance with the tax strategy and tax governance framework of the group. Throughout the group, the heads of the financial functions of each business take responsibility for managing day-to-day tax compliance in accordance with a governance framework which sets minimum standards for all tax-related compliance and risk management processes. They report to the relevant audit committees, which in turn report to the relevant board committees. Tax administration capabilities, processes and methods are aligned with the Tax Strategy and governance framework and subject to ongoing review, strengthening and improvement.

A team of tax professionals with appropriate technical qualifications and experience forms part of the group office and is responsible for overseeing compliance with the tax strategy and tax governance framework, to ensure coherence in the approach to tax matters across the group and provide tax technical guidance and support. The head of group tax reports to the Group Finance Director, who is a member of the board.

Tax legislation is growing in complexity and cause for enormous interpretation, implementation and administrative efforts. Appropriate processes are in place to ensure that financial functions remain up to date with changes in tax legislation and the implementation thereof. Where appropriate, external professional advisers are consulted to review and validate our positions and ensure that we remain up to date with changes in tax legislation, disclosure requirements and best practice.

Tax governance and compliance are aligned with the group's code of ethical conduct.

### Tax risk management and tax appetite

Identifying and managing business risks are central to achieving our business strategy and are embedded in all business activities, functions, processes and systems. We have a low appetite for tax risks and seek to minimise these through efficient processes.

Each business ensures that appropriate processes are in place to monitor tax controls and processes on an ongoing basis to ensure compliance and mitigate the risk of non-compliance. Through its oversight role, the group tax function continuously monitors the effectiveness of these processes.

However, risks can arise through the poor implementation of transactions, ineffective management of controls and sometimes through legal interpretation challenges by tax authorities. In such situations, we adopt a proactive approach to address the potential financial impact of any risks and the resolution of any such matter.

### Tax planning

Sanlam is committed to being honest and transparent in its business dealings. This includes a responsible approach to tax planning and tax efficiency. The tax impact and efficiency of investment decisions and operational matters are appropriately considered initially and monitored on an ongoing basis.

Decisions, business structures and transactions are based on sound commercial and economic purposes, and have commercial substance which are aligned with the jurisdictions in which our activities are based. We do not engage in any activities that could be considered solely or mainly for tax avoidance, base erosion or profit shifting. As a general rule, we do not engage in tax haven jurisdictions. Exceptions are made if valid business reasons exist – in such a case, the choice of residence in such jurisdictions must be business and, where applicable, regulatory-driven.



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# Creating and enabling shared value



## Group Chief Executive Officer's review

**In 2024, we continued to expand the number of lives we touch in Africa and India, empowering generations with confidence in their financial futures.**

### Driving a strategic shift to organic growth

Sanlam's strategic progress over the last four years has created an emerging markets financial services group dedicated to advancing our purpose of empowering generations to be financially confident, secure and prosperous. Through carefully considered corporate action, prudent capital stewardship and leveraging our exceptional partnerships, we have built a unique, diverse and resilient portfolio of businesses with the scale, reach and impact to transform the lives of our clients across Africa and Asia.

Our strategic progress is evident in our financial performance. In 2024, the group delivered excellent results on our key financial metrics.

#### Excellent performance on key financial metrics

##### Earnings and cash

**+17%**

Cash NRFFS<sup>(1) (2)</sup> per share

**+26%**

Net operational earnings<sup>(2)</sup>  
per share

**+52%**

IFRS earnings per share

##### Growth

**+9%**

Group new business volumes<sup>(3)</sup>

**+52%**

Net client cash flow

**+2%**

Life insurance net value of  
new business (VNB)

##### Value creation

**20,3%**

RoGEV<sup>(4)</sup> per share

**18,0%**

Adjusted RoGEV per share  
above hurdle of 15,6%

**19,8%**

Return on equity<sup>(2)</sup>

##### Capital

**168%**

Group solvency cover ratio

**445 cps**

Dividend +11%

**R4,1 billion**

Discretionary capital balance

<sup>(1)</sup> Net result from financial services.

<sup>(2)</sup> Excluding reinsurance recapture fee.

<sup>(3)</sup> Includes SanlamAllianz on a unaudited pro forma basis.

<sup>(4)</sup> Return on group equity value.

**Paul Hanratty**  
Group Chief Executive Officer

## Group Chief Executive Officer's review continued

### Positioned and partnered for sustainable growth

As a fintech-enabled emerging markets group, Sanlam provides financial services that touch over 92 million lives across 31 countries in Africa and Asia. Our strategic focus is on integration, synergy and innovation to drive organic growth, and steadily increase the number of lives we touch over time. We are well-positioned to achieve this by leveraging our strength in our high-potential emerging markets and delivering a holistic suite of class-leading, client-centric services.

Our chosen geographies offer uniquely attractive structural growth drivers. Africa and Asia have vast populations of working-age and increasingly tech-savvy populations – more than 850 million in Africa and a billion in India – offering practically unrestricted headroom for financial services growth.

Our strategic partnerships allow us to pursue this compelling growth opportunity efficiently, at scale and with reduced risk and capital outlay. Ubuntu-Botho Investments (UBI) in South Africa, Allianz in Pan-Africa and Shriram in India earn us legitimacy, trust and differentiation faster than we could achieve otherwise. Together, we can offer our clients more affordable product options and alternative distribution platforms that drive financial literacy and inclusion, addressing the large insurance, savings and investment gaps in our markets.

### Building a fortress position in South Africa, with Ubuntu-Botho

Our strategic partnership with UBI is the foundation on which our fortress position in South Africa has been built. The partnership was established in 2004, with the broad-based empowerment group taking up an initial 8% stake in Sanlam. UBI remains one of our largest individual shareholders, with a holding of 13,8%.

Sanlam has benefited significantly from our holding in the investment arm of UBI, African Rainbow Capital Financial Services Investments (ARC FSI). Besides an investment return of 24% per annum, it has facilitated several transactions within the ARC FSI stable that has enabled Sanlam to develop a comprehensive ecosystem of solutions for the South African market.

In 2024, we renewed our empowerment agreement with UBI, ushering in the third 10-year term of the partnership. We also executed a transaction in which Sanlam Life paid R2,6 million in cash and swapped its 25% shareholding in ARC FSI – valued at R1 492 billion – for a 25% stake in ARC Financial Services Holdings (ARC FSH). This transaction gives us access to valuable strategic opportunities within the ARC FSH portfolio.

Our R6,6 billion acquisition of Assupol in 2024 was another landmark transaction. This makes Sanlam one of the largest insurers in the retail mass market, which we intend to transform as a strong growth opportunity for tailored, affordable and accessible financial services. Assupol's comprehensive offering and 1,5 million clients now complement Sanlam's own base, creating new opportunities for cross-selling, back-office integration and fintech-enabled optimisation.

During the year, we concluded the acquisition of 60% of MultiChoice's insurance business. The transaction offers Sanlam significant cross-sell opportunities into MultiChoice's extensive client base across the continent. Given its excellent subscriber base and highly efficient collection system, we see great potential for our credit, life and general insurance businesses in this partnership.

Late in 2024, we were pleased to announce the intention to create a long-term active asset management relationship between ourselves and Ninety One, subject to regulatory approvals. This would entail transferring our local active asset manager, Sanlam Investment Management to Ninety One and appointing them as permanent investment manager for the assets of Sanlam Investments UK Limited. In return, the group will hold a 12,3% equity stake in Ninety One through a combination of Ninety One Limited and Ninety One plc shares, establishing Sanlam as a long-term shareholder of Ninety One.

A challenge in the year was the underperformance of our healthcare business, Afrocentric, which faced highly challenging trading conditions. This demanded that we impair its equity value. We have taken swift corrective action, including a new leadership team and renewal of the business's IT management and systems backbone. Our investment in Afrocentric forms an essential element of our strategy to provide a holistic and highly differentiated healthcare offering in South Africa, which leverages combined data sets to add new value to our clients. In 2024, this came to fruition with the launch of a new Sanlam-endorsed open medical aid scheme.

### Unlocking African growth opportunity, with SanlamAllianz

SanlamAllianz made substantive progress in its first year of operation, completing several major integrations and meeting its business targets. Despite the intensiveness of the integration programme, SanlamAllianz's focus on revenue growth and efficient capital, cash flow and cost management remained relentless.



SanlamAllianz is managed through a lean hub-office structure, which facilitates governance oversight, strategy and standards development, and performance monitoring across a large base of diverse country operations. This does not imply a 'one-size-fits-all' approach to operating in Africa; we are deeply sensitive to country and cultural differences in our design and distribution of services, knowing that local understanding and relevance, even at the micro-level, are critical success factors.

Looking ahead, SanlamAllianz will seek to deliver a range of relevant financial services solutions for both existing and new clients that unlock possibilities at every stage of their lives. In doing so, the joint venture will prioritise key countries and markets, implementing targeted strategies tailored for relevance to specific client populations.

# Group Chief Executive Officer's review continued

## Driving unrestricted growth in Asia

Sanlam has been in partnership with Shriram since 2004. Shriram is a uniquely positioned and rapidly growing leader in the Indian financial services market, with a strong following among India's most marginalised communities.

Over the past two decades, the value of this partnership has grown to more than R23 billion. Over that period, Sanlam has developed a deep understanding of the Indian insurance market and Shriram's portfolio of products and services.

In 2024, we announced our intention to increase our stake in Shriram General Insurance to 50,99% from 40,25%, and in Shriram Life Insurance to 54,4% from 42,38%, subject to regulatory approvals. The group decreased our holding in Shriram Finance from 10,19% to 9,54%. This shift will not change our influence or role in our partnership with Shriram, but increase our share of the strong growth opportunity that our Indian business presents. Insurance penetration in India is relatively low, with 3% for life insurance and 1% for non-life insurance. Shriram's exceptional reach in the expansive Indian finance market, and its dominance in underserved outlying areas, present us with virtually unrestricted ability to drive insurance growth and financial inclusion.

## Enabling financial inclusion through technology and people

Our digital strategy, which aims to digitise our business and create digital business models, entails the application of automation technologies, generative AI and machine learning. This is giving us the opportunity to create highly personalised client propositions and experiences at scale, enhancing both client satisfaction and operational efficiency. In parallel, the expansion of digital channels is enabling our reach into underserved markets at a far lower cost. However, financial inclusion remains inaccessible without proper financial education and guidance. As such, we are focused on empowering clients with financial education and coaching through new digital business models designed to elevate the quality of service while lowering the cost to serve.

While digital technology will bring a step-change to our ability to serve and empower more clients effectively and cost-efficiently, our commitment to client-centricity remains entirely reliant on our people's skills, ingenuity and empathy. This human connection is greatly facilitated by digital and data enablement, and we are equipping our people to apply digital means in understanding and serving our clients.

Our people remain our most valuable competitive advantage. To this end, we invest responsively in the physical, mental and financial

wellbeing of our people as part of a comprehensive strategy to attract, retain and engage the best talent and to deepen our technical and digital expertise. Notably, we conduct regular surveys to assess employee morale and identify potential challenges. Recent survey results, based on high response rates, show that employee sentiment is positive and stable at Sanlam. This is a welcome endorsement that our human capital strategy, which aims to make Sanlam a great place to work, is working well.

## Appreciation

I thank the Sanlam board for their high engagement, always sage advice and close support of the management team in what has been a pivotal year for Sanlam. My special thanks to our clients for the trust they place in us, and to our employees and intermediaries without whom our strategic progress would stall. Alongside our trusted partners, we have the privilege of shaping the future of our markets; the progress we have made in recent years gives grounds for confidence that we can continue to empower the people of Africa and Asia, delivering benefits that will endure for generations.

*Paul Hanratty*

**Paul Hanratty**  
Group Chief Executive Officer







## Our macro-economic context

**We expect global economic expansion to continue into 2025, partly supported by further monetary policy easing.**

However, heightened geopolitical risk and the potential for material economic policy changes in the United States of America (US), including potential inflationary import tariff increases, imply adverse shocks that could affect economic outcomes in our markets.

Despite increased geopolitical tension and conflict, the global economic expansion continued in 2024. Whereas China's economy disappointed amid excess capacity, the US economy remained resilient, supported by elevated profits, favourable wealth effects and continued jobs growth. At the same time, disinflation paved the way for interest rate cuts in both developed and developing economies

### South Africa

**We remain committed to supporting South Africa's economic reform agenda, and look toward the benefits of an improved economic growth rate for all our stakeholders. We continue to support focused initiatives to improve energy supply and logistics, reduce crime and corruption and create and increase employment.**

Real GDP, seasonally adjusted and annualised, contracted by 1,4% in the third quarter of 2024. However, excluding agriculture, real gross value added increased by 2,1% and 1,9% in the second and third quarters of 2024 respectively, on the same basis. This points to the country's improving growth prospects, given better electricity supply, stabilisation of the terms of trade, and monetary policy easing.

The stabilisation of electricity supply in 2024 speaks to progress of economic reforms under Operation Vulindlela, a joint initiative of the Presidency and National Treasury to accelerate structural reforms and economic growth. Policy liberalisation is allowing greater private sector participation in infrastructure investment, with future investments expected in the transport sector. Specifically, private sector access to rail freight operations is expected to supplement investment in the country's ports.

The building blocks for an interest rate cutting cycle fell into place through the year. Inflation, which peaked at 7,8% in July 2022, slowed to 3,0% by the end of 2024, below the mid-point of the South African Reserve Bank's (SARB's) inflation target range. Allied to this, inflation expectations drifted lower, while the trade-weighted

Rand appreciated over the course of the year following persistent depreciation through most of 2022 and 2023. Accordingly, the SARB cut its repo rate by a cumulative 50bps through 2024.

Given the correlation between economic growth, disposable income and growth in insurance premiums, the prospects of the insurance industry depend on sociopolitical stability and reform momentum, and advance in the fiscal consolidation path the government has committed to. This would support stabilisation and ultimately a decrease in the government's gross loan to debt ratio over the medium to long term.

### Pan-Africa

**SanlamAllianz is building a strong diversified foundation for future growth. We remain positive about the growth prospects for the African countries in which the joint venture operates, despite the short-term challenges posed by sustained high interest rates and inflation in many countries, as well as continued pressure on currency exchange rates. The continued diversification of this portfolio is expected to provide some buffer to the volatility in regional performance.**

In sub-Saharan Africa, real GDP growth increased marginally to an estimated 3,8% in 2024 from 3,6% in 2023 against the backdrop of disinflation across countries. Strong GDP growth rates were recorded in East Africa, including Uganda, Tanzania, Rwanda and Kenya, as well as in West Africa, including Côte d'Ivoire and Senegal. However, elevated security concerns in the Sahel region could affect economic outcomes for the region.

The improvement in economic activity was not uniform across all countries. Growth among the large resource-producing countries moderated in 2024, although activity lifted in Angola and Nigeria. Growth prospects for Namibia have brightened given expected investment in hydrocarbons. In Botswana, however, a marked fall in diamond sales prompted material downward revisions to growth expectations.

In recent years, numerous African countries have seen sovereign debt rating downgrades, including Egypt, Nigeria, Kenya, Namibia, Uganda, Morocco, Senegal, Ghana, Zambia and Botswana. In Ghana and Zambia, sovereign debt was restructured following defaults. Sustained high debt levels in numerous countries underline the importance of fiscal consolidation on the continent. In Kenya, the Tax Laws (Amendment) Bill 2024 was signed into law in December 2024.

The Act is expected to make a positive contribution to Kenya's pursuit of fiscal stabilisation through tax reform and improved tax administration.

A dearth of foreign exchange reserves also made some countries vulnerable to balance of payments constraints. In Angola and Nigeria, this affected currency convertibility, accompanied by a high level of currency volatility.

Currency weakness against the backdrop of fiscal concerns contributed to sustained high double-digit inflation in Angola, Nigeria, Ghana, Zambia and Malawi, although the latter's currency was relatively stable through most of 2024. Further, in some countries, high food price inflation and/or the removal of fuel subsidies (in pursuit of fiscal consolidation) have contributed to high inflation. In Nigeria and Kenya, the escalating cost of living sparked violent protests, as did the results of the general election in Mozambique. Looking ahead, International Monetary Fund (IMF) support in many countries and US interest rate cuts are expected to ease external liquidity constraints.

In North Africa, real GDP growth slowed in Egypt against the backdrop of the deepening conflict in the Middle East, partly reflecting the disruption of shipping routes through the Red Sea. Following devaluation of the Egyptian pound in the first quarter, inflation slowed but remained high. The country's debt ratio is elevated with a large share of foreign currency debt. Nonetheless, balance of payments pressures eased in response to IMF assistance and foreign direct investment inflows.

In Morocco, real GDP growth moderated in 2024, partly due to the impact of drought on agricultural production. Still, disinflation and a lower policy interest rate supported economic activity. Medium-term growth prospects for Morocco's diversified economy are considered solid.

### Asia

**We are positive about the prospects of our Indian operations, with continued momentum in the economy and the expansion of distribution channels in the Shriram insurance businesses.**




India is one of the fastest growing economies in the world underpinned by robust investment spending and a shift in activity toward technologically advanced sectors. Nonetheless, the implementation of economic reforms must continue to secure sustained high growth over the long term.

# Our strategy

## Our strategy at a glance

Our strategy aims to maintain and strengthen our position as a digitally enabled insurance market leader in Africa, and in fast-growing markets in Asia. While our strategy has been expressed in significant mergers and acquisitions (M&A) activity over the last four years, our focus now is on integration, consolidation, synergy and innovation within the group and alongside our strategic partners, as we execute our strategies for organic growth and financial inclusion.

### Driven by our purpose and to realise our vision:

We are:	By:	With:	Measured by:	Achieved in 2024:	
Building a business for long-term growth in high-potential emerging markets...	<ul style="list-style-type: none"><li>Pursuing high-growth emerging markets in Africa and Asia</li></ul>	<ul style="list-style-type: none"><li>Attractive structural growth drivers in chosen geographies</li></ul>	<div> <b>RoGEV</b></div>	<div><div>&gt; Risk-free rate +4%</div><div>Given the direct relationship between shareholder and stakeholder value creation, RoGEV is a robust forward-looking metric that combines current-year earnings compared to expectations (short term) and changes in future expected earnings (long term), to measure the long-term value we create for our shareholders by reflecting how successfully we create value for all key stakeholders.</div></div>	<div>↑ 20,3% per share (2023: 16,7%) above hurdle rate of 15,6%</div>
...as a client-focused financial services group...	<ul style="list-style-type: none"><li>Employing a capital efficient business model</li></ul>	<ul style="list-style-type: none"><li>A unique ecosystem of purpose-led solutions and service options</li></ul>	<div> <b>Dividend payment</b></div>	<div><div>2% – 4% inflation adjusted growth over a rolling three-year period</div><div>We target inflation-adjusted dividend growth for our shareholders, which reflects our financial strength and resilience, and our ability to generate cash consistently.</div></div>	<div>↑ 11% increase on 2023 at 445 cents</div>
...to create sustainable long-term value for all stakeholders.	<ul style="list-style-type: none"><li>Investing in acquisitions and partnerships</li></ul>	<ul style="list-style-type: none"><li>Partnership synergies for scale, reach and efficiency</li></ul>	<div> <b>Lives touched across Africa and Asia</b></div>	<div><div>2% – 4% inflation adjusted growth over a rolling three-year period</div><div>We target inflation-adjusted dividend growth for our shareholders, which reflects our financial strength and resilience, and our ability to generate cash consistently.</div></div>	<div>↑ 11% increase on 2023 at 445 cents</div>
	<ul style="list-style-type: none"><li>Evolving for our clients and modernising our business</li></ul>	<ul style="list-style-type: none"><li>Business clusters delivering client-centric financial solutions</li><li>Data and digital transformation</li></ul>		<div><div>2% – 4% inflation adjusted growth over a rolling three-year period</div><div>We target inflation-adjusted dividend growth for our shareholders, which reflects our financial strength and resilience, and our ability to generate cash consistently.</div></div>	
	<ul style="list-style-type: none"><li>Maintaining a client-focused lens and strong brand affinity</li></ul>	<ul style="list-style-type: none"><li>Talented and engaged employees</li></ul>		<div><div>Increase the number of lives touched across Africa and Asia</div><div>A measure of how we are driving financial inclusion across our respective geographies, including product holders and their beneficiaries.</div></div>	<div>↑ Over 92 million lives touched (2023: 79 million)</div>
	<ul style="list-style-type: none"><li>Embedding purpose-led sustainability</li></ul>	<ul style="list-style-type: none"><li>Integrated ESG and investing for good</li></ul>			

**Empowering generations to be financially confident, secure and prosperous.**

**To be a leading financial services group delivering sustainable long-term growth through our operations in high-potential emerging markets.**



# Strategic trade-offs

## South Africa

In our strategic response to shifting competition and industry disruption, we decided to build Sanlam Fintech within the group as an integrated entity, rather than a separate fintech company.

