

Old Mutual plc At A Glance

Old Mutual plc is an international investment, savings, insurance, and banking group. Established in 1845 in South Africa, we have more than 19 million customers and £394.9 billion assets under management as of 31 December 2016. In March 2016, we announced a new strategy for Old Mutual plc, called managed separation that seeks to unlock and create significant value for our shareholders.

More about our strategy

Old Mutual plc is executing its strategy of managed separation, which will entail separating its four businesses into standalone entities. The four businesses are:

Old Mutual Emerging Markets: an attractive business with a strong position in South Africa, well-placed to capitalise on sub-Saharan African growth as a diversified financial services provider with operations in key East and West African markets.

Nedbank: one of South Africa's four largest banks with leading corporate, commercial and property finance franchises, and a growth opportunity in the retail market, as well as pan-African optionality through its stake in Ecobank Transnational Inc (ETI).

Old Mutual Wealth: a leading, integrated wealth management business, focused on the UK upper and middle market, with strong prospects in a rapidly growing £3 trillion market.

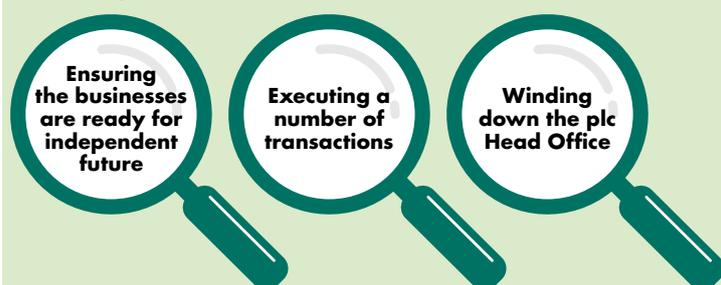
OM Asset Management: an institutionally focussed, multi-boutique asset management business, delivering strong, diversified growth in attractive asset classes through organic initiatives and acquisitions.

Following a series of recently announced transactions we have now reduced our shareholding in OMAM to 22.4%. On completion of all these transactions Old Mutual plc stake will have been reduced to less than 6%. This will effectively deliver independence to the first of our businesses. The remaining plc investment in OM Asset Management is now treated as an associate investment.

We expect to materially complete the necessary work by end-2018. Executing this strategy is a complex task, requiring careful balancing of diverse stakeholder interest in the UK and South Africa.

Our focus areas

Since announcing the managed separation strategy in March 2016, Old Mutual plc has had three fundamental areas of focus:



We are now running Old Mutual plc as an active portfolio manager of the underlying businesses.

For the latest progress update on the managed separation, visit www.oldmutualplc.com

Our values

Our Old Mutual plc values define our culture and guide us in our daily business interactions with each other and with all our external stakeholders. Our values also guide us as we proceed with the strategic transformation of Old Mutual plc through managed separation.

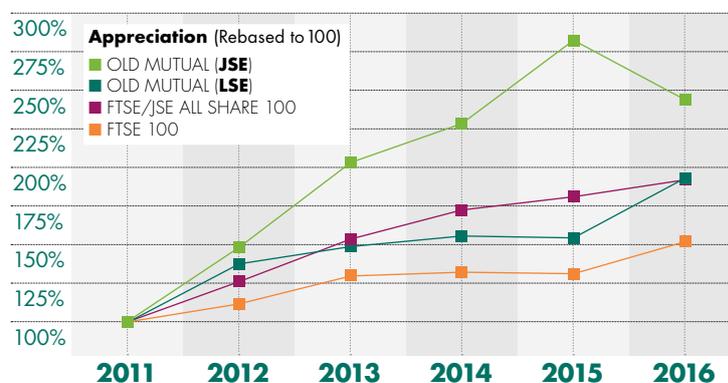
Our values are: respect, integrity, accountability and pushing beyond boundaries. Over the last 6 years and beyond, all our businesses have used the Old Mutual plc values as a basis to develop their own unique set of values and behaviours to guide their business dealings with each other, their customers, communities and other stakeholders in line with their own purpose and strategy post-separation.

