

Mutual & Federal rebranding to OLD MUTUAL INSURE

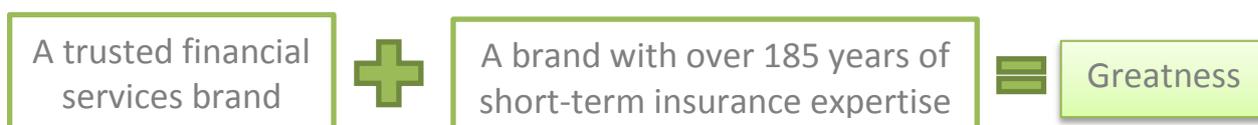
Rebranding was not a decision that we took lightly, as Mutual & Federal has been a proud name in the South African insurance industry for many decades. After extensive research and engagement with our employees, intermediaries, customers and other stakeholders, we received approval to rebrand to **Old Mutual Insure**.

How will the rebrand accelerate our journey to greatness?

Amongst many other benefits, rebranding to **Old Mutual Insure** enables us to have greater visibility in the market. This will help us to grow our market share, especially in the retail segment, and to advance the Old Mutual Emerging Markets growth strategy. Accelerated growth is very exciting, because financial success will ultimately benefit each of our true brand ambassadors.

How will we become greater together?

Research reveals that Old Mutual is a trusted brand. On the other hand, Mutual & Federal has a rich history providing short-term insurance expertise for over 185 years. Our two iconic brands together will be a powerful combination.



Heritage doesn't change when a name changes, heritage is history and our history hasn't changed while our brand continued to evolve.

WHY ARE WE REBRANDING?

A bit of history

Our relationship with Old Mutual comes a long way.

Both companies date back to the 19th century. On 14 March 1831, Mutual & Federal's forerunner, the South African Fire and Life Assurance Company, opened its doors. Old Mutual was started in Cape Town on 17 May 1845 as South Africa's first mutual life insurance company. In 1970, Old Mutual acquired a major shareholding in the newly formed Mutual & Federal. In 2010, it bought the remaining shares.

Old Mutual has grown into a multinational with 18.9 million customers and approximately 64 000 employees worldwide. It offers services in Africa, Europe, the Americas and Asia. It is listed on the stock exchanges of Johannesburg, London, Zimbabwe, Namibia and Malawi. Its head office is in London.

Old Mutual plc is moving towards four standalone business entities: Old Mutual Emerging Markets (OMEM), Nedbank, Old Mutual Wealth (OMW, UK) and Old Mutual Asset

Management (OMAM). Mutual & Federal is currently part of OMEM and we will continue to be part of OMEM under the proposed new business structure and rebranding to **Old Mutual Insure** is therefore a logical next step on our journey together.

Creating a great place to work

The insurance market has become more competitive in the past decade with new products, new competitors and disruptive technology impacting the way we service our customers. On top of this, we have a rich heritage and a powerful dream to become the leading short-term insurance provider in South Africa and the rest of Africa. So, we need to continue to find opportunities for growth and better ways to deliver customer experience while we create a great place to work for all our people.

The benefits of the rebrand

Rebranding to **Old Mutual Insure** enables:



What will our new name and logo mean?



Our new name, *Old Mutual Insure* (abbreviated OM Insure), makes the relationship with our parent company, Old Mutual, more obvious. However, our legal status, registration number (1970/06619/06) and registered financial service provider number (FSP 12) does not change.

We will write to all customers with a Mutual & Federal policy, either directly or through our intermediaries, to confirm the name change and that it will have no impact on their policies with Mutual & Federal.

When will the new logo be used?

Existing contracts concluded under the name Mutual & Federal Insurance Company Limited remains valid. The necessary formal amendments will be made when contracts are renewed.

Our planned launch date is 5 June 2017. From this date, our new name and brand will be reflected in all communication with stakeholders over a period of 24 months. This time frame accommodates our off-platform business, where the system changes may take some time.

On-platform new policies mid-term adjustments and renewals to policies will reflect the new name and brand from June. Doing it in this way will have the least impact on our systems and will also be the most cost-effective.

This includes all policies that we underwrite, including the Old Mutual iWYZE policies.

Mutual & Federal Risk Financing will not change its name until strategic decisions are made on the way forward for this business.