This amplifies the enterprise-wide benefit of a centralised and shared innovation competency, driving collaboration, cross-learning and cross-selling between the business clusters. It also embeds the development of digital technology offerings within our traditional intermediated business model, enabling the evolution of a client-centred omni-channel engagement model that unites human skill and empathy with the scale and cost benefits of digital technology. The trade-off here is that our progress in ‘disrupting ourselves’ will be slower and more measured even though competition is intense and the risk of disruption in a rapidly digitalising industry is high.

Dedicating resources to regulatory compliance, particularly the system, operational and disclosure changes required for new laws, regulations and standards, diverts resources from achieving strategic goals, particularly in relation to digital transformation and innovation.

This was the case during the year in SLS, with IT and business resources intensively focused on achieving Two-Pot readiness, which impacted progress in our systems renewal and re-platforming to enable new digital offerings. Given Sanlam’s dedication to best-in-class governance, and maintaining the trust of our stakeholders, we will always prioritise compliance over innovation, although we will also seek to respond to regulatory changes in a way that also furthers our strategy. This was evidenced by creating a compulsory digital engagement platform for Two-Pot transactions, which is enabling greater levels of engagement with clients on saving for retirement, and generating valuable data to enhance personalisation.

There are multiple other trade-offs to manage in implementing our extensive data and digital transformation strategy.

These include managing innovation in relation to security, as digital transformation requires rapid adoption of new technologies and digital pathways, which can expose the group to heightened cyber security risks. Another key trade-off is managing time to market versus quality, given that accelerating digital initiatives to stay competitive can sometimes mean compromising on the thoroughness of testing, quality assurance, or user experience. We are careful to balance between releasing products quickly to capture market opportunities and taking the time to polish the final product and ensure all risks are covered. From a resource allocation perspective, digital transformation requires significant investment in infrastructure, talent, and change management, which could be used elsewhere, while ‘business as usual’ costs escalate and can erode margins. Through collaboration between Sanlam Group Technology and the business clusters and functions, we ensure that sound use cases for digital adoption are developed, so that our capex and opex spend related to digital transformation enables new value for the group. Finally, embracing digitalisation often requires significant cultural changes that may not resonate with all employees, potentially leading to resistance or attrition, especially among those accustomed to traditional work methods. We focus heavily on change management to drive adoption of new ways of working, and our employee development initiatives focus specifically on deepening digital literacy among our people.

## Pan-Africa and Asia

Investing in Pan-Africa and Asia will generate less cash in the short term compared to investing more in South African ventures, but promotes sustainable long-term growth and value.

We resolve this trade-off by maintaining a conservative balance sheet, applying a prudent and disciplined approach to the allocation of capital which balances long-term strategic considerations with our commitment to upholding our dividend policy and short-term returns for shareholders.



# Our strategic delivery

## Building a fortress position in South Africa

To preserve our leading market positions and to grow, we are refining, innovating and extending our holistic, highly competitive solutions, increasing orchestration in the group and driving digital renewal and innovation. Service quality and cost-efficiency are essential to growth, as we focus on diversifying our revenues further by integrating new offerings and reaching new segments through partnerships.

Cluster	Objectives	Advantages
<b>Sanlam Life and Savings (SLS)</b>	<ul style="list-style-type: none"> <li>• <b>Transform the retail mass segment</b> <ul style="list-style-type: none"> <li>– Build a leadership position in the mass market.</li> <li>– Enhance omni-channel engagement, including branch network modernisation.</li> <li>– Drive cross-selling from our expanded portfolio of product solutions.</li> <li>– Improve average unit costs.</li> </ul> </li> <li>• <b>Maintain our leading position in the affluent segment</b></li> <li>• <b>Build a robust corporate offering</b> <ul style="list-style-type: none"> <li>– Grow our umbrella fund.</li> <li>– Integrate our comprehensive health offering.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Unique partnership with ARC Financial Services Holdings (ARC FSH).</li> <li>• Strategic optionality by plugging M&amp;A into our scale.</li> <li>• Robust scale for wide reach and resilience.</li> <li>• Most comprehensive solutions set in South Africa.</li> <li>• Unrivalled distribution capabilities via our tied agency force.</li> <li>• Cost efficiencies through sharing services and elimination of duplication.</li> </ul>
<b>Santam</b>	<ul style="list-style-type: none"> <li>• <b>Maintain our leadership in general insurance</b> <ul style="list-style-type: none"> <li>– Strengthen our leadership position in South Africa, driven by data, with clients at the centre of everything we do.</li> <li>– Drive international expansion and diversification.</li> <li>– Scale ecosystems and explore new markets.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Diversity across insurance classes, regions and market segments.</li> <li>• Geo-coding and risk management to manage changing risk landscape, including increasing weather-related claims.</li> <li>• Multi-channel distribution including partnerships.</li> </ul>
<b>Sanlam Investment Group (SIG)</b>	<ul style="list-style-type: none"> <li>• <b>Ensure world-class asset management capabilities</b> <ul style="list-style-type: none"> <li>– Ensure our offering to South African investors compares favourably with the best in class in efficiency, access to investment opportunities and performance benchmarks.</li> <li>– Develop offshore operating model and platform to enhance our global value proposition to private clients.</li> <li>– Consolidate retail distribution strategy across all products and market segments for better collaboration and growth impetus.</li> <li>– Develop a market-leading alternatives business to make a real sustainable difference in the emerging market economies in which we operate.</li> <li>– Drive the democratisation of investments through our leading indexation business.</li> <li>– Build a global asset management offering in India, in partnership with Shriram.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Largest, most diversified investment firm in South Africa, growing in India.</li> <li>• Largest black-owned asset manager in South Africa.</li> <li>• Leading global product capabilities rooted in our expertise and strategic partner networks, with access to all asset classes whether private or public, actively or passively managed.</li> <li>• Supported by the Sanlam distribution network – one of the largest distribution channels in South Africa with capabilities that include advice, administration and solutions.</li> <li>• Transforming the industry in South Africa – driving financial inclusion through cost-effective solutions, driving social and economic change through ESG and impact investing across Africa.</li> </ul>

## Our strategic delivery continued

### Acquisitive growth creating strategic optionality

Since the refresh of our strategy in 2020, the group has allocated significant capital to corporate activity aimed at building a fortress position in South Africa. We have done transactions to enhance our product offering and close service gaps, gain access to new client ecosystems, and reinforce our scale resilience and market leadership in South Africa.

The opportunities of each transaction were quantified and implemented accordingly in the relevant businesses (see below). This meant that management bandwidth was not overburdened in successfully integrating the various transactions completed. Overall, we recorded an uplift in new business volumes, value of new business (VNB), and an expansion in VNB margins to completed corporate activity, despite a tough operating environment.

Mass	Assupol
Affluent	Capital Legacy Brightrock Absa and AlexForbes LISP
Corporate	Afrocentric Sale of standalone retirement fund administration business
Investments	Absa asset management
Fintech	NMS Insurance Services (NMSIS) Sanlam Personal Loans (SPL)
Across segments	ARC FSH

## Sanlam Life and Savings

### Delivering holistic client engagement

Our strategy to build a fortress position in South Africa was based on scenario planning that expected difficult socio-economic conditions to persist in South Africa over the medium term. The improvement in sentiment post South Africa's general election, indications that inflation is under control and interest rates coming down, gives cause for cautious optimism. However, consumers and small, medium and micro enterprises (SMMEs) remain financially vulnerable, due to high real interest rates, combined with over-indebtedness putting strain on disposable income.

To build an unassailable leadership position in the South African market, we are putting holistic client engagement at the centre of our strategy. This entails an integrated suite of solutions, rather than product siloes, that can be tailored to meet the diverse needs of our individual mass market and affluent clients, and our corporate clients and members of group schemes. This will require an integrated client engagement and servicing strategy, which will be enabled through the use of technology. Through our omni-channel engagement and distribution model, we are strongly focused on improving the cross-selling of our insurance, risk and savings, investment, lending and health products, underpinned by financial education and quality advice that ensures personalised financial planning and the most relevant solutions, and that clients' affordability is never overextended.

Our holistic client engagement model will combine product specialisation, a shared service competency and a unified data strategy to enable the cross-selling of solutions relevant for individual clients. In collaboration with Sanlam Fintech and Sanlam Group Technology, we built an 'integration layer' into our system backbone, to deliver a single view of a client across our businesses, and single access to the whole of Sanlam for clients. We expect cost efficiencies from increased sharing and elimination of duplication in client service platforms across our businesses, and increased cross-selling via unified, integrated and highly competitive propositions to clients. The single view will be a step-change in enabling the integration of product siloes around the needs and expectations of our clients, allowing seamless sign-in across platforms, enhancing data integration and richer client engagement.

In the challenging domestic environment, persistency in our retail mass business has been a challenge, which we addressed with focused management actions. Core to our approach has been to incentivise active and meaningful client engagement as the key to retention and new growth. We changed commission structures for our intermediaries to discourage churn in replacement policies, and to incentivise new business sales from key accounts where we are under-represented, specifically commercial accounts. We redoubled our client focus, putting several initiatives in place to engage with clients at risk of lapsing on their policies, including contacting clients who rated our service as poor, to do service recovery and prevent potential cancellation, and launching new re-instatement rules. Whereas these actions affected sales performance in the short term, we already started seeing the benefits of an improvement in persistency in our individual life business through the year.

Financial inclusion is a core strategy of the group, with the focus on offering highly differentiated value and building trust, by empowering clients through financial education, the right advice, and the most appropriate products and access options. During the year, we continued to drive financial literacy through our Kas'lam initiative in Retail Mass, which empowers consumers in informal economies through consumer financial education, and building trust through community engagement and investing in infrastructure projects like providing water tanks in schools. In our corporate business, we continued to provide scheme members with financial education through our popular Imali Zam webinars.

A key focus during the year was to improve our health and wellness offering, a key component of a leading, comprehensive wealth- and healthcare offering. The strategy has included integrating Afrocentric's health offerings, developing preventative care and specialist health solutions, and piloting unique value-based care products. In October 2024, we launched a medical scheme offering endorsed by Sanlam, with Fedhealth as the anchor scheme, offering a comprehensive and differentiated health proposition to both retail and corporate clients.

Our Sanlam Umbrella fund continues to gain traction, growing to over R122 billion (2023: R101 billion) in assets under administration, maintaining our position as third largest retirement administrator fund in the South African market.

To drive cross-selling across our expanded solutions set, we aim to offer our entire client ecosystem access to our newly consolidated health insurance proposition. We will focus on integrating our health and financial services and reward offerings by leveraging our rich client data sets to offer tailored, bundled solutions that improve the pricing of underwritten products. Our initial thrust will be to bundle underwritten products with the medical scheme offering in Risk and

## Our strategic delivery continued

Savings and Glacier for the retail affluent segment. Further cross-selling will come from Sanlam Legacy, our successful trust and fiduciary business, expanding its focus from the affluent market to the mass market. Also targeting the mass market, we intend to integrate our insurance offerings with Sanlam Fintech's credit offering to drive lending growth, leveraging the retail mass distribution network. The final piece in the consolidation of our holistic client engagement model will be to integrate our new rewards proposition.

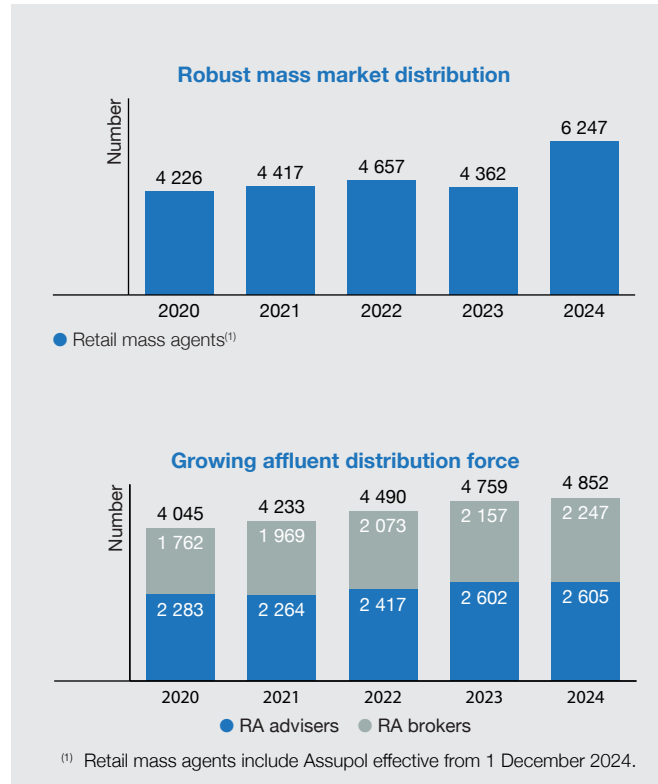
To support the achievement of our holistic client engagement strategy, SLS has embarked on aligning leadership and incentives to drive collaboration and broaden accountability for cost efficiency by sharing services and competencies. The development of Sanlam Fintech within the Sanlam group, which has been successful in attracting and retaining scarce digital skills, provides a centralised competency in this regard, enabling cross-learning and rooting our digital initiatives in business use cases. Part of the cluster-wide change involves conducting a culture inventory to identify and shift cultural drivers across different businesses and setting a change management programme based on findings. A key focus area will be the integration of the Assupol and Sanlam cultures to bring out the best in both organisations.

### Enhancing omni-channel access

Our omni-channel model combines face-to-face contact with clients, with human skill and empathy of our employees and intermediaries in interactions that are increasingly digitally enabled, a network of service centres both our own and acquired through Assupol, and an expanding suite of convenient digital access and self-service options. As such, the model balances our traditional intermediated business, providing human connection and oversight. This expansion in digital engagement options is particularly important given our focus on attracting younger, digitally savvy clients to address the challenge of an ageing client base.

Retail Mass has a robust distribution network, with over 6 200 agents who are digitally enabled to support meaningful client engagement, and a network of service centres around the country that we are in the process of modernising and converting into one-stop financial services branches. With the addition of Assupol, our branch network increased to 146 branches (2023: 60 branches) across South Africa, affording us extensive reach across the mass market segment. Initially, the Sanlam and Assupol distribution teams will work separately in a multi-pronged approach to growing market share. Over time, we will add the Assupol branch footprint to our branch modernisation strategy.

Our affluent distribution force has grown steadily to over 4 800 advisors and supporting brokers since 2020.



### Digital transformation, enablement and data

The technology backbone within SLS is ageing, fragmented and expensive to run, requiring significant renewal of both our IT architecture and of our data and cloud strategies to underpin our holistic client engagement strategy. This will drive consolidation and cost efficiency through increased sharing and elimination of duplication in technology and data assets. SLS has appointed a Chief Operating Officer and a Chief Technology Officer (CTO) to coordinate the efforts of CTOs in all the different businesses in designing fit-for-purpose IT infrastructure and the roadmap to achieve it.

We made progress during the year in simplifying, consolidating and renewing our IT systems, including major projects to decommission legacy systems and re-platform our investment, and risk and savings businesses. Good progress was made in upgrading the IT infrastructure in Afrocentric, and the development of the integration

platform to enable a single view of client and Sanlam, was a foundational achievement. An important aspect of our digital strategy has been to digitally enable our advisory force, providing advisors with key client data (for instance propensity to lapses at the sales stage) to inform engagement and advice. This has included the introduction of AI to provide better client insights and more efficient servicing.

The Pension Funds Amendment Act came into effect on 1 September 2024, ushering in the Two-Pot retirement system, which required retirement funds to amend their rules, adjust their investment portfolios and prepare administrative systems for fund members to apply to access portions of their pension funds. The impact of this implementation has been significant for SLS, at system, process and client levels. Administration processes and systems have needed substantive changes, including the ability both for staff and systems to process large volumes of client queries and cash withdrawals, while delivering a positive client experience. In a technology environment where key technical skills and vendor resources are limited, achieving Two-Pot readiness and system stability has been a major achievement for SLS, even though in some cases it delayed some of the large-scale platform renewal projects and integration and innovation benefits that they will enable.

Besides providing access to a portion of retirement savings, the Two-Pot system aims to improve retirement outcomes by making the preservation of two-thirds of retirement savings compulsory. The introduction of the system has encouraged significant levels of client engagement about retirement savings, which is typically difficult to achieve, creating opportunities for more tailored advice and solutions. We launched an app to manage Two-Pot engagement and withdrawals, which was ready on time offering a smooth experience for our clients. The group saw modest asset outflows but should experience improved asset accumulation in the long term through preservation. We are now focused on tracking how clients are spending the withdrawn funds, to inform client engagement going forward.

### Outlook

In an era in which the global consumer agenda is driven by customisation, businesses and brands that harness human skill and connection in balance with data and technology, to gain a better understanding of clients' needs and respond with relevant, innovative and tailored solutions, are the ones that will thrive. For SLS, the consolidation, integration and renewal of our IT systems, alongside our collaboration with Sanlam Fintech on innovative digital offerings, will enable a holistic client engagement model that drives operational efficiency and cross-selling in large populations of potential new clients.



# Our strategic delivery continued

## Santam

### Maintaining our leadership in general insurance

Santam performed well in 2024, despite another year of challenging operating conditions. The risk environment for short-term insurance in South Africa has changed substantively, given the impact of factors such as power outages, natural disasters and increasing weather-related risk, and high crime levels. We made significant progress in executing our refreshed FutureFit 2030 strategy, which emphasises client-centricity and data enablement, and achieved a much improved underwriting performance compared to previous years. Our diversification across market segments, insurance classes and geographies provided a resilient base for this positive momentum.

Our enhanced focus on specific market segments and tailored distribution methods that draw on our new omni-channel operating model, augmented by our investment in technology and operational processes to improve intermediary and client experience, delivered positive results. We achieved solid premium growth across all channels and improved our net promotor score (a measure of client experience and loyalty) from 52 at the end of 2023 to 57 at the end of 2024.

Santam's underlying strength is vested in the quality of its human capital, and we continue to invest in developing, retaining and attracting the best skills available in the industry through a superior employee value proposition. In 2024, we celebrated an improvement in our Top Employer South Africa ranking from 10th to 8th position. Santam is focused on evolving and transforming our culture to achieve business objectives, drive high performance, build leadership capability while creating a change-agile organisation. The emphasis on employee wellbeing and safety and protection of human rights remain key priorities.

All business units contributed to the growth in gross written premium (GWP); except for Specialist Solutions, while Broker Solutions and Client Solutions benefited from stronger premium rates. The persistent underperformance of the property class necessitated higher-than-inflation premium increases as part of the package of underwriting actions. Motor premium increases were moderated given the improved performance of this book, but are being closely monitored to ensure that claims inflation remains appropriate.

We protected the wealth and prosperity of our clients by offsetting R748 million of weather-related losses for the year.