Responsible Business

Old Mutual plc remains committed to operating as a responsible business during the managed separation. As part of this process we are embedding responsible business into the plans of our underlying businesses, recognising that it is in our core operations and day-to-day decisions that we evidence our responsible approach to business and build trust with our customers.

Performance highlights

Total shareholder value



Financial highlights¹

31 December	2016	2015
Net client cash flow (£bn)	4.9	(1.5)
Funds under management (£bn)	394.9	327.9
Adjusted operating profit (IFRS) (£m)	1,667	1,663
Earnings per share (p)	19.4	19.3
Return on Equity (%)	13.3	14.2
Dividend per share (p)	6.06	8.9

¹Core operations. As reported – no adjustment for currency.

Financial calendar

Old Mutual plc Interim Results

11 August 2017



Top leadership

Chairman

Patrick O'Sullivan



Patrick O'Sullivan has been Chairman of the Company since January 2010. He also chairs the Nomination and Governance Committee. From 2007 until 2009, he was Vice Chairman of Zurich Financial Services, where he had specific responsibility for its international businesses including those in South Africa.

[Read Patrick's full biography on www.oldmutualplc.com](http://www.oldmutualplc.com)

Group Chief Executive

Bruce Hemphill



Bruce Hemphill has been Group Chief Executive of Old Mutual since November 2015. He is also a non-executive director of Nedbank Group Limited, Nedbank Limited, Old Mutual Emerging Markets, Old Mutual Group Holdings and Old Mutual Wealth. He was previously Chief Executive of Wealth, Insurance and Non-Bank Financial Services at Standard Bank Group, the largest African banking group by assets and earnings.

[Read Bruce's full biography on www.oldmutualplc.com](http://www.oldmutualplc.com)

Group Finance Director

Ingrid Johnson



Ingrid Johnson has been the Group Finance Director of Old Mutual since July 2014. She is also a non-executive director of Old Mutual Group Holdings, Old Mutual Wealth and OM Asset Management plc. She was previously the Group Managing Executive: Retail and Business Banking for Nedbank.

[Read Ingrid's full biography on www.oldmutualplc.com](http://www.oldmutualplc.com)

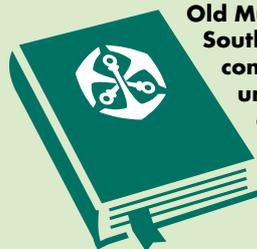
Old Mutual plc Executive

Bruce Hemphill (Group Chief Executive), Ingrid Johnson (Group Finance Director), Ian Gladman (Group Strategy Director), Sue Kean (Chief Risk Officer), Rob Leith (Director: Managed Separation), Rex Tomlinson (Group Chief of Staff).

Non-Executive Directors

Mike Arnold, Zoe Cruz, Alan Gillespie, Danuta Gray, Adiba Ighodaro, Roger Marshall, Vassi Naidoo, Trevor Manuel, Nonkululeko Nyembezi-Heita.

Our story



Old Mutual began in Cape Town in 1845 as South Africa's first mutual life insurance company offering financial security in uncertain times. Since then we have continued to grow as an international financial services company, and our managed separation strategy is the next exciting chapter in our history.

[Read more about our key dates and our history on www.oldmutualplc.com](http://www.oldmutualplc.com)

Share listing

Our primary listing is on the London Stock Exchange (LSE)

Country of registration: England and Wales

Registered number: 3591559

Date of incorporation: 26 June 1998

Listing date: 12 July 1999

Ticker symbol: OML

We also have secondary listings on other exchanges:

Johannesburg (JSE) No. 1999/004855/10

Malawi (MSE) No. 5282

Namibia (NSX) No. F/3591559

Zimbabwe (ZSE) No. E1/99

Total number of shares in issue at 26 June 2017 was 4,932 million

Geographic shareholding

At 31 December 2016

- South Africa **50%**
- UK **15%**
- US/Canada **14%**
- Europe/Rest of the World **10%**
- Miscellaneous **11%**



Company advisors

Auditors: KPMG LLP

Bankers: National Westminster Bank plc

Registrars: Global Share Alliance (comprising Equiniti Limited in the UK and Link Market Services in South Africa)

Corporate Brokers: Bank of America Merrill Lynch, Goldman Sachs, Nedbank Capital

Company information

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