"A rose by any other name would smell as sweet"

William Shakespeare

QUESTIONS & ANSWERS

What are our reasons for rebranding?

Rebranding was not a decision that we took lightly as Mutual & Federal has been a proud name in the South African insurance industry for many decades. Our decision was informed by research over the past two years among employees, customers, intermediaries and key personnel in Old Mutual. *Old Mutual Insure* will support the growth strategy of Old Mutual Emerging Markets, enable easier access to the same short-term expertise, improve customer experience and create fantastic opportunities.

How will *OM Insure* support the growth strategy of Old Mutual Emerging Markets?

Old Mutual Emerging Markets (OMEM) has articulated its vision to become the African champion in financial services. The rebranding gives us greater visibility to allow us to grow our market share in the retail segment, which will advance the Old OMEM growth strategy. Our short-term insurance business will continue to be part of Old Mutual Emerging Markets and rebranding to [Old Mutual Insure](#) is therefore a logical next step on our journey together.

How will [OM Insure](#) improve customer experience?

Rebranding to [Old Mutual Insure](#) enables brokers and financial advisers to offer a full range of financial services products under one brand. This means easier access to the same solid short-term expertise. Better customer data and insights will also improve the products and services we're able to offer our customers.

How will [OM Insure](#) create opportunities?

As [Old Mutual Insure](#) we can unlock the value that sits in the OM customer base, its brand and distribution channels. Shared services will lead to lower cost and more competitive financial services and products. We will also be able to provide greater access for customers to products and services via the Old Mutual footprint.

How does the rebranding affect our employees?

Over time they will have employment contracts with OM. This continues to create opportunities for our people to learn and grow through exposure to the full range of financial services products, to share knowledge and best practice, and to advance their careers in a larger organisation.

Why does it make sense to rebrand when looking at our current business results?

A unified brand equals more impact and a stronger identity, while lowering the cost of building brands. The cost savings will make funds available for expansion, higher risk product offerings, top-talent retention, innovation and marketing.

Are we not concerned about losing the history and heritage of your company?

Both Mutual & Federal and Old Mutual are truly South African brands that are part of our country's DNA. Mutual & Federal has a rich history of over 185 years through its lineage. Heritage doesn't change when a name changes, heritage is history and our history hasn't changed. It is a brand that came into existence first in 1831 as South African Fire and Life Assurance Company and then as the newly formed Mutual & Federal in 1970, which is a reflection of its evolution over time.

In short, our association with Old Mutual goes back a long way, and will always be remembered.

What will make our new brand unique?

Research reveals that Old Mutual is a trusted brand. On the other hand, Mutual & Federal has provided short-term insurance expertise for over 185 years. These two iconic brands have a strong fit and together will be a powerful combination.

When will the rebranding launch?

On 5 June 2017. From this date, there will be a period of 24 months in which to make sure that **Old Mutual Insure** reflects in all communication and on all platforms. Our existing policy schedules and policy wordings will be rebranded as and when they come up for renewal. The bulk of the rebranding changes will however be done as quickly as possible to minimise brand confusion and lessen the operational risk.

Does our distribution model change?

No, we will continue to work with our independent brokers and use the opportunities to cross sell off financial advisers in Old Mutual.

Are we going direct?

Our business model does not change. Old Mutual and Mutual & Federal via a joint venture entered the direct space in 2009 through the creation of the iWYZE business and brand. This joint venture will continue.

Will Old Mutual advisers or PFAs get an advantage over independent brokers/get better treatment/benefits?

Our broker model doesn't change. Partnerships with our brokers and financial advisers will still be a critical focus for **Old Mutual Insure**. We continue to believe in the value of expert advice and the role it plays in improving customer experience. In partnership with our brokers and financial advisers, we will endeavour to *do great things* for customers.

Old Mutual Insure will make the relationship with our parent company, Old Mutual, more explicit. However, our legal status, registration number (1970/06619/06) and registered financial service provider number (FSP 12) will not change.

Will there be any product or benefit changes?

Our proposition includes an improved digital offering to our intermediaries – watch the space for more details. I can assure you that this will enhance customer experience. There will be more benefits rolled out in time. This is the beginning of an exciting journey where we will continuously look at ways to improve customer experience, deliver competitive solutions.

What does the change mean for our policyholders / customers?