Partner Solutions grew strongly from a low base, supported by the transfer of the MTN in-force book to the Santam licence in the first quarter of 2024. MiWay's new inbound and tied agency strategies benefitted business insurance with growth of more than 40% in this line of business. Personal lines business performed below expectations but improved on 2023. Overall growth at 8% was a pleasing improvement compared to the 5% achieved last year. The growth was supported by double-digit growth in the fourth quarter of 2024. In December 2024, Santam announced its intention to acquire 60% of the A1 ordinary shares in NMSIS subject to regulatory approvals. The transaction offers Santam increased penetration of general insurance products into the MultiChoice subscriber base and affordable value-added product opportunities to drive financial inclusion.

Santam Re concluded the restructuring of its portfolio in 2024, creating a more diversified and lower-risk base for future growth.

The strategic actions implemented to date benefitted the rate strength and profitability of the in-force book across the group, supporting the improvement in profitability in 2024. We have successfully addressed power surge losses and improved the profitability of the motor book. The property class received attention, including the accelerated roll-out of geo-coding to enhance risk selection and rating, segmented premium increases, higher excess amounts for selected risks and expanded surveying. We made good progress in the roll-out of these initiatives. Notwithstanding the impact of weather-related losses, the property actions contributed positively to our financial performance, and the property portfolio turned positive.

The partnership between our Specialist Solutions business and SanlamAllianz to drive growth across the African continent, continued to deliver positive results.

Santam continues to partner with the South African Insurance Association (SAIA) to narrow the risk protection gap through a financial education and inclusion programme that introduces more people to insurance benefits.

### Outlook

We expect operating conditions to improve in 2025 on the back of improved investor and business sentiment following the formation of the Government of National Unity and improvement in Eskom's electricity availability factor. Personal disposable income should find some relief as both inflation and interest rates improve. A sustained decline in interest rates will support GWP and net earned premium growth prospects. Economic growth and employment levels should benefit from the positive momentum in the reform agenda, and the partnership between government and the private sector over time,

but will likely remain subdued in the short term while structural constraints persist.

As the country's leading general insurer, Santam is well prepared to adapt to changing circumstances, thanks to our diverse market presence across segments, insurance classes and geographies. Our FutureFit strategy is critical to our success, underpinned by a strong brand and a commitment to service excellence that sets us apart in a competitive landscape. Our brand repositioning has reinforced our focus on clients, allowing them the freedom to navigate life with greater confidence and less worry.

We remain confident in Santam's prospects and the potential to deliver enhanced growth and profitability, as our FutureFit 2030 strategy has been tailored to the environment in which we operate.





# Our strategic delivery continued

## Sanlam Investment Group

### Delivering world-class asset management capabilities

SIG continued to progress the group strategy to build a fortress position in South Africa in the past year, by ensuring that our investment offering compares favourably with the best in the world in terms of efficiency, access to investment opportunities and performance benchmarks. Given the pressure that the local asset management industry has experienced over several years, with meagre growth in assets under management (AUM) over the last few years, retention of our current asset base is a high priority.

During the year, we completed the integration of the Absa Asset Management transaction, which has enhanced our scale and provided additional access points for clients. The merger of Absa Fund Managers and the Sanlam Collective Investments business was done by the end of March 2024. The cost savings achieved through operational synergies have exceeded our expectations. Our multi-manager continues to produce strong earnings growth and profits. Together with our network business, Graviton, the multi-manager's joint venture with Glacier has produced a leading discretionary fund manager in South Africa, providing best-in-class solutions to our clients. Amplify remains one of the fastest-growing distribution channels in our stable.

Since the first quarter of 2022, when the offshore limit for retirement funds increased to 45%, we have seen a steady increase in offshore flows as South Africans seek access to a broader investment opportunity set. This liberalisation of exchange control has increased pressure on an already shrinking industry. With the higher weighting for offshore investments, which has also led local investors to consider global asset managers, the rules of the game have changed in the South African asset management industry. It is more important than ever for investors to partner with a multi-skilled asset manager that can combine specific capabilities to invest in a more targeted way across a broad spectrum of local and international investment opportunities.

At SIG, we make use of our extensive skill set and partner network to provide global solutions across the spectrum of client needs – from stand-alone products to bespoke wealth management portfolios for private clients that include deep expertise such as structuring, tax advice across jurisdictions, estate planning and equity-backed

finance. Our private wealth business is making good progress in developing its offshore operating model and platform to enhance its global value proposition to private clients. The expansion of our international offering is on track, with the Guernsey office opening on 1 January 2025.

Effective 1 May 2024, a specialist retail function was created to coordinate the retail distribution strategy across all products and market segments to achieve better collaboration and ensure future growth. The split in distribution responsibilities between retail and institutional markets ensures a dedicated focus on the respective strategies.

Alongside our expertise in traditional asset classes, we are driving growth in our alternatives business as an essential component of meeting clients' needs and expectations, underpinned by our philosophy of responsible investment. During 2024, our alternatives business grew to over R100 billion in AUM, following the integration of the specialised credit finance business into the alternative asset business on 1 January. Extensive work is underway to evolve the new combined entity to become a market-leading alternatives business that will help grow the African continent and make a real sustainable difference in the emerging market economies in which we operate.

To this end, we continue to focus on balancing investor expectations for financial returns and impact over different investment horizons, and mobilising fund investments into businesses and projects that accelerate economic growth, create jobs and deliver sustainable infrastructure amid the transition to a low-carbon world.

As the first-to-market provider of index-tracking products in South Africa, SIG currently runs the largest indexation business in the country. Under the Satrix brand, we are leading the charge towards democratising investments as consumers continue to find new and innovative ways to access investment products at affordable price points. During 2024, Satrix reached R200 billion in AUM, and has grown the SatrixNow direct platform to more than 95 000 active clients.

Good progress has been made in strengthening relations between SIG and Shriram with the aim of building a strong asset management capability in India. During 2024, the parties entered into a joint venture to diversify earnings by tapping into an economy that's currently growing by 6% to 8% per annum.

### Outlook

SIG will continue with efforts to optimise relevance and increase scale to ensure maximum positive impact on people, planet and profits.

We are looking to expand our offshore offering and strengthen our local offering through a long-term relationship with Ninety One. The proposed transaction is expected to become earnings accretive from year three as the strategic benefits begin to materialise. We anticipate the agreement will be implemented during 2025.

Satrix is still in a high-growth phase and gaining more market share remains a key focus area.

The alternatives business aims to expand its offering through its current capabilities, and through acquisitions and partnerships in South Africa and the rest of Africa, as well as the strong SanlamAllianz footprint.

Our multi-manager will focus on leveraging the Sanlam distribution network through the Glacier Invest joint venture, expanding to third-party clients, and making allocations to SIG-aligned underlying managers to drive profit growth over the medium term.

The private wealth business will continue to enhance its value proposition to private clients and diversify income streams across local and international markets.

For the newly formed retail distribution function, the biggest growth opportunity lies in external platforms and fund-of-funds through competitor discretionary fund managers and multi-managers. Segmenting the market is critical to ensure we distribute the different capabilities to areas where we have the most competitive offering and the greatest chance of success.



# Our strategic delivery continued

## Pan-Africa

With favourable demographics, low insurance penetration and high mobile adoption rates, Africa represents regions of vast, reachable and growing potential client bases with enormous unmet need for financial services and socio-economic betterment. With our core focus on financial inclusion, we intend to meet an increasing share of those needs and unlock the potential of Africa's people and economies.

Cluster	Objectives	Advantages
<b>SanlamAllianz</b>	<ul style="list-style-type: none"> <li>• Constantly achieve targets.</li> <li>• Ensure successful integrations.</li> <li>• Achieve top three market position in volumes and profit in our chosen markets and segments.</li> <li>• Scale and grow core general and life insurance markets and maintain historically strong markets.</li> <li>• Leverage reinsurance by growing third-party business and optimise internal captive.</li> <li>• Asset management – de-risk and maximise returns on balance sheet assets.</li> <li>• Efficient capital, cash and cost management.</li> <li>• Strong governance and compliance framework and risk management.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive footprint across 27 countries in Africa, with over 30 million lives touched.</li> <li>• Unique footprint, to serve Pan-African individuals to multinationals.</li> <li>• Increased scale to drive leadership at continental level, with top three positions in most markets, enabling economies of scale and competitive offering to clients.</li> <li>• Extended distribution network and reach, driving closer proximity and financial inclusion.</li> <li>• Broad set of capabilities and deep expertise on key lines of business (general insurance, life, asset management and credit) with support of leading parent groups.</li> <li>• Power of the SanlamAllianz reinsurance captive amplified with recently acquired A-rating.</li> <li>• Best talent pool in the industry.</li> <li>• Enhanced digital capabilities with combined expertise of parent companies and strategic partners, and greater scale to invest in transversal innovation such as AI.</li> <li>• Strong ecosystem of partners in Africa along the entire value chain (reinsurance, assistance, health third-party administration, distribution partners, corporate solutions) providing a competitive edge on quality of service for the clients.</li> <li>• Benefit from scale effect to drive efficiencies and operate at a lower fixed-cost base.</li> <li>• Strong capital base and opportunity to optimise/free capital in some entities.</li> </ul>

### SanlamAllianz at a glance

#### Sanlam Allianz Group

#### Life Insurance

#### General insurance

**Presence across  
the African continent  
in 27 countries**

**Strong skilled multi-functional  
operational and technical teams**

**In 22 countries**  
with top 3 in 16 countries  
**Plus**  
5 asset managers  
2 associate credit businesses

**In 26 countries**  
with top 3 in 19 countries  
**Plus**  
a reinsurance business, health offerings  
in 17 countries and assistance businesses  
in 21 countries



## Our strategic delivery continued

SanlamAllianz (SAZ) aims to distinguish itself as the best financial services group in Africa. In 2024, the joint venture (JV) celebrated a significant milestone, marking its first anniversary in September.

Good progress was made during the year, with SAZ meeting its financial and other targets, and positive recognition from clients, regulators and other stakeholders alike of the strength of the SanlamAllianz brand. Despite the tough socio-economic and political conditions on the continent, both general insurance and life insurance businesses delivered good results in line with expectations. This indicates that the high focus given to careful management of change within the major integrations has been effective. Other milestones reached were the conclusion and inclusion of the Namibia business into the JV in October 2024, and Allianz subsequently announcing its intention to increase their stake in the JV from 40% to 49% in December 2024, subject to regulatory approvals.

SanlamAllianz Re's reinsurance capabilities continue to contribute positively to superior underwriting capabilities that set the business apart from its competition. Its new tagline "Plan With Confidence" embodies the essence of this brand, which is underpinned by values of vision, innovation, courage, and trust. It creates a repository for planning for a future built on a foundation of unwavering reliability and forward-thinking strategies. SanlamAllianz Re has also been strengthened by the attainment of the A-rating.

Inflation and interest rates remain high in many countries and in some countries is still increasing, making real economic growth difficult even at relatively elevated growth rates and keeping consumers fragile. As a result, cost inflation is a challenge, leading to pressure to retain key talent in a skills-scarce environment. High government debt burdens and sociopolitical uncertainty continue to make for currency volatility, with significant devaluations making SAZ performance targets more difficult to achieve, as was the case for its operations in Egypt and in Nigeria during the year. However, despite the challenges of operating on the continent, the JV's diversified portfolio provides a shield against economic variation, and low penetration rates across the continent provide compelling long-term growth opportunity for financial inclusion and the socio-economic mobility it creates.

### Integration progressing well, synergies being realised in complete countries as per plan

Country		Filing status	Closing status	Surv. entity	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Exp end of integration	Comments	
Jubilee	Côte d'Ivoire	Done	✓	Allianz (merger)													Done	Integration completed Focusing on synergy realisation	
	Senegal	Done	✓	Allianz (merger)													Done		
	Ghana	Done	✓	Sanlam (merger)		Complete PAS migration											Mar 2025	Integration nearing completion, also focusing on realising synergies	
	Cameroon	Done	✓	Allianz (merger)		Complete o/s integration tasks											Apr 2025		
	Madagascar	Done	✓	Allianz (merger)	Integration implementation												Q3 2025	Regulator approval obtained Dec 2024 Currently focusing on integration	
	Tanzania	Done	Apr	Allianz (PT) (merger)		Pework			▲ Integration implementation							Q4 2025			
	Mauritius	Done	Mar	Allianz (merger)		Pework			● ▲ Integration implementation							Q3 2025	Shareholder engagements with Jubilee are ongoing Regulatory approvals submitted Integration planning is ongoing		
	Uganda	Done	Mar	Allianz (merger)		Pework			● ▲ Integration implementation							Q3 2025			
	Kenya	Done	Apr	Allianz (merger)		● Pework			▲ Integration implementation							Q4 2025			
	Nigeria	Done	Mar	Sanlam (scheme of merger)	Pre-work	● ▲ Integration implementation						Complete PAS migration					Q3 2025	Regulator in principle approval obtained Closing expected in March	
	Morocco	Done				SAZ decision		Implement structural commitment											
● Regulatory approval		▲ Closing																	

SAZ continues to maintain and grow market share, albeit with slower growth in some of the countries undergoing integration, which is being addressed. The integration and rebranding projects are on track and delivering the identified synergies. By the end of 2024, SAZ had completed the integration and rebranding of four of eleven overlapping country operations, with the remainder planned for 2025 subject to regulatory and other approvals. Through a centralised management structure, SAZ continues to focus on integrating its management teams and people, with a strong focus on retaining top talent. SAZ has implemented various initiatives in each country to define and unify a high-performance culture grounded in its values of care, collaboration, innovation and integrity.

The development and retention of its people, which comprise the best skills on the continent, remains a top priority, besides the specific focus on integration. The JV is planning to move to a consolidated human capital approach enabled by online training and wellness modules, to support better data and reporting, and to expand self-service options for employees. The power and promise of the SanlamAllianz brand are a source of pride for its people, and a powerful drawcard as an employer brand.

The consolidation and integration of IT platforms across countries are in progress to streamline operations and business activity, with a major project underway to standardise the IT platform for the general insurance line. SAZ's objective is to empower the business to deliver world-class services, including innovation through digital platforms.



## Our strategic delivery continued

SAZ's ambition to drive financial inclusion informs both the spectrum of the JV's offering, which covers all strata in society, and the development of solutions, both in terms of products and distribution options. SAZ ensures that its solutions are made highly relevant to specific country markets, which have distinct cultures, norms and preferences. Product and channel relevance is assessed every year, including via client satisfaction measures. Besides investing in its distribution network of traditional agents, which work well across the continent, the business continues to partner with other financial services players, telcos, retailers and public services like post offices to enhance client proximity and access.

The SAZ partnership model differentiates the JV from competition, and its bancassurance relationships across the continent are a significant contributor to earnings. Further, SAZ is convinced that distribution via telco partnerships will become a major driver of financial inclusion across the continent. To ensure cost-efficient market entry, SAZ is focusing on developing specific propositions for five targeted markets in the JV with MTN. These initial markets have been selected based on penetration opportunity and high probability of market acceptance of this new digital offering. SAZ is also in discussions with various potential partners.

### Outlook

SanlamAllianz expects continued economic pressure over the next year. However, the JV is well positioned to capture the African growth opportunity stemming from an urbanising population with low insurance penetration, through its extensive footprint, reach and scale, and technical skills.

Specific focus areas for 2025 are as follows:

- Deliver and outperform its financial targets.
- Complete integration and rebranding.
- Embed an inclusive high-performance culture.
- Progress with system and process standardisation and simplification.
- Ongoing focus on sound balance sheet controls and management.



## Our strategic delivery continued

### Asia

Our presence in Asia contributes to our overall scale and presents a near-term growth opportunity in our business portfolio. In India, we have successfully carved a core market catering to a large entry-level population in underserved parts of the country, and our presence in Malaysia is growing. We expect to record sustainable solid growth in these markets over the medium to long term.

Cluster	Objectives	Advantages
<b>Asia:</b> <b>India and Malaysia</b>	<ul style="list-style-type: none"> <li>Diversify product portfolio to capture larger share of the market.</li> <li>Expand client focus area.</li> <li>Develop multiple channels of distribution to reduce concentration risk.</li> </ul>	<b>India:</b> <ul style="list-style-type: none"> <li>Strong rural and lower middle market penetration.</li> <li>Partnerships.</li> <li>Robust ecosystem and cross-selling capacity.</li> <li>Digital platforms.</li> <li>Leading non-banking financial institution.</li> </ul>

### India

Our India expansion is a major thrust in our strategy of pursuing high-growth emerging markets. The transactions agreed in 2024 with our partner in India, Shriram, signals our commitment to an anchor strategic partnership that has served both parties exceptionally well. While it does not change our level of influence or our role in Shriram, it increases our economic exposure; demonstrating our confidence in the macro-economic and consumer dynamics supporting sustained, rapid growth in this vibrant market, and the virtually unrestricted access we have to a large population at low penetration levels within our market.

Shriram's strategy is unique, with its focus primarily on under-served rural and semi-urban areas, with a leading footprint of agents in those communities. It represents a compelling financial inclusion story, which is attracting the interest of ESG investors not only in the shares but also in funding Shriram's finance business. The self-reinforcing circularity of Shriram's business model is shown alongside.

Shriram Life Insurance Company (SLIC) has a unique and strong purpose in the industry to serve the customer segments most vulnerable to the loss of a breadwinner, especially in rural India. The rest of the industry mostly focuses on selling investment business to higher-income segments. Representing 45% of the households in India, the low-income segment is the toughest to serve (due to low premiums, geographic spread, lower persistency, etc.), but we

strongly believe that this is where life insurance makes the most difference. We are driving specific initiatives with distribution partners for scale, technology and product innovation to achieve further breakthroughs in the segment.

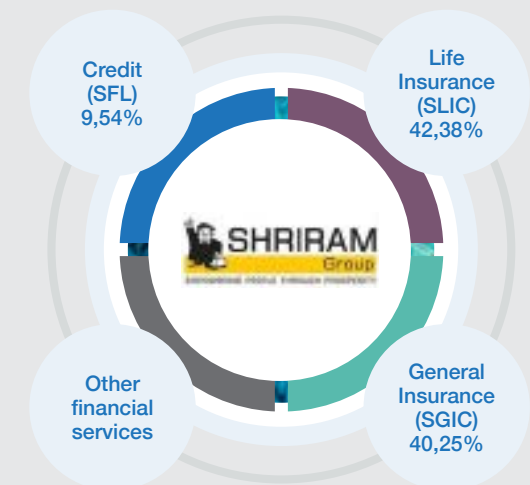
Shriram General Insurance Company (SGIC) offers educational resources, tutorials, and proactive guidance to help clients understand insurance products, coverage, and the value of insurance. The business continues to develop products that are tailored to the needs of low-income individuals and marginalised communities, and it works with local governments to promote insurance penetration within rural communities. These programmes pool resources and spread risks among community members, providing affordable insurance coverage for groups that do not have access to traditional insurance.

Performance from our India business exceeded our expectations during the year, with rapid growth in both life and general insurance new business volumes. Our plans to diversify our general insurance business aims to grow the non-motor portfolio. There is also significant opportunity to grow the asset and wealth management offering alongside our partners, adding further thrust to our organic growth.

SLIC remains focused on digitalisation, automation, analytics and AI to enhance the client experience and manage expenses. Good progress has been made on developing the business's analytics and technology initiatives, with 93% of non-investigation claims paid

### Connected business

- Ecosystem with credit business supporting growth of life and general insurance.
- Leading presence in semi-urban and rural areas of India.





## Our strategic delivery continued

within 12 hours of the final document being received. The continued diversification of distribution channels has supported growth and new growth engines contributed more than 25% of new retail business.

SGIC integrated e-commerce functionalities into their platforms, enabling clients and agents to buy insurance policies directly online. This approach streamlines the purchasing process, reducing the need for face-to-face interactions or phone calls.

In SFL, 'Shriram One' launched in September 2023. It offers an efficient, comprehensive and user-friendly application with an array of services, including loan applications, a digital wallet, payment services, fund transfers, investments, life and general insurance products. SFL's cross-selling ability allows it to offer clients bundled products that include loans combined with life and/or general insurance.

Both SGIC and SLIC actively grew their agency force to support growth.

### Outlook

New Special Surrender Value regulations (active 1 October 2024) may have a dampening effect on the growth of SLIC and the life insurance industry in general. SLIC will continue its focus on its core market segment of rural and lower middle-class households. SGI is looking to diversify its product mix with a focus on non-motor business. The health and agriculture lines are expected to contribute to the non-motor growth. Motor growth is expected to remain strong on the back of the positive economic climate in India.

SFL, through the completed merger of Shriram Transport Finance Company (STFC) and Shriram City Union Finance (SCUF), is expanding its complete product offering across the old STFC and SCUF branch network. This wider reach is accelerating the roll-out of the retail product suite and the expansion into regions in which the company is underrepresented, increasing its rural centres (which eventually becomes full branches), consolidating existing branches, and focusing on cross-selling its various products. At the same time the Shriram group is augmenting its physical branch presence and call centres, with the launch of the Shriram One application, to offer existing and future clients a digital interface to access its product offering.

### Malaysia

In the last year, the life insurance industry in Malaysia has faced significant challenges, particularly in the medical insurance segment.

One of the most pressing concerns has been medical claims inflation, leading to industry-wide losses in medical insurance. Rising healthcare costs, driven by advanced treatments and an aging population, have put immense pressure on insurers, compounded by regulated caps on annual premium increases. With the segment becoming increasingly unprofitable, insurers have had to rethink their strategies.

MCIS Insurance (MCIS), like others in the industry, faced higher-than-expected medical losses in 2024. However, it is well-positioned to navigate these challenges through a diversification strategy that focuses on expanding into new market segments and territories. Furthermore, a revamped product development strategy is set to deliver immediate, positive results, particularly in the agency business, where the focus will be on investment and savings products as well as more sustainable medical insurance products. These products will not only cater to evolving client needs but also provide more predictable and sustainable returns.

In employee benefits, MCIS is rolling out a new comprehensive policy administration system, enhancing efficiency and service delivery in the group insurance market. This transformation is expected to support continued growth and strengthen its market position.

Furthermore, enhanced analytic capabilities will drive positive outcomes across all aspects of the business. Improved data-driven decision-making will support underwriting, risk management and client engagement, reinforcing MCIS's commitment to sustainable, profitable growth.

### Outlook

The Malaysian life insurance industry is poised for steady growth in 2025, with economic recovery, demographic shifts and regulatory support driving this growth. Insurers focusing on digital transformation and product innovation are well-positioned to capitalise on emerging opportunities. By leveraging its diversification, technology and innovation strategies, MCIS is well-positioned to thrive in an evolving market while maintaining its commitment to delivering value to clients and stakeholders.






# Our strategic delivery continued

## Capital stewardship and allocation

Disciplined and astute capital management and allocation are essential to achieving the group's strategic objective of delivering sustainable shared value creation for all our stakeholders, in order to maximise shareholder value.

 [Read more in the Capital and risk management report on page 14 in the AFS.](#)

We recycled capital over the past five years, through strategic exits from the wealth management operations in the UK, reducing our stake in our South African active asset manager, and transferring our Namibia operations into the SanlamAllianz joint venture. This created opportunities to redeploy capital into our high-growth South African and emerging market operations through corporate activity, and buying back our shares at a discount to group equity value (GEV). Our key measure of enterprise value, RoGEV, has outperformed our hurdle rate every year since the Covid-19 pandemic.

Between 2020 – 2024, we returned R40 billion to shareholders in dividends and share buybacks.

In 2024, we made significant strides by completing several corporate deals, which again highlighted our effective strategy-led capital management approach. The various transactions and capital allocation decisions have impacts over different timeframes. Some of our transactions have been value accretive immediately, while others will take longer to extract the expected synergies and see an uplift in earnings.

## Capital deployment to support strategy (2020 – 2024)

Focus area	Key transactions	Discretionary capital impact	Key outcomes
<b>Fortress SA</b>	<ul style="list-style-type: none"> <li>African Rainbow Capital Financial Services Holdings (ARC FSH) buys into Sanlam Investments</li> <li>Sanlam buys into ARC FSH</li> <li>AlexForbes Life, LISP and EB</li> <li>Afrocentric</li> <li>Absa asset management</li> <li>Brightrock</li> <li>Capital Legacy</li> <li>Sanlam personal loans</li> <li>Assupol</li> <li>Multichoice insurance</li> </ul>	Net outflow	<ul style="list-style-type: none"> <li>One of South Africa's largest black-owned asset managers.</li> <li>Leading group risk business.</li> <li>Leading LISP business.</li> <li>Leading medical scheme administrator including both open and closed schemes.</li> <li>Leading fiduciary business, strong VNB contribution, revenue synergies, capital synergies, expense efficiencies.</li> <li>Increased scale, comprehensive branch network and opportunity for cross-sell in the mass market.</li> <li>Multichoice transaction enables access to over 20 million customers, creating opportunity for growth in Africa and streamlined collection capabilities.</li> </ul>
<b>Accelerating growth outside SA: Pan-Africa</b>	<ul style="list-style-type: none"> <li>Sale of sub-scale businesses</li> <li>SanlamAllianz</li> <li>MTN aYo</li> <li>Transfer of Namibia into SanlamAllianz</li> </ul>	Net outflow	<ul style="list-style-type: none"> <li>Enhanced growth potential and diversified risk.</li> <li>Revenue, cost and capital synergies.</li> <li>Platform to take insurance digitally to continent with MTN as a partner to over 200 million clients.</li> </ul>
<b>Accelerating growth outside SA: India</b>	<ul style="list-style-type: none"> <li>Restructuring of Shriram – merger of two credit businesses</li> <li>Sell partial stake in Shriram General Insurance to KKR</li> <li>Sold partial stake in Shriram Financial Limited</li> </ul>	Net inflow	<ul style="list-style-type: none"> <li>Simplified focus on India.</li> <li>Synergies created.</li> <li>Uplift to GEV.</li> </ul>
<b>UK</b>	<ul style="list-style-type: none"> <li>Disposal of three businesses</li> </ul>	Net inflow	<ul style="list-style-type: none"> <li>Redeploy capital to strategic growth areas.</li> </ul>
<b>Balance sheet and other</b>	<ul style="list-style-type: none"> <li>Capital release, share repurchase</li> <li>Santam special dividend, investment return from discretionary capital portfolio and other balance sheet management activities</li> </ul>	Net inflow	<ul style="list-style-type: none"> <li>Repurchase of shares at discount to GEV.</li> <li>Smaller transactions, recapitalisations.</li> <li>Conclusion of Capitec joint venture resulting in R1,4 billion reinsurance recapture fee income.</li> </ul>

## Our strategic delivery continued

### Delivering data and digital transformation

The digital evolution in financial services, driven by changing client requirements and advances in next-generation technologies, is reshaping how we engage, service, and build relationships with our clients – creating opportunities for modernisation and differentiation.

Sanlam is committed to providing a superior client experience through modern and flexible technology platforms, a complete migration to the cloud, as well as driving the optimisation of the business through the application of targeted automation, data analytics and AI transformation.

The benefits of digitalisation and data transformation that Sanlam Group Technology (SGT) is focused on delivering to the group include:

- Rationalising and simplifying legacy IT infrastructure to enable greater flexibility, built-in security to lower risk, and faster time to market – with a specific focus on modernisation using cloud-native technologies.
- Enabling simple, automated, AI-assisted and paperless client and intermediary experiences to differentiate on quality and ease of doing business.
- Capturing and storing millions of data points and using data to drive decisions, insights and actions relating to client acquisition, personalisation and growth, as well as new product development.
- Exploiting rapid developments in the capabilities of AI technologies to automate operations, enhance client experience and apply machine learning and advanced analytics to gain new insights, make data-driven decisions and optimise product design and real-time, hyper-personalised experiences.
- Delivering growth through new digital business models and ecosystem opportunities, including creating digital partnerships and client ecosystems that expand our offerings, and embed them in different industries and distribution channels.
- Ensuring AI ethics and risk management, to ensure the reliability of AI outputs and limit the potential for bias.

### Continuous evolution in cyber security defences

Sanlam has a diverse and highly competent cyber security team with a depth of knowledge and experience in identifying, combating and remediating cyber crime threats that we face on a daily basis. None of our core cyber resilience functions are outsourced, although the experience of the internal team is augmented via formal agreements with carefully selected security partners who provide additional skills and experience when required.

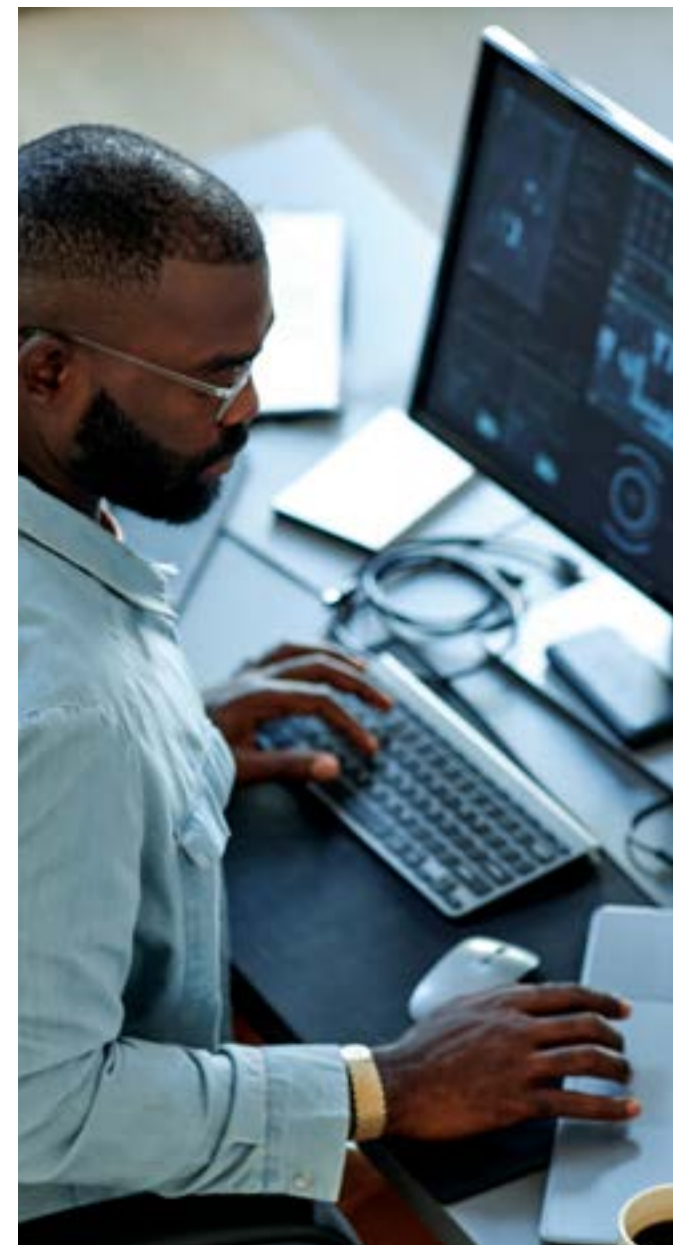
The cyber security team has a strong and experienced leadership, with extensive experience across multiple industries. Some of our leaders hold cyber leadership roles within local and global industry organisations. The leadership team is supported by a strong internal team of subject matter experts who cover all the components of cyber resilience, including cyber forensic analysts who work closely with the internal business forensics team to investigate potential cyber crime.

We deepen our knowledge and practical experience continuously through real-world identification and mitigation of constantly mutating cyber threats. This is complemented by simulated third-party attacks to build experience and grow skills. We also participate in Association for Savings and Investments South Africa (ASISA) facilitated industry simulations that add experience and knowledge through active collaboration with industry peers.

Sanlam successfully attained the ISO 27001:2022 certification during the year, a prestigious recognition from the International Organisation for Standardisation that underscores the group's commitment to safeguarding its information assets and managing risks associated with cyber threats. This achievement reflects Sanlam's robust and effective information and cyber security management systems, as well as the teams who manage and uphold them.

As part of our continuous improvement drive, multiple initiatives were delivered during 2024 or are in progress. These include improving and refining threat detection and response capabilities using machine learning, improving third-party risk rating and management, and improving security in systems development practices to enable development teams to perform security assessments earlier in the development cycle.

With the increased regulatory emphasis on cyber security and data privacy, we are implementing heightened AI-enabled cyber security protection and data governance, including biometric verification methods (eg, facial recognition, fingerprint scanning) to enhance security, while streamlining client onboarding and access, through a single client digital ID.



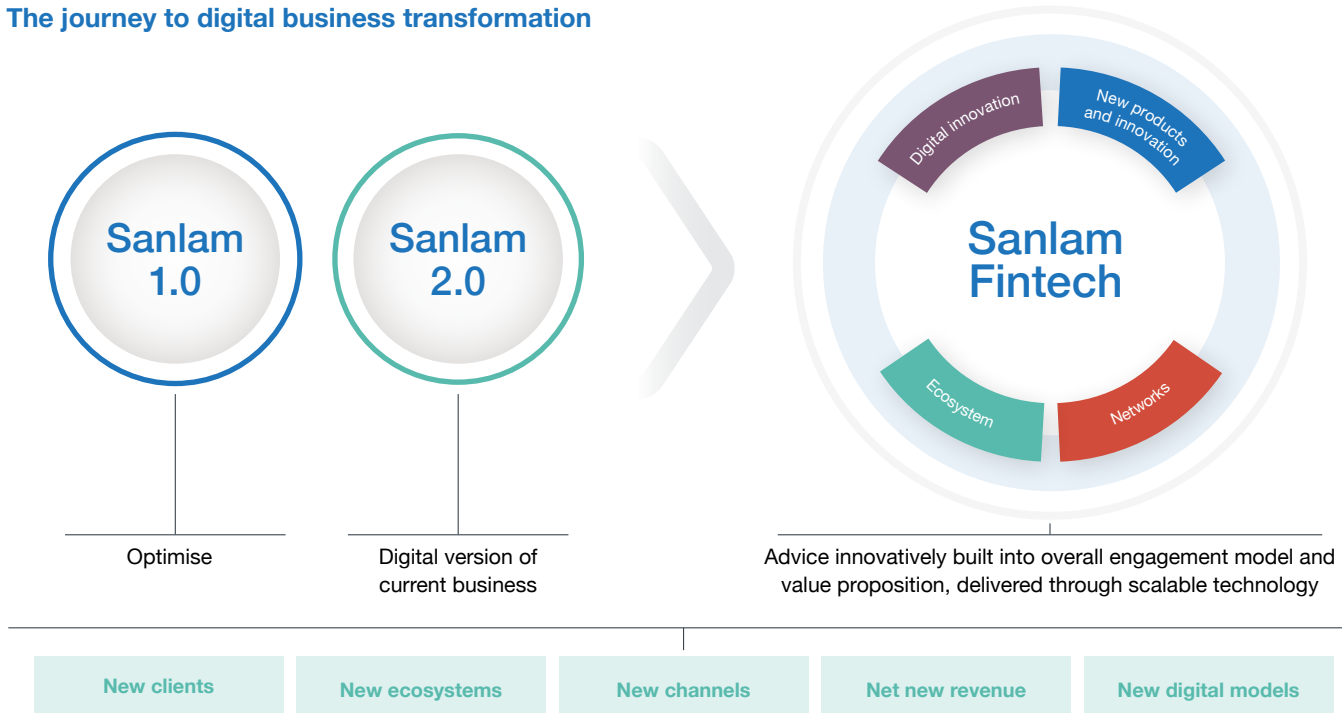


# Our strategic delivery continued

## Progress against strategy

Our digital ambitions are focused on digitising the business and creating digital businesses. The following diagram illustrates our ambitions to move from Sanlam 1.0 to Sanlam 2.0, while simultaneously developing Sanlam Fintech.

## The journey to digital business transformation



Sanlam 2.0 refers to targeted initiatives to transform the way we do business through digitalisation and modernisation, a complete migration to cloud services, automation and integration of AI into our operations. The goal behind the transformation is to significantly modernise and simplify our processes and operations in the traditional intermediated model to enable differentiated client experiences, time to market velocity and mitigation of technology-related risk. This includes a strong focus on modernising legacy architecture, consolidating and eliminating repeated applications, optimising our business operations and client/intermediary experience, and building new capabilities that aid our strategy and our ability to succeed in the market. Ultimately, we intend to migrate entirely to the cloud and to depreciate Sanlam's data centres.

In 2024, we made significant strides in our Sanlam 2.0 objectives, with the related portfolio of work now 80% complete. In addition, new transformation initiatives were initiated across the group in support of our newly developed Tech2030 strategy.

## Notable performance highlights for 2024 included:

- The impactful adoption of AI, Generative AI (GenAI) and machine learning, including launching a client-facing GenAI capability which enabled around R9 million in personal loans at a conversion rate 100% greater than web channels; enabling engineering teams with GenAI, which led to one team delivering a new cloud-native insurance platform and product in eight months (with some 60% of the code developed using GenAI); AI facilitated call centre client authentication that has reduced call time by around 20%; and multiple teams making use of machine learning to develop thousands of AI-qualified leads as input into sales and retention processes.
- Delivery and expansion of core digital platforms, including cloud-based client digital ID and modern client-facing web and app platforms, which drove a significant increase in digital engagement and a subsequent drop in related call centre volumes; and the delivery of new features and simpler experiences that drive a self-service increase of 460% for beneficiary and nominee changes and 790% for personal details updates.
- The delivery of automation outcomes, which included automating new business processes in savings and investments, enabling agents to handle 28% more onboarding requests; decreasing underwriting team input and referrals in life insurance by 30% for faster sales throughput; 98% of Two-Pot claims being automated after initial capture in the corporate business; a 55% reduction in life claims and 30% reduction for group risk claims, handling time for a selection of products due to data consolidation automation.
- Generating value from data, which included developing intelligence from procurement data to identify inefficient sourcing scenarios and supported procurement teams to achieve savings of R187 million; increasing conversion rates in commercial insurance from 19% to 45%; and enabling probable loss avoidance of approximately R45 million in the short-term insurance cluster through data quality assurance.
- Realising commercial value from data and the ability to facilitate data sharing and exploitation across the group, through the initiation of a unified group data strategy, which has resulted in a 50% leaner platform team, staffed by top technical talent, focused on driving multiple outcomes against the delivery of the unified cloud data platform.
- Retail Mass' automation of cashback transactions has delivered ~20 000 automatic payments each month, which will eliminate the ~15 000 calls previously received per month to initiate payment.



## Our strategic delivery continued

- Pervasive cloud training was completed across the group in the fourth quarter, with ~400 employees having completed Amazon Web Service (AWS) foundations and ~100 employees completing advanced engineering and DevOps training with AWS.
- Delivery of data to aid risk ratings and segmentation in Sanlam Commercial Lines has increased new business conversion by 45%.
- The third quarter launch of the straight through processing, AI-powered Premier Smart life product in SLS has been successful, with the product growing to 7,3% of all Matrix business sold in the fourth quarter of 2024.
- Driving ease of doing business in the intermediary space, including Advice Partner, a simplified digital, relationship-led advice tool with multiple new features deployed; while Glacier launched the first release of a revised intermediary enablement platform to 4 000 advisers, enabling fully digital quote creation and comparison, digital application facilitation and digital signatures.
- The successful go-live of Two-Pot changes and the facilitation of related transactions across the SLS cluster, the effectiveness of which was recognised by a social media study completed by DataEQ, which found that Sanlam received the most positive commentary about the Two-Pot process, especially on the speed and performance of Sanlam's online platform.
- Capacitating and preparing the group for a compete cloud migration and modernisation effort, which included securing top global cloud leaders, driving group-wide cloud training for technology staff and completing multiple cloud migrations and initiating cloud-native builds.
- Continued progress on consolidating our application architecture impacted by M&A, including concluding the consolidation of Absa asset management systems and AlexForbes systems into Sanlam, and ongoing consolidation of Allianz and Sanlam systems onto common, modern platforms in SanlamAllianz.
- Depreciated multiple legacy applications, replacing them with modernised and more capable applications, which has assisted to de-risk our technology estate further, while also releasing cost savings of some R64 million associated with managing and operating multiple application stacks, which included reducing mainframe transactions (a cost driver) by around 15%; and migrating the SIG data centre to Sanlam.
- Achieving significant improvements and capability enhancements in resilience and security, which included seeing IT service downtime decrease by 92% on last year; the mitigation of critical vulnerabilities in Afrocentric to enable an 83% reduction in IT incidents; and multiple automation, AI and capability improvements in our cyber security measures.