Premiums and policy contracts will not change due to the rebranding and Old Mutual iWYZE policies will now be underwritten by **Old Mutual Insure**. All new policies and mid-term adjustments to policies will reflect the new name and brand from June, but our existing policy schedules and policy wordings will be rebranded over a period of 24 months, as and when

they come up for renewal. Doing it in this way will have the least impact on our systems and will also be the most cost-effective.

We remain dedicated to providing customers with the best short-term insurance solutions in the market. Customers will continue to receive the technical expertise that we have gathered over 185 years and which we have become known for.

Where will the new OM Insure be located?

Becoming **Old Mutual Insure** will not affect the location of our branches, only their names will change.

Who will move to no. 1 Mutual Place now that we are rebranding?

Credit Guarantee Insurance Corporation of Africa Ltd (CGIC) and Corporate & Niche will move into the new building to create a compelling proposition for our specialist lines. Our Distribution team that sits in Bryanston will also move to Sandton. This will take up the majority of the seats allocated to us. However, there will be a hot desk area for those of us who have to be at Old Mutual from time to time. The move should therefore have minimal impact on employees currently working in our Johannesburg CBD head office.

How are we keeping stakeholders informed?

All our stakeholders will be prepared for the change and will continue to be kept informed via face-to-face engagements, electronic communications, personal consultations and other channels.

Above-the-line media like television, radio, print, out-of-home advertising and digital will also be used from the launch date until December 2017 to establish the new name and brand and to reinforce awareness and build credibility.

How will the rebranding affect our customer gateways?

Our new contact details will be included in the relevant correspondence with our stakeholders and emails sent to our existing email addresses will automatically be redirected to the new addresses. Our current website address will also be automatically redirected to the Old Mutual website.

How does the rebranding fit into the managed separation?

We believe that with our Managed Separation strategy, we would unlock shareholder value by separating our four business units:

- Old Mutual Emerging Markets (OMEM) - which includes Old Mutual South Africa, the Old Mutual Investment Group, Mutual & Federal and Old Mutual's operations in the rest of Africa, Latin America & Asia
- Nedbank
- Old Mutual Wealth UK, and
- US-based Old Mutual Asset Management (OMAM).

Mutual & Federal, and now the newly rebranded Old Mutual Insure, will continue to be a key part of MEM as we believe this will enhance the customer value propositions we offer, ensuring that our customers are offered a wide range of insurance, investment and savings solutions.

We have already rebranded our short term insurance businesses in some of our operations in the rest of Africa to Old Mutual. The decision to establish the newly branded Old Mutual Insure will not impact on our Managed Separation strategy, nor on our commitment to our policyholders, brokers or financial advisers.

There are many moving parts to be managed during the managed separation process. We continue to engage with various stakeholders and the intention is for managed separation to be materially complete by end-2018.

How does integration fit into the rebranding and when will integration happen?

The rebranding will create a stronger platform for growth through an increased brand presence, easy access to customers and an increased footprint. Integration will bring a much improved employee value proposition, including the sharing of Old Mutual employment benefits. People integration is postponed until after managed separation (some time in 2018). For now, our strategic priority on people is to have a fit-for-purpose workforce, teams that are focused, confident, and motivated to be a part of creating a winning business.

Why is people integration postponed, while we still continue implementing new structures in certain areas of our business as part of the target operating model work?

To allow our business to focus on delivering the business plan for 2016 and ensure that we are in a stronger financial position in 2017. We will implement target operating models before the end of December 2016, so that the new structures can enhance delivery.

Is there still a 2020 Vision?

No.

What is the plan with iWYZE now that we are rebranding?

iWYZE continues to be a key part of our future and we will brand all our direct-to-customer offerings under this proposition. It is just as important to our equity story as our other divisions. Therefore, this division should enjoy equal support from areas such as Operations, Finance, Information Technology and Human Resources.

Will our brand promise change?

Yes, it will change to "Enabling Positive Futures."

Does Raimund Snyders, our CEO, still have a job?

Yes he will. He will still be the CEO of the short-term insurance business within Old Mutual Emerging Markets (OMEM).

Where can I go if I need more information or have a question or suggestion about the rebranding?

For staff please use Change@mf.co.za.

All external parties to email their queries to rebrand@mf.co.za

Alternatively, you can contact:

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