### Sanlam Fintech

Objectives	Advantages
<ul style="list-style-type: none"> <li>• Acquire new clients at scale.</li> <li>• Develop retail credit proposition <ul style="list-style-type: none"> <li>- Attract new clients into the Sanlam ecosystem.</li> <li>- Create access and opportunities for cross-selling.</li> </ul> </li> <li>• Consolidate loyalty and rewards offering.</li> <li>• Expand financial service offering, drive ongoing engagement and create cross-selling opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction and retention of world-class digital talent.</li> <li>• Group-wide benefit of a centralised and shared innovation competency, driving collaboration and cross-learning.</li> <li>• Agile development of digital offerings that increase effectiveness, lower costs and improve time to market.</li> <li>• Application of data analytics and machine learning to meet clients where they are, optimising client acquisition, cross-selling and personalised engagement.</li> </ul>
<p>Sanlam Fintech was established to protect the Sanlam Group against digital disruption by, inter alia, designing and delivering an end-to-end digital business model, with the aim of opening new client segments and new revenue streams initially in South Africa and over time across the rest of Africa.</p> <p>In line with Sanlam Fintech's purpose to make financial services accessible to everyone, we are driving financial inclusion at scale by democratising financial advice and bringing financial services solutions – not just insurance – to a broad range of consumers. The digital business model minimises the need for human intervention across the value chain, with radical implications for the cost to acquire and cost to serve our clients. In essence, the model puts clients at the centre of everything we do, specifically the way we build, launch, iterate and scale products that ensure our clients can live with financial confidence irrespective of their income level.</p> <p>In its role as integrator and innovator within the group, Sanlam Fintech spent 2024 cementing the foundation for a modern fintech organisation capable of attracting, incubating and retaining world-class science, engineering, product and design talent. As one of the most attractive fintech opportunities in Africa, we have been successful in the last two years at attracting and retaining highly qualified tech leaders and technical skills. We have also integrated AI into coding tasks, which with smart (human) oversight has significantly improved coding efficiency and the delivery of strategic projects. These successes supported the strong progress made during the year, which entailed putting the platform in place for a client-centric digital business model for the group, in close collaboration with SGT and the business clusters. A specific initiative</p>	<p>advanced during the year was the implementation of a scalable and cost-effective financial coaching model, as part of expanding and integrating our retail credit proposition. Sanlam Personal Loans, now fully owned by and housed in Sanlam Fintech, provides lending products to the middle market, while driving growth in our coaching-led credit proposition to the mass market. Our digital credit coach, launched during the year, showed uptake of over 53 000 and facilitated R10 million of credit business written by the end of December 2024. We continue to develop an omni-channel distribution model for our retail credit business, including digitally facilitated and branch-based lending.</p> <h4>Outlook</h4> <p>Our partnership with MultiChoice will expand the reach of this client ecosystem further across South Africa. MultiChoice's extensive subscriber base offers Sanlam and Santam, and their affiliates, a unique platform and attractive opportunity for cross selling and cost-effective marketing to an actively engaged subscriber base. It also provides an opportunity to further scale our insurance and financial services offering across the continent. MultiChoice's integrated payments collection platform presents a solid foundation for offering affordable value-added financial services through frictionless bundling of payments for services.</p> <p>We are well advanced in building out our new digital engagement platform, which we aim to launch in 2025. Our new rewards programme will launch simultaneously. This will allow for the cross-selling of relevant solutions and providing additional value to clients – all of which will support affordability for clients, and competitive differentiation and client retention for the entire Sanlam group.</p>

# Delivering our people strategy

## Workplace belonging

Our human capital philosophy provides a strategic cornerstone for attracting, developing and retaining employees from diverse backgrounds and fostering an inclusive culture that celebrates individual perspectives and talents. Our approach is deeply rooted in our core values, which serve as guiding principles in our commitment to creating a workplace that values and empowers every individual.

We recognise that our people bring unique perspectives, skills and experiences together that drive creativity and problem-solving. We are committed to creating equal opportunities for all, ensuring employees have access to growth and advancement through transparent, unbiased processes and we continuously seek innovative ways to attract, develop and retain talent from all backgrounds.

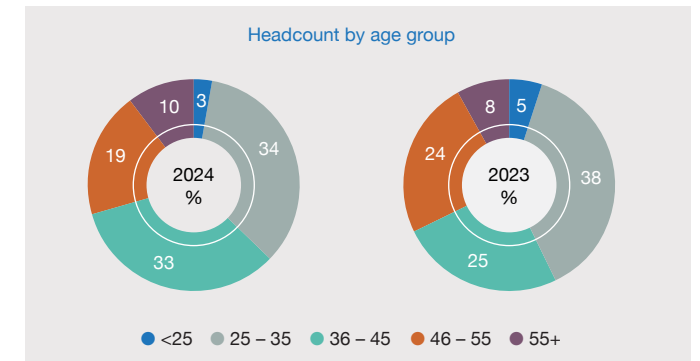
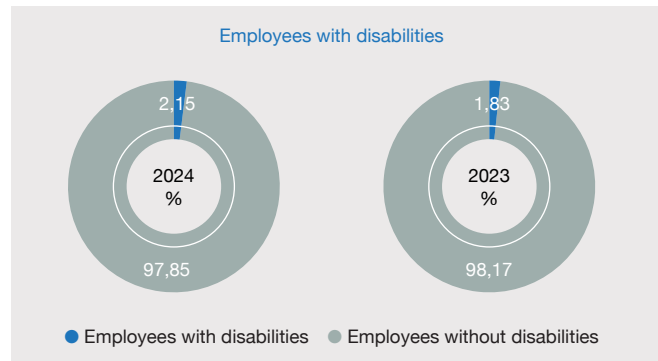
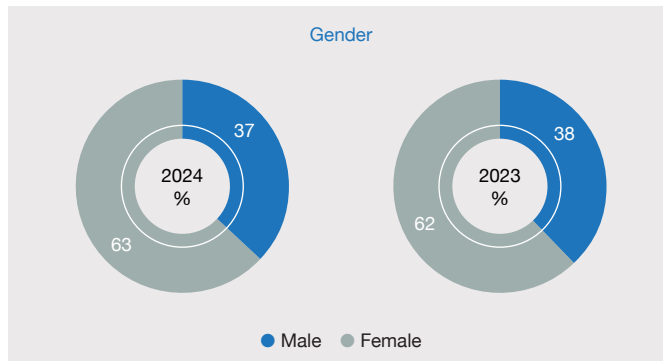
We take a firm stance against discrimination and harassment, implementing proactive measures to maintain a safe and respectful workplace. Our approach includes robust reporting mechanisms, regular training programmes and a zero-tolerance policy for any workplace discrimination or inappropriate behaviour. Our human capital initiatives aim to build a workforce that reflects the communities we serve, promoting trust, respect and collaboration that drives innovation, enhances employee engagement and ultimately contributes to our success and social impact.

Our key strategic priorities include:

- Capacity-building and communication
- Appreciating employee differences
- Eliminating barriers and enhancement of practices

## Workforce composition

We remain focused on improving our diversity profile in South Africa, specifically in under-represented categories.



# Delivering our people strategy continued

## Talent recruitment and retention

### We focus on attracting top talent and providing opportunities for growth and development to foster a high-performance culture.

Our recruitment process aligns with transformation targets and ensures seamless onboarding and integration for new hires. Our ongoing commitment to optimising recruitment and hiring strategies has led to faster hiring processes, enhancing the overall experience for new hires and the business.

With our ongoing focus on a digital-first approach, Sanlam Fintech continues to play a key role in advancing financial inclusion and attracting specialised digital skills in areas like AI, blockchain and data analytics. We also adhere to stringent screening processes, including compliance with the Financial Intelligence Centre (FIC) directive, ensuring employee competence, integrity and alignment with financial sanctions and anti-money laundering regulations.

The MyWorkspace platform supports line managers in engaging with team members' career growth, assisting in talent acquisition and onboarding. We focus on building a diverse talent pool by attracting top talent and developing internal candidates to meet evolving skills needs and to ensure leadership continuity. The recent implementation of our LinkedIn hiring enterprise programme plays a significant role in facilitating our talent attraction and acquisition initiatives. Each year, we also proactively address future skills gaps through our graduate recruitment initiatives, placing young talent across various disciplines including actuarial, finance, digital and data.

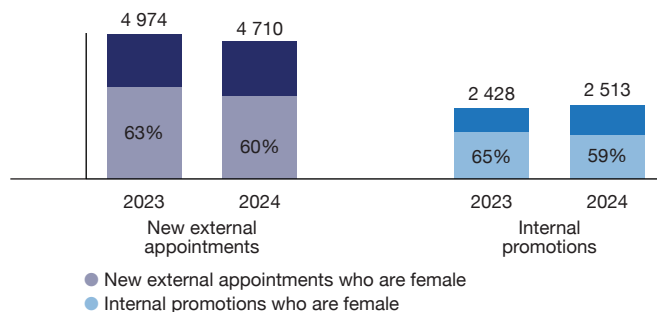
The GHRRC reviews succession plans, including for key leadership roles. Our mentorship programme, which involves board members and top talent, continues to thrive, while various development initiatives such as training, coaching and job experiences help build a reliable leadership pipeline.

### Succession management planning

The group human resource and remuneration committee (GHRRC) regularly reviews succession plans for the Group Chief Executive and executive management to ensure leadership continuity in emergencies and over the long term. Specialised development programmes are offered to individuals from under-represented groups, such as women, to enhance their key competencies and prepare them for leadership roles. These targeted opportunities aim to equip them with the skills and experience necessary to excel and become potential successors.



Key talent retention and succession indicators



# Delivering our people strategy continued

## Training and development

We view our internal talent marketplace as a critical competitive advantage for the future. To harness this advantage, we are dedicated to fostering an environment that nurtures an agile and skilled workforce – one that continuously learns, adapts and innovates to drive the success of our organisation.

Our focus is on cultivating a culture of continuous learning that empowers our people to grow, develop and thrive. This ensures exceptional performance in the present while positioning us for future innovation and growth.

Our diverse training programmes are designed to strengthen core competencies and specialised skills across all levels, with a particular emphasis on leadership, management, digital literacy and cyber security. By investing in our employees' development,

we equip them with the skills needed to excel in a rapidly changing business landscape.

Through targeted training programmes, mentorship and career development initiatives, we empower our workforce to reach their full potential, adapt to new challenges and stay engaged in their careers. This commitment to development not only drives a high-performance culture but also fosters innovation and supports individual and organisational success.

### Key learning and development indicators

	2024	2023
Number of employees trained	18 242	18 643
Total direct spend on learning and development	R475 million	R321 million

### The following five pillars anchor our learning and development strategy:

Learning organisation	Leadership capability	Core and critical capability	Learning technology	Adaptive learning organisation
We prioritise fostering a learning culture, empowering our people to continuously grow, adapt and innovate for success.	Build leadership capability that supports the successful execution of organisational strategy.	Develop core capabilities and digital skills to drive performance, growth and a successful transition to the digital economy.	Utilise next-gen learning tech and AI to create a personalised, continuous learning environment that accelerates competency and leverages organisational intelligence.	Create an adaptive learning organisation that proactively adds value to the business.

## Leadership development programmes

Leadership development and succession planning are key priorities and demonstrate our commitment to cultivating leaders who can thrive in a digital, future-ready economy. We invest significantly in leadership development programmes across all levels, ensuring our workforce is prepared for the evolving challenges of this digital landscape and to create a pipeline of capable leaders for the future. These training and development initiatives at Sanlam encompass various programmes catering to different leadership levels:



These initiatives highlight our commitment to providing diverse and tailored learning opportunities for employees at various levels, promoting skills development and leadership growth across the group.



# Delivering our people strategy continued

## Health, wellness and safety in our workplaces

Creating healthy workplaces is essential for maximising efficiency and employee wellbeing. With the rise of remote and hybrid work, it has become more important to provide our workforce with the tools and knowledge needed to follow health and safety guidelines, even when working from home.

We regularly update our health and safety protocols to align with new work models, ensuring our employees have what they need to thrive in any setting. Our goal is to have a workplace where employees feel safe, valued and empowered to perform at their best, contributing to personal and organisational success.

### Occupational health and safety policy

Recognising the changing work landscape, especially with remote arrangements, Sanlam emphasises the importance of adhering to occupational health and safety legislation. Our remote work policy, accessible on our intranet, applies to all employees and outlines responsibilities for maintaining health and safety at home. Managers ensure the provision of critical information, equipment and technology and require risk assessments for remote workspaces.

We are committed to proactive communication, training and supervision on health and safety matters. We follow a preventive approach to identify and control risks, engaging with stakeholders to ensure a safe environment.

We comply with key legislation, including in South Africa the Occupational Health and Safety Act (OHS Act, 85 of 1993) and the Compensation for Occupational Injuries and Diseases Act (COID Act, 130 of 1993), ensuring safe and secure working conditions. For local offices, Sanlam conducts regular inspections of large offices and quarterly self-assessments of smaller offices, facilitated through an electronic platform. The SES committee monitors compliance with health and safety regulations and reports quarterly to the board.

<https://www.sanlam.com/governance>

In our operations outside South Africa, local management ensures adherence to health and safety requirements in each country, reinforcing our commitment to employee wellbeing across diverse locations.

Maintaining safe working conditions is a top priority across all our offices, as outlined in our comprehensive occupational health and safety policy available on our website.

### Employee wellbeing

Our employee wellbeing programme is a comprehensive initiative designed to support the overall health of our workforce. It offers access to counselling services, financial coaching and customised programmes for physical and mental wellbeing. Available to employees in South Africa and Namibia, the programme includes digital resources and in-person and on-site support. Our wellness offering also extends to Santam and MiWay employees, reflecting our commitment to employee wellness.

We emphasise mental health, resilience and financial wellness, providing training, change management support and resources to help manage stress and burnout. Our work model supports employee wellbeing with flexible hours, part-time options and office amenities such as lactation rooms, sick rooms and on-site health clinics. Sanlam also offers four months of maternity leave and 10 days of parental leave in South Africa, in accordance with local labour laws. We are dedicated to maintaining a supportive, flexible and healthy environment for our employees' personal and professional growth.

In 2024, 12 000 employees across the group accessed our wellness app for support, up from 9 800 in 2023.

## Employee wellbeing initiatives

### Wellness days

This year, 5 100 employees participated in our wellness days across various sites. New activations, including smoothie bikes, free fruit, massages and 360 animated video clips (where employees could film themselves and colleagues), helped make the events a success with positive feedback from employees.

### Women's Day activation

In collaboration with the Sanlam Women's Network, Sanlam Wellness hosted an in-person Women's Day activation at all our main campus sites. Following the activation, we hosted a virtual seminar attended by 500 women, to highlight our commitment to empowering and supporting women in all aspects of their lives.

### November activations

In November, our focus was on promoting physical and mental wellbeing among men, creating opportunities for open discussions about health, support and proactive steps for a healthier life. We offered engaging articles, resources, activations and a competition. We also provided free clinic testing at our eight clinic sites, including Prostate Specific Antigen tests as part of our Men's Health Awareness initiative, to support early detection and education on prostate health. Through our Grow a Mo competition, men were invited to participate in the global movement and grow their moustaches in solidarity during November.

### Racing simulators

At various sites, we set up two racing simulators with advanced consoles, screens, feedback steering wheels and racing seats, featuring a leaderboard managed by a dedicated staff member throughout the day.

### Men's health webinar

In a Fireside conversation, we explored how to build empathy to support the longevity, health and wellbeing of our male employees.

### Movegroove fitness series

This initiative combines physical movement and mental wellbeing, helping employees engage in wellness by moving with purpose and living mindfully. Whether walking, cycling, stretching or dancing, participants had the flexibility to choose their preferred form of movement, bringing balance to mind and body.

## Highlights

**19 000**  
employees

across South Africa accessed our eight primary healthcare clinics.

The "Ignite Your Life" lifestyle programme promotes physical activity and healthy eating with over

**2 201**  
employees

participated

Employee Assistance Programme (EAP) engagement reached

**19,1%**

utilisation in 2024 (2023: 13,5%).

# Delivering our people strategy continued

## Digital enablers for a better employee experience

We are on a journey to digitally transform our human capital practices to enhance the employee experience throughout the entire employment life cycle. Our strategy focuses on two key areas – establishing a strong technological foundation and driving innovation through transformative technology and automation.

This strategy is further supported by our talent intelligence function, which provides valuable insights into our workforce and the effectiveness of our human capital practices. Talent intelligence helps inform strategic talent decisions, optimise employee productivity and engagement and shape the ongoing evolution of the Sanlam employee experience.

### Key focus areas in 2024:

1

#### Foundational technology – SAP and ancillary applications

- Implemented the ShareForce solution, the new long-term incentive (LTI) administration platform.
- Implemented the Two Pot retirement solution.
- Implemented a new survey solution using Microsoft Power Platform.
- Implemented an enhanced performance and goal management solution.
- Initiated an interim solution for capturing contingent workers directly into MyWorkspace.

2

#### Transformative technology

- Completed the human capital AI pilot, providing rich experiences and insights to inform our way forward.
- Concluded the SAP Build Robotic Process Automation (RPA) proof of concept for automation of cost centre changes. This paves the way for the accelerated implementation of further use cases.
- Implemented AI in the employee help desk to determine the allocation of support calls to appropriate resources for resolution.

3

#### Mobile

- Extended the Employee Work Hub solution to employees in Namibia.
- Added the following functionality:
  - ShareForce solution
  - Application and approval of overtime
  - Marital status update

4

#### Talent intelligence

- Implemented the following new dashboards:
- Annual training plan
  - Workplace skills plan
  - Learning compliance, capture and cost
  - Organisational design
  - Applause
  - KPMG headcount roll forward
  - Conflict of interest
  - Gratifications
  - Employee experience

Improvements to existing dashboards were also made throughout the year. We have also initiated the alignment of the human capital data and reporting framework with Sanlam group's cloud data strategy, which will enable the automation of data collection and cleansing.



# Progress against our sustainability pillars

## 1 Financial strength, resilience and consistent performance

Sanlam aims to generate enduring and sustainable value for our shareholders, employees and clients.

Sanlam prioritises financial stability through prudent capital allocation, strong controls and a diversified portfolio across sectors and geographies to ensure resilience and adaptability.

### How we delivered:

- Delivered a return on group equity value per share of 20,3% (2023: 16,7%) exceeding our hurdle rate of 15,6%, and further extending our track record of long-term shareholder value creation.
- Strong cash generation with an increase in cash earnings.
- Declared dividend of 445 cents per share, marking a rise of 11% and meeting the target for inflation-adjusted dividend growth of 2% to 4% annually over a three-year period.



## 2 Trust and reputation

Sanlam places great emphasis on nurturing trust and maintaining a reputable standing with our clients.

We foster trust and a strong reputation with our clients through reliable service, lasting value and fair treatment, which is guided by a dedicated board subcommittee and South Africa's robust regulatory framework.

### How we delivered:

- Strong governance and regulatory relationships with R9,2 billion in taxes paid in South Africa. (2023: R5,9 billion).
- Sanlam received two awards at the 2024 Oliver Top Empowerment Awards ceremony:
  - Winner of the 2024 Top Empowered Company: Sustainable Business of the Year
  - Runner-up for the Enterprise and Supplier Development Award
- ESG Africa and SAB Beyond Awards:
  - Top 4 finalist in the Beyond Sustainability Report category.
- Sanlam Investments received the 2024 27four ESG annual asset manager survey award – Private equity.
- Sanlam is a constituent of the FTSE4Good Index Series
- In 2024, Sanlam Kenya Plc received the following Awards relating to sustainability, innovation, reporting, strategies and products:
  - Kenya ESG Award 2023-2024 by KENCTAD for being voted Kenya's No. 1 Transparency and Accountability Trailblazer. Sanlam Kenya Plc was nominated for the same award for year 2024-2025.
  - 'The Most Engaged Large Company Award, 2024' by United Nations Global Compact (UNGC) in Kenya.
  - Financial Reporting (FiRe) – FiRe Awards, Overall, Winner Insurance Industry, by Institute of Certified Public Accountants Kenya (ICPAK).
  - Human Resources (HR) Certificate Awards.
  - Best HR Transformation Strategies, by the Institute of Human Resources Management (IHRM).
  - Experience Award, Excellence in Tailored Insurance Products, by KENCTAD.
- Association of Kenya Insurers (AKI) Awards in three categories:
  - Highest Growth in number of life policies
  - Innovation
  - Most improved company
- Attained the ISO 27001:2022 certification for our cyber security system.
- Sanlam was recognised as one of the Top 1 000 companies Changing the World in the TIME world's best companies of 2024 list.

# Progress against our sustainability pillars continued

## Financial inclusion

3

Sanlam has developed innovative and affordable financial solutions to bridge the insurance and investment gap with our clients regardless of their income level or socio-economic status.

We are committed to driving financial inclusion in Africa by providing affordable solutions for underserved markets and aim to impact 50 million lives by 2025 through strategic partnerships in fintech and telecommunications.

### How we delivered:

- Provided accessible solutions for small businesses and home employers through the Sanlam Easy retirement plan, which was supported by educational webinars like Imali Zam, reaching an audience of over 28 000 since inception.
- Our products served over 92 million clients across Africa and Asia (2023: 79 million).
- Over 98 000 individuals benefited from financial education workshops and seminars in South Africa.
- The Satrix Now Range promoted financial inclusion with no minimum investment requirements.



## Investing for good in people and planet

4

Sanlam supports sustainable investing principles, which align with ESG principles in our investment portfolios to promote environmentally and socially responsible practices.

Investing in water infrastructure, clean energy, food security and social infrastructure is crucial for eradicating poverty, promoting sustainable development and driving economic growth, while generating social and environmental benefits alongside financial returns.

### How we delivered:

- Reduced our operational carbon footprint: 55 974 tCO<sub>2</sub>e (2023: 63 734 tCO<sub>2</sub>e).
- Used measurement tools to assess ESG integration by asset managers.
- Enhanced ESG reporting by improving transparency in ESG disclosures, focusing on proxy voting and impact metrics in infrastructure and private equity aligned with the UN SDGs.
- Integrated ESG principles in new products such as the Property Impact Fund, which supports rural economic development and social transformation.
- Focused on cross-cluster alignment in values and culture to strengthen cohesion, creating a skilled and innovative workforce to drive sustainable innovation.
- Tailored our operating model to support innovation and strengthen corporate culture.
- Recognised as a Top Employer in South Africa for nine consecutive years.
- Maintained employee Pulse survey score: 86% (2023: 86%).
- R24,5 billion invested in empowerment financing\* (2023: R24,6 billion).
- Sanlam Resilient Investment Fund invested over R405 million (2023: R403 million).
- R155 million invested in CSI initiatives globally in 2024 (2023: R139 million).
- R10,3 million invested in partnership with WWF-SA in 2024 (2023: R9,7 million).
- Collaboration with the Youth Employment Service (YES) in South Africa to support youth employment initiatives.
- Progress in undertaking our financed emissions evaluations.
- Sanlam Impact funds have supported job creation:
  - Legacy Fund: 3 992 jobs created (2023: 2 988).
  - Resilience Investment Fund: 10 804 jobs created (2023: 9 213).

\* Weighted according to regulations. Unweighted Empowerment Financing investments amounts to R78 billion.



# Progress against our sustainability pillars continued

## Partnerships

5

Strategic partnerships are integral to Sanlam's pursuit of social and economic impact in the communities we serve.

We collaborate with leading organisations to leverage collective resources and expertise and aim to positively influence society and effectively address societal and economic challenges, while recognising that tackling climate change necessitates partnerships with various stakeholders for a just transition to a low-carbon economy.

### How we delivered:

- R1,3 billion contributed to renewable energy, water, oceans and sanitation through Climate Fund Managers since 2017.
- Our partnerships with WWF-SA and SANParks integrate nature-based solutions, driving investment in ecological infrastructure and biodiversity management.
- Our partnership with the Kay Motsepe Foundation has supported over 10 000 schools.
- The P4RR has provided community-level education and awareness to over 140 000 people; and supported 102 municipalities.

## Thought leadership

6

Sanlam remains committed to serving as a thought leader in the financial industry, actively sharing expertise and cutting-edge research for responsible and impactful financial solutions.

By promoting sustainable investment and insurance best practices, we contribute to sector-wide discourse while championing financial inclusion and fostering accessibility to support economic growth and resilience in diverse communities. We are also a signatory member of multiple local and international organisations in the insurance and investment sector.

### How we delivered:

- Among the first cohort of companies to publicly commit to adopting the TNFD recommendations by 2025.
- Published our second Sanlam ESG Barometer research report in March 2024, focusing on driving ESG additionality.
- Participated in the 2024 TCFD best practice case study yearbook by the Financial Stability Board (FSB).
- Delivered the 43<sup>rd</sup> edition of the annual Sanlam Benchmark™ Survey in July 2024. The latest instalment explores critical themes shaping the industry, from innovation and trust to the SDGs, cyber security and improving access to health and wellbeing solutions.





# Delivering and rewarding shareholder value

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## Group Finance Director's review

### Strong growth and operational performance

Earnings <sup>(1)</sup>	Value creation	Financial strength
<p>Net result from financial services (NRFFS)<sup>(2)</sup></p> <p><b>+14%</b> (+16% per share)</p> <p>Net operational earnings<sup>(3)</sup></p> <p><b>+24%</b> (+26% per share)</p>	<p>Return on group equity value (RoGEV)</p> <p><b>20,3%</b> per share</p> <p>Adjusted RoGEV</p> <p><b>18,0%</b> per share<sup>(4)</sup></p> <p>Return on equity (RoE)<sup>(1)(5)</sup></p> <p><b>19,8%</b></p>	<p>Group solvency cover</p> <p><b>168%</b></p> <p>Discretionary capital</p> <p><b>R4,1 billion</b></p> <p>Dividend per share</p> <p><b>445 cents</b> +11%</p>

#### Creating a leading emerging markets financial services group

Sanlam's strategy is to build an emerging markets financial services group dedicated to empowering generations across our emerging markets footprint to live with financial confidence. This is enabled by leveraging our partnerships, technology and the talents of our people to deliver the best solutions to our clients. Our strategic partners are Ubuntu-Botho Investments (Ubuntu-Botho) in South Africa, where our partnership spans over 20 years; Shriram in India, where our partnership is also two decades old; and Allianz in Africa (excluding South Africa), where our partnership was formed in 2023.

We envisaged building the scale, reach, relevance and impact necessary to transform communities and countries across Africa and in India. Sanlam has been capitalising on our robust balance sheet, exercising prudent and disciplined capital stewardship, and leveraging our partnership advantage. Our businesses and partnerships provide a unique ecosystem of leading, holistic, client-centred solutions and service options to advance our purpose of empowering generations to be financially confident, secure, and prosperous.

The consistent implementation of our strategy, concentrating on organic growth while complementing this with strategic corporate activity, continues to come through in our financial results. In 2024, the group built on the previous year's strong operational performance to deliver excellent results. Our financial performance in 2024 was largely due to unlocking the potential of our existing operations. We expect contributions from strategic corporate activity to further enhance the group's performance in future periods.

#### Shareholder value creation through consistent organic growth and delivery on key metrics

The group's performance for the year was highlighted by strong earnings growth, robust new business volumes and value of new business.

RoGEV per share for the year of 20,3% and adjusted RoGEV per share of 18,0% were both above the hurdle rate of 15,6%, with strong contributions from all regions, clusters and lines of business.

The adjusted RoGEV performance was supported by:

- **Life insurance (covered) business:** robust new business and positive risk, working capital and credit spread experience.
- **Non-life (non-covered) business:** strong operating results from Santam, improved performance and outlook from the India credit business (Shriram Finance Limited (SFL)) and solid performance from SanlamAllianz, marginally offset by the partial write-down of Afrocentric.

**NRFFS<sup>(1)</sup> increased by 14%** to over R14 billion (up by 25% including the one-off reinsurance recapture fee), with strong contributions from life insurance, general insurance and investment management; and steady performance from credit and structuring as good underlying earnings growth was offset by reduction in the stake in SFL.

South Africa grew NRFFS by 16% with robust life insurance and investment management performance, and strong general insurance result as Santam saw the positive impact of focused and deliberate underwriting actions. Pan-Africa increased by 26% driven by strong growth in the life insurance operations and improved general

<sup>(1)</sup> Excluding reinsurance recapture fee.

<sup>(2)</sup> A measure of Sanlam group's operating performance aligned with cash earnings that drive dividend distribution.

<sup>(3)</sup> NRFFS including investment return after allowing for specific shareholders' fund adjustments and project expenses.

<sup>(4)</sup> Adjusted RoGEV excludes the impact of actual investment return relative to long-term assumptions, interest rate changes and other once-off effects not under management's control (eg, tax changes and currency exchange rate movements).

<sup>(5)</sup> Net operational earnings divided by opening balance of shareholders' fund equity adjusted for non-operational line items on the shareholders' fund income statement of the relevant year.



Abigail Mukhuba  
Group Finance Director



# Group Finance Director's review continued

insurance performance. The relatively smaller contribution from credit and structuring was weaker in both regions.

In the Asia portfolio, India (SFL) continues to deliver double-digit growth in the credit business, while maintaining satisfactory credit experience. The Shriram life and general insurance businesses are both growing new business strongly, however, earnings growth was impacted by investment in distribution in life insurance, and a high base of earnings from a one-off modelling change in 2023 in general insurance. Malaysia recorded weaker performance largely due to higher claims and increased expenses in life insurance.

**Net operational earnings increased by 24%** (up by 34% including the one-off reinsurance recapture fee), benefiting from higher investment returns on the shareholder capital portfolio, coupled with reduced corporate project expenses.

**Attributable earnings per share (EPS) increased by 52%**, gaining from the profit on the disposal of the Sanlam Namibia operations to SanlamAllianz, as well as the marginal reduction of the group's shareholding in SFL.

**Group new business volumes increased by 6%** to R420 billion, benefiting from strong inflows in the South African asset management business. Life and general insurance recorded robust underlying performance. Adjusting for structural corporate activity in the Pan-Africa portfolio, group new business volumes increased by 9%.

**Life insurance new business volumes increased by 3%** on a present value of new business premiums basis (PVNBP). Strong growth in risk and investment business sales were partially offset by a slight decline in life annuity sales in second half of the year, off a high base and in line with the reduction in bond yields, as well as a non-repeat large corporate single premium inflow in the fourth quarter of 2023.

**Life insurance net VNB increased by 2%**, following structural corporate activity involving the sale of Sanlam Namibia and the termination of the Capitec joint venture, as well as currency depreciations in the Pan-Africa portfolio.

**Net client cash flows of R54 billion** improved by 52%, driven by a rebound in the South Africa investment management operations. Life insurance recorded muted growth mainly from weaker net flows in the South Africa corporate business, which was also impacted by "two-pot"<sup>(6)</sup> retirement fund withdrawals since its implementation on 1 September 2024. General insurance recorded satisfactory growth in net inflows.

**Dividend increased by 11%** to 445 cents per share, delivering three-year inflation adjusted average growth of 4,5%, which compares favourably against the group target range of South Africa CPI plus 2% to 4%.

## Laying the foundations for future growth without compromising current performance

In 2024, we deepened our strategic partnership with Ubuntu-Botho, when Sanlam Life paid R2,6 billion in cash and swapped its 25% shareholding in the investment arm of Ubuntu-Botho, African Rainbow Capital Financial Services Investments (ARC FSI) – valued at R1,492 billion – for a 25% stake in ARC Financial Services Holdings (ARC FSH). Sanlam has benefited significantly from its holding in ARC FSI with an investment return of 24% per annum. In addition, this investment presented the Sanlam group access to strategic opportunities with businesses inside the ARC FSI portfolio, including Capital Legacy and the AlexForbes linked investment platform (LISP), which are delivering operational benefits to the group.

In December 2024, the group extended their relationship agreement with Ubuntu-Botho. The previous relationship agreement between Sanlam and Ubuntu-Botho expired on 31 December 2024 and the parties have entered into a new relationship agreement to extend their strategic partnership for a further 10 years to 31 December 2034. There are no capital impacts from the renewal of this partnership and Sanlam is delighted to have a strategic partner in the form of Ubuntu-Botho for the future development of our business.

Following our R6,6 billion acquisition of Assupol in 2024, the group has begun to integrate Assupol fully into Sanlam and in early 2025 the executive team of Assupol is now fully integrated in Sanlam's retail mass executive team.

Our acquisition of 60% of MultiChoice's insurance business, NMS Insurance Services (SA) Limited (NMSIS), is now complete and Sanlam has assumed operational control of the business.

Our investment in Afrocentric forms an essential element of our strategy to provide a holistic healthcare offering in South Africa, which leverages combined data sets to add new value to our clients. In 2024, this came to fruition with the launch of a new Fedhealth offering as a Sanlam-endorsed open medical aid scheme.

In April 2024, we announced our intention to increase our effective economic shareholding in Shriram General Insurance to 50,99% from

40,25%, and in Shriram Life Insurance to 54,4% from 42,38%. The group decreased our holding in SFL from 10,19% to 9,54% as part funding for, and to increase our exposure towards core insurance entities in line with our strategy. The insurance transactions await Indian regulatory approvals.

On 20 November 2024, the group announced the intention to enter a long-term relationship with Ninety One, whereby Ninety One will acquire all the issued shares in Sanlam Investment Management Proprietary Limited (SIM) in return for a shareholding in Ninety One, and Sanlam will appoint Ninety One as its primary active investment manager for single-managed local and global products, subject to regulatory approval. As a core building block of its investment solutions, Sanlam's active asset management capability will be strengthened by this arrangement. The transaction will result in a swap of cash earnings for dividend income because of Sanlam holding a minority interest of 12,3% in Ninety One post the transaction.

SanlamAllianz made substantive progress in its first year of operation, completing several major integrations and meeting most of its business targets. This success can be attributed to careful, centrally co-ordinated change management, alignment of purpose, values and leadership, and ensuring that the right employees are placed in the right roles without undue disruption to business as usual. Despite the intensiveness of the integration programme, our focus on revenue growth and cost management remained relentless. SanlamAllianz recorded strong performance on operating metrics in 2024, despite currency depreciations, particularly the Egyptian pound and Nigerian naira, which impacted actual currency metrics. Pro forma financial information is shown overleaf.

<sup>(6)</sup> The Two-Pot Retirement System enables members of a retirement fund to access a small portion of their retirement savings, for emergency purposes, before they retire. Most members' retirement savings will remain "preserved," until the member retires. It divides members' benefits into three separate pots: a vested pot, savings pot and a retirement pot.



# Group Finance Director's review continued

The pro forma financial information, including the assumptions on which it is based and the financial information from which it has been prepared, is the responsibility of the directors. It has been prepared for illustrative purposes only, to provide information on how SanlamAllianz may have affected Sanlam's financial position and financial performance for the year ended 31 December 2024, had the effective date occurred on 1 January 2023 for statement of profit or loss purposes. The pro forma financial information has not been reviewed or reported on by Sanlam's external auditors.

On a pro forma basis, comparing 100% of SanlamAllianz (including Namibia) for 2024 and 2023:

## Performance on operating metrics in constant currency<sup>(7)</sup>

- Life insurance new business volumes grew above the 12% – 15% medium-term target range at 24% (6% in actual currency mainly due to the Egyptian pound and Nigerian naira devaluations).
- Life insurance value of new business grew above the 15% – 20% medium-term target range at 36% (7% in actual currency).
- General insurance net earned premium growth below the 12% – 15% medium-term target range at 11% (7% in actual currency), mainly due to underperformance in Côte d'Ivoire and Kenya.
- Net insurance ratio within the 10% – 15% target range at 12,3%.
- NRFFS increased by 31% (10% in actual currency), above the 15% – 20% medium-term target range mainly due to strong performance in the life insurance portfolio.

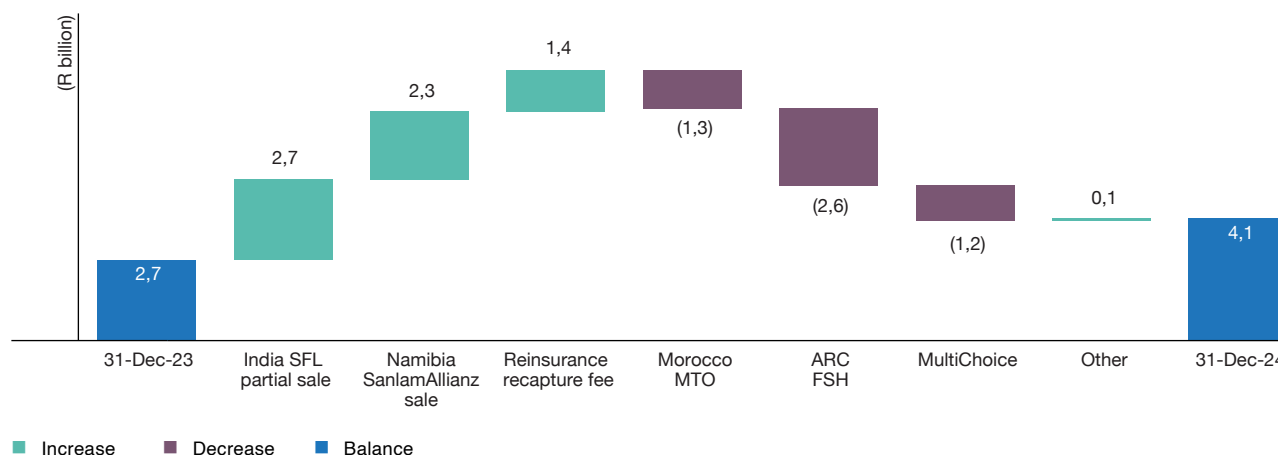
On 20 December 2024, the group announced Allianz Europe BV's (Allianz) intention to acquire 8,59% in SanlamAllianz, for a consideration of R4,5 billion, subject to regulatory approval. This will result in a final shareholding split in SanlamAllianz of 51% Sanlam and 49% Allianz. The final consideration will be subject to closing adjustments, which will be determined based on the 31 December 2024 audited financial statements of SanlamAllianz.

<sup>(7)</sup> Targets are in constant currency.

## Capital deployment

The group's discretionary capital balance increased to R4,1 billion on 31 December 2024 from R2,7 billion at 31 December 2023. This increase is mainly due to the partial sale of the group's shareholding in SFL, the integration of Sanlam Namibia into SanlamAllianz and the reinsurance recapture fee. Discretionary capital was reduced by the outlay associated with the offer to buy out minority shareholders in Sanlam Maroc, as part of the broader SanlamAllianz transaction, acquiring a 25% shareholding in ARC FSH and purchasing 60% in NMSIS from MultiChoice. It is expected that once transactions in progress are completed that discretionary capital will be reduced to be consistent with our long-term target range.

## Discretionary capital



## Events post the reporting period

In early 2025, the group agreed to subscribe for shares in Shriram's wealth and stockbroking businesses, increasing its effective economic shareholding from 26% to 50%. The group will also subscribe for shares in Shriram's listed asset management operations, Shriram Asset Management Company, to increase its effective economic shareholding from 16,3% to 34,8%. These transactions remain subject to regulatory approvals. The combined capital outlay for these transactions is around R1 billion, funded from discretionary capital.

The asset and wealth management businesses have not been a strategic focus of the partnership to date but given the development of the Indian domestic market in recent years, supported by tailwinds of economic growth, financialisation of savings and maturing capital markets, Sanlam believes that the opportunity is significant and of strategic importance. The financial impacts are expected to be broadly neutral on earnings and dividends in the initial years but expected to be accretive from year three as the businesses are growing assets very strongly.

## Confidence in Sanlam's outlook

Looking forward, our strategic focus is primarily on integration of recent acquisitions, synergy realisation, and innovation to drive organic growth, as we work towards building a leading financial services group delivering sustainable long-term growth through our operations in high potential emerging markets. We are extracting the growth and efficiency synergies identified and optimising the human and capital resources our strategic initiatives brought together, ensuring that our unique and diverse partnerships deliver value. Underscoring all our strategic efforts will be our continued emphasis on efficient management of capital, cash flow and costs; and maintaining a robust governance, risk management and compliance foundation.

## Group Finance Director's review continued

In **South Africa**, our focus is on the successful integration of Assupol in the mass market segment, leveraging the Sanlam and Assupol branch networks and collaborating with our partner to broaden the product offerings to our clients. The consolidation, integration and renewal of our IT systems, alongside development on innovative digital and client loyalty programme offerings, will enable a holistic client engagement model that underpins organic growth.

In our **Pan-Africa** operations, SanlamAllianz's focus is on integrating the operations and realising revenue and cost synergies. We remain positive about the medium to long-term prospects for the African countries in which we operate. Short-term economic challenges are set to reverse over time and the continent is likely to achieve good income growth, which will support our operations.

In **Asia**, Shriram's exceptional reach in the expansive Indian finance market, and its dominance in underserved outlying areas, present us with virtually unrestricted ability to drive insurance growth and financial inclusion. Structural positives include low insurance penetration and rapid advancements in digitalisation and adoption.

We are positive about the group's growth prospects for 2025, on the back of improved investor and business sentiment in South Africa, coupled with improved economic outlook for Pan-Africa and continuing strong growth in Asia. The group expects organic growth to continue to drive earnings in 2025, with the impacts of corporate activity expected to contribute more meaningfully over the medium term.

The group is targeting cash NRFFS for 2025 within a range of R15,0 billion to R16,5 billion off the 2024 base of R14,2 billion (excluding the reinsurance recapture fee). The group's two major measures of value creation, namely RoGEV and real growth in dividend, are expected to be ahead of minimum hurdle for RoGEV and within range for dividends.

Ongoing geopolitical tensions pose risk to the outlook for investment markets, interest rates and inflation. The group's earnings remain sensitive to significant moves in global investment markets, as well as variations in experience.

### Dividend

The group declared a dividend of 445 cents per share (2023: 400 cents per share) slightly ahead of our normal dividend policy range of real growth of 2% to 4% over a rolling three-year period, without undermining the group's ability to deal with further financial stresses.

The declaration of a dividend reflects the group's resilience and ability to generate cash, and the board's confidence in the underlying strength of the business.

*Abigail Mukhuba*

**Abigail Mukhuba**  
Group Finance Director



## Remuneration summary

# Remuneration philosophy

Sanlam has a total reward strategy for our people.

This offering comprises remuneration (which includes cash remuneration and short and long-term incentives), benefits (retirement, medical, risk, group life, etc.), recognition, learning, development, career growth and a balanced working environment with a range of personalised lifestyle and wellness benefits.

### Our remuneration philosophy sets out to:

Identify those aspects of the remuneration policy that are prescribed and to which all businesses should adhere to in accordance with our group governance policy

Provide a general framework for other components of total remuneration across the group

Provide guidelines for short and long-term incentive and retention processes

Provide mandates and guidelines about how businesses should apply discretion in awarding remuneration and incentives

The board recognises certain industry-specific, geographically specific and other relevant differences between Sanlam businesses and where warranted differentiation in remuneration is applied to enable businesses to attract, retain and reward their employees appropriately within an overarching policy.

In this regard, there are some areas where good corporate governance, the protection of shareholder interests and those of the Sanlam brand or corporate identity require full disclosure, motivation and approval by the group CEO or the committee.

The principle of pay for performance and management discretion regarding individual employees is central to the remuneration philosophy on the basis that all remuneration is based on merit.

However, the overarching principles of the Sanlam remuneration structure are consistently applied, to support a common philosophy and ensure good corporate governance, with differentiation between businesses/industries where appropriate.

# Overview of the remuneration policy

## Design principles for our remuneration policy

Our remuneration policy is a key enabler of the Sanlam business strategy. It is, therefore, vital that it is market competitive and fair and equitable to all stakeholders.

The primary objectives of the remuneration policy are to:

Promote an ethical culture and behaviours that are consistent with our values and responsible corporate citizenship

Drive the group's strategic objectives, whilst complying to our risk and governance frameworks

Attract, motivate, reward and retain key talent

The key principles of our policy are:

### Pay for performance

Performance is the cornerstone of the remuneration philosophy. On this basis, all remuneration practices are structured in such a way as to provide for clear differentiation between individuals about performance. It is also positioned so that a clear link is maintained between performance conditions and the Sanlam business strategy.

### Competitiveness

A key objective of the remuneration philosophy is that remuneration packages should enable the group and its businesses to attract and retain employees of the highest quality to ensure sustainability.

### Leverage and alignment

The reward consequences for individual employees are, as far as possible, aligned with, linked to and influenced by:

- the interests of Sanlam shareholders (and where applicable, minority shareholders in subsidiaries);
- the interests of other stakeholders (for example, employment equity, client service, the community);
- sustainable performance of Sanlam as a whole;
- the performance of any region, business unit or support function; and
- the employee's own contribution.

### Consistency and fairness

The remuneration philosophy strives to provide a framework that encourages consistency, but allows for differentiation where it is fair, rational, and explainable. Differentiation in terms of market comparison for specific skills groups or roles is necessary and differentiation concerning performance is imperative. Unfair differentiation is unacceptable.

### Attraction and retention

Remuneration practices are recognised as a key instrument in attracting and retaining the required talent to meet Sanlam's objectives and ensure its sustainability.

### Shared participation in relevant components of remuneration

Employee identification with the success of Sanlam is important because it is directly linked to both Sanlam's and individual performance. All employees should have the chance to be recognised and rewarded for their contribution and the value they add to Sanlam, and for achieving excellent performance and results, in relation to Sanlam's stated strategic objectives. The performance management process contributes significantly towards obtaining this level of participation and towards lending structure to the process.

### Best practice

Reward packages and practices reflect local and international best practice, where appropriate and practical.

### Communication and transparency

The remuneration philosophy, policy and practices, as well as the processes to determine individual remuneration levels, are transparent and communicated effectively to all employees. In this process, the link between remuneration and Sanlam's strategic objectives is understood by all employees.

### Market information

Accurate and up-to-date market information and information on best practice are important factors in determining the quantum of the remuneration packages.

### Malus and clawback

Where defined trigger events take place provision is made for redress against remuneration through either malus (pre-vesting forfeiture) or clawback (post-vesting forfeiture). Malus and clawback provisions and the application thereof to trigger events are governed by the Sanlam group malus and clawback policy, which is a related policy to this group remuneration policy and these provisions will be incorporated in relevant remuneration governance documents/rules.



## Overview of the remuneration policy continued

# Remuneration governance and the committee's responsibilities

The Sanlam Limited board of directors (board) is responsible for the governance of remuneration in the Sanlam group.

The committee is mandated by the board to ensure fair, responsible and transparent remuneration policies and practices which promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.

Sanlam's remuneration philosophy and policy support the group strategy by incentivising the behaviour required to meet and exceed predetermined strategic goals. Both short and long-term strategic objectives are measured and rewarded. This blended approach mitigates excessive risk-taking and balances longer-term strategic objectives with short-term operational performance. The remuneration philosophy is therefore an integral part of Sanlam's risk management structure. In setting up the reward structures, cognisance is taken to prevailing economic conditions as well as local and international governance principles.

A great deal of attention is given to correctly position both the nature and the scale of remuneration relative to relevant comparator groups and international best practice. Steps are also taken to ensure alignment with the applicable regulatory and governance requirements in each of the countries in which Sanlam operates. In South Africa, those specifically include the Prudential Standards (Governance and Operational Standards for Insurers, issued in terms of the Insurance Act) and the King IV Report on Corporate Governance™ for South Africa, 2016 (King IV™), while also conforming to the remuneration principles contained in the Codes of Good Practice which support employment equity legislation.

Sanlam is the sole or part-owner of several subsidiaries, joint ventures and associates. While compliance with the Sanlam group remuneration policy is primarily targeted at operating subsidiaries, Sanlam will use its influence to encourage the application of sound remuneration practices in those businesses where it does not hold a controlling interest. In businesses outside South Africa, where the group remuneration policy conflicts with local statutes or regulations, the local standards will apply.

The committee is responsible for overseeing and monitoring the development, implementation and execution of the remuneration policy and strategy of the group and ensuring that the policy objectives are met. The committee is responsible for presenting the policy to the board for approval. Its activities include approving the guidelines and philosophy to be applied in formulating mandates for all short and long-term incentive plans and setting remuneration packages of the Sanlam group exco and the Sanlam heads of control functions (actuarial control, internal audit, compliance, and risk management), relative to industry benchmarks. The committee also exercises oversight over the remuneration of key persons (as defined in the Prudential Standards).

The committee makes remuneration decisions it deems appropriate within a board-approved framework and may propose amendments to any part of the remuneration policy as necessitated by changing circumstances. It also makes recommendations to the board regarding the fees of Sanlam directors.

To fulfil the role, the committee undertakes the following:

- Oversees and recommends short and long-term incentive plans to the board for approval for group employees, subject to shareholder approval where applicable. This includes the setting of guidelines for annual remuneration mandates and a regular review of the appropriateness and structure of the variable remuneration plans to ensure alignment with Sanlam's business strategy and shareholder interests. For employees outside of South Africa employer companies align to the remuneration policy and practices where applicable but may differ from country-to-country dependent on local regulations, benchmarks and practices. Direct oversight over remuneration for employers outside of South Africa is assumed by the boards of the respective employer companies.
- Sets appropriate performance conditions for incentives, and reviews and approves the measurement of vesting outcomes.
- Ensures that the remuneration policy applies in a proportionate and risk-based way and contains specific arrangements for the review of remuneration for the roles of the directors, executives, heads of control functions, other key persons and persons whose actions may have a material impact on the insurer or group's risk exposure.
- Reviews the management of the contracts of employment of Sanlam executive directors, members of the exco and heads of control functions to ensure that their terms are aligned with good practice principles.

- Reviews the remuneration strategy for and approves the remuneration of Sanlam executive directors, exco and heads of control functions, including total guaranteed pay (TGP) and variable pay and other conditions of employment.
- Develops and recommends short and long-term incentives to the board for approval for the Group Chief Executive Officer (CEO) and other exco members. It includes the setting of annual targets, monitoring those targets and reviewing the incentive plans on a regular basis to ensure that there is a clear link between the plans and performance in support of the group strategy. Further to this, the committee ensures that incentives are appropriate, supported by corporate governance standards and that the design thereof is aligned to long-term value creation for shareholders.
- Reviews the succession plans in place for the group CEO and exco and provides for succession in both emergency situations and over the long term.
- Recommends to the board the remuneration of the Sanlam non-executive directors for approval at the AGM by shareholders.
- To put the remuneration policy and the implementation report annually for separate non-binding advisory votes by shareholders at an AGM. If either the remuneration policy or the implementation report, or both, are voted against by 25% or more of the votes exercised, an invitation to dissenting shareholders to engage with the Company will be issued. This invitation will set out the manner and timing of such engagement.

### Prescribed officers

The group CEO and Finance Director ("FD") were the only executive committee members identified as prescribed officers per relevant legislation as they exercise control over the general administration and management of the business and activities of Sanlam Limited and their responsibilities ordinarily fall within the ambit of an executive director's day to day activities. The Sanlam governance framework, standards and practices restricts to some extent the participation of the other executive committee members in exercising control over the general administration and management of the business and activities and therefore they are not considered to be prescribed officers. Also, in light of the global operations of Sanlam in various territories the prescribed officers for Sanlam Limited comprise the group executive directors. All details of the group CEO and FD remuneration will be disclosed in this report.

None of the Sanlam executive directors or exco members occupy a control function in the group as defined in the Insurance Act, 18 of 2017 (Insurance Act).

## Overview of the remuneration policy continued

# Remuneration overview

### Structure

The different components of remuneration are summarised in the table below.

The summary is generic for all South African employees but highlights specific aspects applicable to exco. Non-South African employees' pay structures are aligned from an incentive design perspective but may differ from country-to-country dependent on local regulations, benchmarks, and practices.

Component	Purpose	Potential	Design	How we delivered
<b>Total Guaranteed Package (TGP)</b>	Reflects market value of role and individual performance.	Market benchmark for comparative role.	Annual benchmarking against market surveys. Positioned on average at the 50th percentile of market.	Cash salary and a mix of compulsory and discretionary benefits.
<b>Short-term Incentives (STIs)</b>	Rewards performance over a 12-month period (financial year).	STI on-target ranges between 16,7% – 100% of TGP for employees. STI caps are set at 200% of on-target. 30% of STI for exco is deferred into restricted Sanlam shares for three years (subject to employment).	For exco based on individual, business and group performance.	STI outcomes generally capped at 200% of TGP or 200% of the on-target earning potential. For exco and for investment businesses, deferral principles apply.
<b>Long-term Incentives (LTIs)</b>	Rewards company performance over a three-to-five-year period. Long-term value creation for shareholders.	Total LTI award levels range between 35% and 250% of TGP (based on value of unvested awards). These percentages as an indicative annual award comprises approximately 10% to 70% of TGP.	Vesting in tranches in years three (40%), four (30%) and five (30%).	Company performance conditions (Adjusted RoGEV and dividend growth) for vesting of shares awarded to senior management. Shares awarded to emerging and key talent below senior management level are subject to individual performance.
<b>Out-performance Plans (OPPs)</b>	Focused and bespoke incentives for a specific period (long-term), aligned to the Sanlam business strategy and key strategic projects over a three-to-five-year period.	100% – 200% of TGP per annum.	Performance conditions for a three-to-five-year period are set considerably more stretching than annual LTI performance conditions. Due to the out-performance targets the probability of vesting is lower than LTIs. In the past three years, due to the very stretching performance conditions of OPPs, the vesting outcomes have been between 7% and 50%.	Value measured and delivered in Sanlam shares to align to shareholders. By exception (and if good rationale exists) may be settled in cash, but this will be transparently disclosed and is not the preferential settlement mechanism.

# Remuneration summary continued

## Remuneration overview continued

### 2024 remuneration outcomes and decisions

In April 2024, base salary increases of 5,75% (on average) were awarded to employees. For 2025, an overall 5,65% uplift on the guaranteed pay base will be applied.

The bonus outcomes for the 2024 financial year reflect performance relative to business and group scorecards set, with higher reward in areas where there was out-performance. In 2024, all group executive committee members (exco) were measured against ESG measures (5% – 10%) in determining their short-term performance bonuses. In March 2024, exco deferred 30% of bonuses payable in respect of the 2023 financial year into Sanlam restricted shares (vesting after three years) which provides them with greater investment in Sanlam and alignment with shareholders. It also allows for risk adjustment over deferred cash bonuses.

In June 2024, we awarded performance deferred shares (PDSPs) to senior management employees. Deferred shares (DSPs) are reserved for emerging talent, succession planning and retention at levels below senior management. PDSPs were awarded with performance conditions of adjusted RoGEV (70% weighting) of real 3% – 7% and dividend growth (30% weighting) of real 1% – 4%, measured over the performance and vesting periods of three, four and five years.

We kept close to market developments and carefully reviewed aspects of remuneration to ensure Sanlam remains competitive, while our remuneration policy is bespoke and agile enough to enable our unique business strategy.

### Executive changes

Anton Gildenhuys was appointed as the Chief Executive Officer of Sanlam Life and Savings. Bongani Madikiza, Chief Executive Officer of Sanlam Retail Mass was also appointed as the Chief Executive Officer of Assupol. Shadi Chauke was appointed as the Group Executive: Market Development and Sustainability from 1 November 2024. She replaced Karl Socikwa who retired from Sanlam.

### Engagement and voting outcomes from the last AGM

During the year under review, we engaged individually with shareholders regarding our remuneration policy, facilitated by our investor relations function. The engagements were ad hoc and the feedback was positive.

At the 2024 AGM, our remuneration policy received a positive vote of 94,64%, while our implementation report received a positive vote of 91,51%.

We extend a standing invitation to all shareholders to engage on our remuneration policy and the implementation thereof throughout the year. We also actively strive to incorporate our remuneration policy approach and the link to business strategy in our shareholder roadshows and dialogues.

We assure you of our continued commitment and look forward to your continued support of our remuneration report at the upcoming AGM.

MSR is to drive alignment between executives and shareholder interests. Sanlam applies a minimum shareholding policy to all current and future exco members which fall within the categories below. There is no cap on the number of Sanlam shares that exco members may hold in terms of the MSR.

In terms of these arrangements, the following minimum shareholding levels, expressed as a percentage of annual TGP, must be reached within six years from the date of appointment in the respective role.

Role	Minimum level
Group CEO <sup>#</sup>	200%
Group Finance Director	150%
Business executives	100% – 150%
Functional executives	75%
Other <sup>*</sup>	50%

\* Where roles, driven by business requirements (which are not exco) have similar remuneration design as exco, "Other" will apply.

<sup>#</sup> The group CEO is subject to an extended holding period in terms of the CEO remuneration arrangement.

Participating executives are required to maintain the target shareholding throughout their tenure with the group. Unvested shares in terms of any LTI arrangement or short-term bonus arrangement will not be considered when assessing compliance with the MSR policy.

Incentive arrangements implemented after 1 January 2016 may include MSR terms and conditions as determined by the committee to ensure compliance with the prescribed levels in the prescribed periods, as well as the implications of not adhering to the MSR.

For purposes of determining compliance with the MSR levels, the value of a participating executive's shareholding at the end of each financial year will be determined by using the weighted average closing price of Sanlam ordinary shares on the Johannesburg Stock Exchange (JSE) for the trading days in that financial period and expressed as a percentage of the participating executive's annual TGP at the end of such financial year.

### Non-executive directors' fees

Fee structures are reviewed annually based on data from independent service providers and, where applicable, external advice. Recommendations are reviewed for reasonableness by the committee and the board and are then proposed to shareholders for approval at the AGM.

See special resolution number 1 in the 2025 Notice of AGM. For the period 1 July 2025 to 30 June 2026 a general increase of 5,65% (aligned with employee increases) is proposed.

The fee structure will remain in place for one year, from 1 July until 30 June the following year. NEDs receive annual board and committee retainers. In addition, a fee is paid for attending board meetings. Sanlam pays for all travelling and accommodation expenses in respect of board meetings. The Chair receives a fixed annual fee that is inclusive of all board and committee attendances, as well as all other services performed on behalf of the group.

NEDs are not eligible to participate in incentive plans (whether short-term or long-term) and do not receive fees which are linked to the share price growth or company performance conditions.

# Remuneration summary continued

## Implementation report

### Executive directors (prescribed officers) remuneration summary

#### Remuneration for the year ended 31 December 2024 and comparative for financial year 2023

The disclosure approach (and specifically as it pertains to long-term incentives (LTIs)) is aligned with King IV™ recommendations. A separate disclosure is provided in respect of the number and value of LTIs that were awarded and vested in the relevant years.

#### 2024

					Annual bonus			
R'000	Months in service	Salary	Company contributions	Subtotal: Guaranteed package	Cash	Deferred	Attributable value of LTIs vested	Total remuneration
Paul Hanratty	12	6 130	–	6 130	–	–	–	6 130
Abigail Mukhuba	12	6 130	350	6 480	6 860	2 940	5 859	22 139
<b>Total</b>		<b>12 260</b>	<b>350</b>	<b>12 610</b>	<b>6 860</b>	<b>2 940</b>	<b>5 859</b>	<b>28 269</b>

#### 2023

					Annual bonus			
R'000	Months in service	Salary	Company contributions	Subtotal: Guaranteed package	Cash	Deferred	Attributable value of LTIs vested	Total remuneration
Paul Hanratty	12	6 130	–	6 130	–	–	–	6 130
Abigail Mukhuba	12	5 757	350	6 107	5 250	2 250	12 096	25 703
<b>Total</b>		<b>11 887</b>	<b>350</b>	<b>12 237</b>	<b>5 250</b>	<b>2 250</b>	<b>12 096</b>	<b>31 833</b>

### Total guaranteed package (TGP)

The TGP (in rand) of the prescribed officers for the past two financial years is reflected in the table below.

Individual	TGP for financial year 2024	TGP for financial year 2023	TGP for financial year 2022	% increase in TGP for financial year 2024 from financial year 2023	% increase in TGP for financial year 2023 from financial year 2022
Paul Hanratty	6 130 000	6 130 000	6 130 000	–	–
Abigail Mukhuba	6 480 000	6 107 000	5 729 000	6,1	6,6

### Short-term incentives

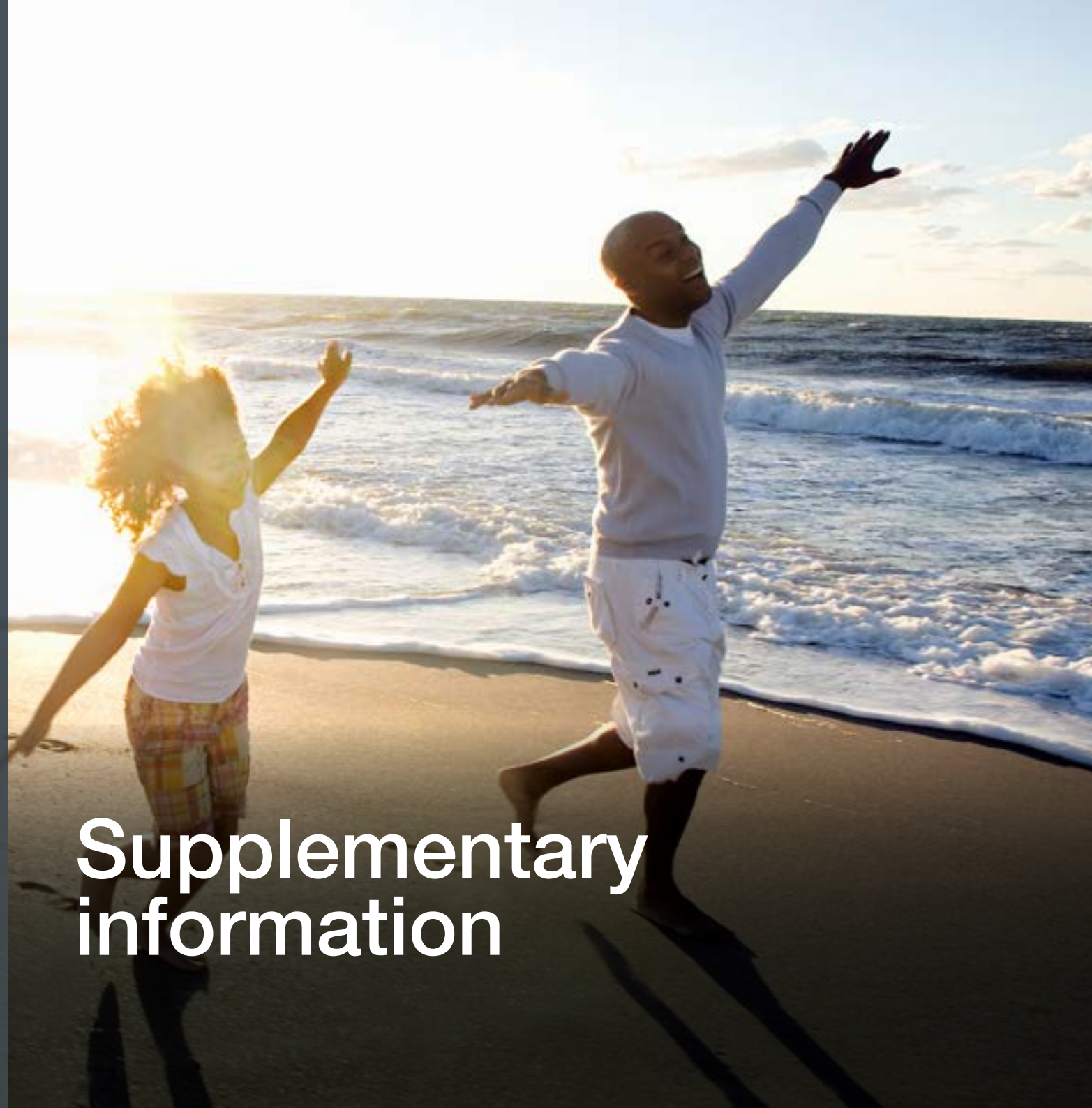
#### The group CEO and group FD performance outcomes

The group CEO and group FD performance measures for 2024 and achievement against it are set out below (group achievement).

#### Group financial performance (weighted out of 50)

Metric	Weighting	Measure (for 100%)	Actual	Achievement for each component without weighting (0% – 200%)	Outcome
Adjusted RoGEV (per share)	15%	11,6	18%	200%	30%
Operating profit (NRFFS) ('m)	15%	13 600	14 418	200%	30%
VNB ('m)	10%	2 600	2 953	188,3%	18,8%
Net client cash flow (NCCF) ('m)	5%	70	54	20%	1%
Company valuation (price to GEV)	5%	1,05	1,07	120%	6%
<b>Total</b>					<b>85,9%</b>



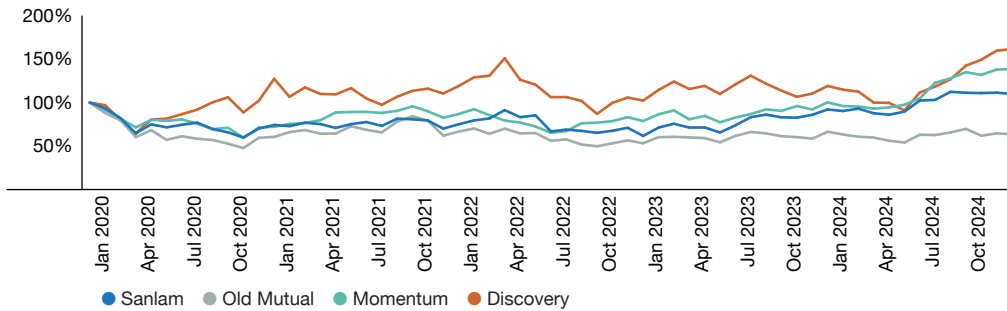


# Supplementary information

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# Analysis of shareholders

Share price relative to peers (rebased to Jan 2020)

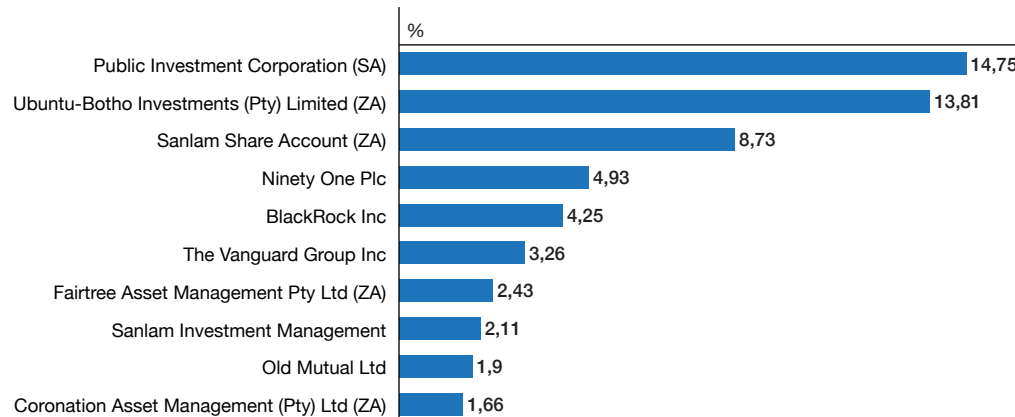


Source: IRESS

## Geographic analysis of identified investor base



## Top 10 institutional shareholders (by group) as at 31 December 2024



Source: J.P. Morgan Cazenove

## Analysis of shareholders at 31 December 2024

Distribution of shareholding	Total shareholders		Total shareholders	
	Number	%	Number	%
1 – 1 000	321 795	87,60	116 171 331	5,49
1 001 – 5 000	39 463	10,74	77 108 555	3,64
5 001 – 10 000	3 225	0,88	22 242 415	1,05
10 001 – 50 000	1 734	0,47	34 352 337	1,62
50 001 – 100 000	309	0,08	22 286 695	1,05
100 001 – 1 000 000	644	0,18	206 992 046	9,78
1 000 001 and over	196	0,05	1 638 000 570	77,37
<b>Total</b>	<b>367 366</b>	<b>100</b>	<b>2 117 153 949</b>	<b>100</b>

Public and non-public shareholders	% Shareholding
Public shareholders	67,99
Non-public shareholders	
Directors' interest	0,29
Held by subsidiaries	1,89
Sanlam Limited Share Incentive Trust	1,27
Government Employees Pension Fund (PIC)	14,75
Ubuntu-Botho Investments (Pty) Ltd	13,81
<b>Total</b>	<b>100</b>

Shareholder structure	% Shareholding
Institutional and other shareholding Offshore	32,37
South Africa	54,45
Individuals	13,18
<b>Total</b>	<b>100</b>



# Glossary of terms

## Technical terms and definitions

<b>adjusted return on group equity value or adjusted RoGEV</b>	The return on group equity value, excluding the impact of investment market volatility. Adjusted RoGEV is based on the actuarial investment return assumptions at the beginning of the reporting period. Full description is available in the annual financial statements.
<b>B-BBEE</b>	Broad-based black economic empowerment.
<b>capital adequacy</b>	Capital adequacy implies that there are sufficient capital resources to meet the regulatory solvency capital requirement (SCR). Capital resources are referred to as eligible Own Funds (OF). SCR and OF are determined in accordance with the Insurance Act and relevant Prudential Standards.
<b>capital portfolio or balanced portfolio</b>	The consolidated capital of the group, excluding working capital held by group businesses. The capital portfolio includes the required capital of covered business and discretionary and other capital.
<b>cash remittance</b>	Cash earnings contributed from the clusters, distributed to the group.
<b>constant economic basis</b>	Applying the same economic condition assumptions experienced in the prior year into the current year.
<b>cost of capital</b>	Cost of capital is calculated as the required capital at the valuation date less the discounted value, using a risk-adjusted discount rate of the expected annual release of the capital over the life of the in-force business, allowing for the after-tax investment return on the expected level of capital held in each year.
<b>covered business</b>	Long-term insurance business written by Sanlam Life and Savings and Sanlam Emerging Markets.
<b>double-materiality</b>	Material from both a financial and non-financial perspective.
<b>embedded value of covered business or EV</b>	Embedded value of covered business is an actuarially determined estimate of the value of covered business, excluding any value attributable to future new business. Embedded value of covered business consists of the required capital supporting the covered business, or adjusted net worth, plus the value of the in-force covered business less the cost of capital.
<b>FSCA</b>	The Financial Sector Conduct Authority, the regulator of insurance companies in South Africa.

<b>GHRRC</b>	Group human resource and remuneration committee.
<b>IFA</b>	Independent financial adviser.
<b>INR</b>	Indian Rupee
<b>life business</b>	The aggregate of life insurance business and life licence business.
<b>life insurance business</b>	Products provided by the group's long-term insurance businesses in terms of insurance and investment contracts included in the group financial statements, but excluding life licence business.
<b>life licence business</b>	Investment products provided by Sanlam Life and Savings, Sanlam Investments and Sanlam Emerging Markets by means of a life insurance policy where there is very little to no insurance risk.
<b>linked policy</b>	A non-participating policy which is allotted units in an investment portfolio. The value of the policy at any stage is equal to the number of units multiplied by the unit price at that stage less the value of unrecouped expenses.
<b>market-related policy or contract with discretionary participating feature</b>	A participating policy which participates in non-vesting investment growth. This growth reflects the volatility of the market value of the underlying assets of the policy.
<b>material/materiality</b>	A matter is material if it could substantively affect the organisation's ability to create value in the short, medium or long term.
<b>new business margin</b>	VNB as a percentage of PVNBP.
<b>non-life business</b>	Financial services and products provided by the group, excluding life insurance business.
<b>non-life linked business</b>	Non-life linked business comprises investment products provided by Sanlam Personal Finance's Glacier business, which is not written under a life licence.
<b>non-participating annuity</b>	A non-participating annuity is a policy which provides, in consideration for a single premium, a series of guaranteed regular-benefit payments for a defined period.



# Glossary of terms continued

## non-participating policy

A policy which provides benefits that are fixed contractually, either in monetary terms or by linking them to the return of a particular investment portfolio, e.g., a linked or fixed-benefit policy.

## normalised headline earnings

Normalised headline earnings measure the group's earnings, exclusive of earnings of a capital nature and fund transfers relating to the policyholders' fund's investment in Sanlam shares and group subsidiaries. For Sanlam group, the only differences between normalised attributable earnings and normalised headline earnings are:

- Profits and losses on the disposal of subsidiaries, associated companies and joint ventures
- Impairment of investments, value of business acquired and goodwill The group's share of associates' and joint ventures'
- non-headline earnings.

Normalised headline earnings exclude the above items that are of a capital nature. Given that the group's operations are of a financial nature, normalised headline earnings include investment surpluses earned on the investments held by the shareholders.

## participating annuity

A participating annuity is a policy that provides, in consideration for a single premium, a series of regular-benefit payments for a defined period, the benefits of which are increased annually with bonuses declared.

## participating policy

A policy that provides guaranteed benefits as well as discretionary bonuses. The declaration of such bonuses will take into account the return of a particular investment portfolio. Reversionary bonus, stable bonus and market-related and participating annuity policies are participating policies.

## policy

Unless the context indicates otherwise, a reference to a policy in this report means a long-term insurance or investment contract issued by the group's life insurance subsidiaries in accordance with the applicable legislation.

## PVNB

Present value of new business premiums from covered business.

## required capital

The required level of capital supporting the covered business, based on the minimum regulatory capital requirements, plus an internal assessment of adjustments required for market, operational and insurance risk, as well as economic and growth considerations.

## result from financial services

Profit earned by the group from operating activities, excluding investment return earned on the capital portfolio.

## return on equity

Operational earnings for the year divided by opening shareholders' fund equity adjusted for prior year shareholder fund adjustments, net amortisation of value of business acquired and other intangibles, impairments, net equity-accounted earnings, net profit on disposal of subsidiaries and associated companies and fund transfers.

## return on group equity value or RoGEV

Change in group equity value, excluding dividends and changes in issued share capital, as a percentage of group equity value at the beginning of the period.

## reversionary bonus policy

A conventional participating policy that participates in reversionary bonuses, i.e., bonuses where the face amounts are only payable at maturity or on earlier death or disability. The present value of such bonuses is less than their face amounts.

## Sanlam 1.0

Traditional insurance practices.

## Sanlam 2.0

Targeted initiatives to transform the way we do business through digitisation and modernisation, a complete migration to cloud services, automation and integration of AI into our operations.

## SCR

The solvency capital requirement under SAM is a risk-based measure of capital required to maintain solvency, subject to a confidence level of 99,5% over a one-year period (which is equivalent to a 1-in-200-year event).

## SCUF

Shriram City Union Finance

## SMME

Small, medium and micro-enterprises.

## stable bonus policy

A participating policy under which bonuses tend to stabilise short-term volatility in investment performance.

## statutory valuation method or SVM

Valuation requirements as laid out in a board notice issued by the FSB, entitled "Prescribed requirements for the calculation of the value of the assets, liabilities and Capital Adequacy Requirement of long-term insurers" or the equivalent valuation requirements of the regulators of the group's insurance subsidiaries outside of South Africa.

## STFC

Shriram Transport Finance Corporation





## Shareholder diary

Financial year-end **31 December**

Annual general meeting **4 June 2025**

### Reports

Interim report for 30 June 2025 **4 September 2025**

Announcement of the results for the year ended 31 December 2025 **5 March 2026**

Integrated report for the year ended 31 December 2025 **5 March 2026**

### Dividends

Dividend for 2024 declared **6 March 2025**

Last date to trade for 2024 dividend **1 April 2025**

Shares will trade ex-dividend from **2 April 2025**

Record date for 2024 dividend **4 April 2025**

Payment of dividend for 2024 **7 April 2025**

Declaration of dividend for 2025 **March 2026**

Payment of dividend for 2025 **April 2026**

To allow for the dividend calculation, Sanlam's share register (including Sanlam's two nominee companies, namely Sanlam Share Account Nominee (Pty) Ltd and Sanlam Fundshares Nominee (Pty) Ltd), will be closed for all transfers, off-market transactions and dematerialisations or rematerialisations between Wednesday, 2 April 2025 and Friday, 4 April 2025, both dates included. Transactions on the JSE via Strate are not affected by this arrangement.

<sup>(1)</sup> On 3 February 2025, Ms Thembisa Skweyiya stepped down as a non-executive director of both the Sanlam and Sanlam Life boards as well as a member of the Customer Interest Committee, Risk and Compliance Committee, Non-Executive Directors Committee and Independent Non-Executive Directors Committee.

## Administration

Registered name: **Sanlam Limited**

Registration number:	1959/001562/06
Tax reference number:	9536/346/84/5
JSE share code (primary listing):	SLM
NSX share code:	SLA
A2X share code:	SLM
ISIN:	ZAE000070660 incorporated in South Africa
Internet address:	http://www.sanlam.com

### Directors:

**Temba Mvusi**  
Chair

**Dr Patrice Motsepe**  
Deputy Chair

**Paul Hanratty**  
Group Chief Executive Officer

**Abigail Mukhuba**  
Group Finance Director

Andrew Birrell  
Anton Botha

Ebenezer Essoka  
Elias Masilela

Nicolaas Kruger  
Ndivhuwo Manyonga  
Mathukana Mokoka

Kobus Möller  
Sipho Nkosi  
Karabo Nondumo  
Thembisa Skweyiya<sup>(1)</sup>  
Willem van Biljon  
Dr Johan van Zyl  
Dr Shirley Zinn

### Executive Head: Investor Relations

**Grant Davids**

**Company Secretary:**  
**Adela Fortune**

**Registered office:**  
2 Strand Road, Bellville 7530, South Africa  
Telephone +27 (0) 21 947 9111  
Fax +27 (0) 21 947 3670  
33°45'09.77S 18°38'28.32E

**Postal address:**  
PO Box 1, Sanlamhof 7532

**Equity Sponsor to Sanlam**  
The Standard Bank of South Africa Limited

### Debt Sponsor to Sanlam Life Insurance Limited

The Standard Bank of South Africa Limited

**Transfer secretaries:**  
**Registered number:** 2004/003647/07

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Rosebank Towers, 15 Biermann Avenue,  
Rosebank 2196, South Africa  
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Tel +27 (0) 11 370 5000  
Fax +27 (0) 11 688 5200  
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### Sanlam client care centre:

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...we are **sanlam.com**

