

Leveraging Partnerships to Provide Access to Insurance: the Holland Experience

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Holland.



Introduction to Hollard and the business structure

Hollard was founded in 1980, and since then we have been providing pioneering insurance and risk solutions through innovative problem solving and rock-solid partnerships. Rejecting tired convention, we've consistently delivered smart solutions that make everyone a winner

Hollard is South Africa's largest independent and privately owned insurance group and now comprises insurance businesses throughout Africa as well as Europe, India, China, Indonesia and Australia

Hollard Life

Life, investment, and mass market products through affinity partners, brokers and agents, and direct

Hollard Insure

Motor and household, and Corporate and Commercial through brokers and direct

Hollard Partner Solutions

Short-term and life products delivered through partnerships with retailers, banks, motor, and others

Hollard International (HINT)

Hollard's Afro-global family outside South Africa

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At Hollard, partnership is part of our DNA – and is a cornerstone of our Group Purpose



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We have an extensive track record in partnering – across various industries, and targeting customers across income levels



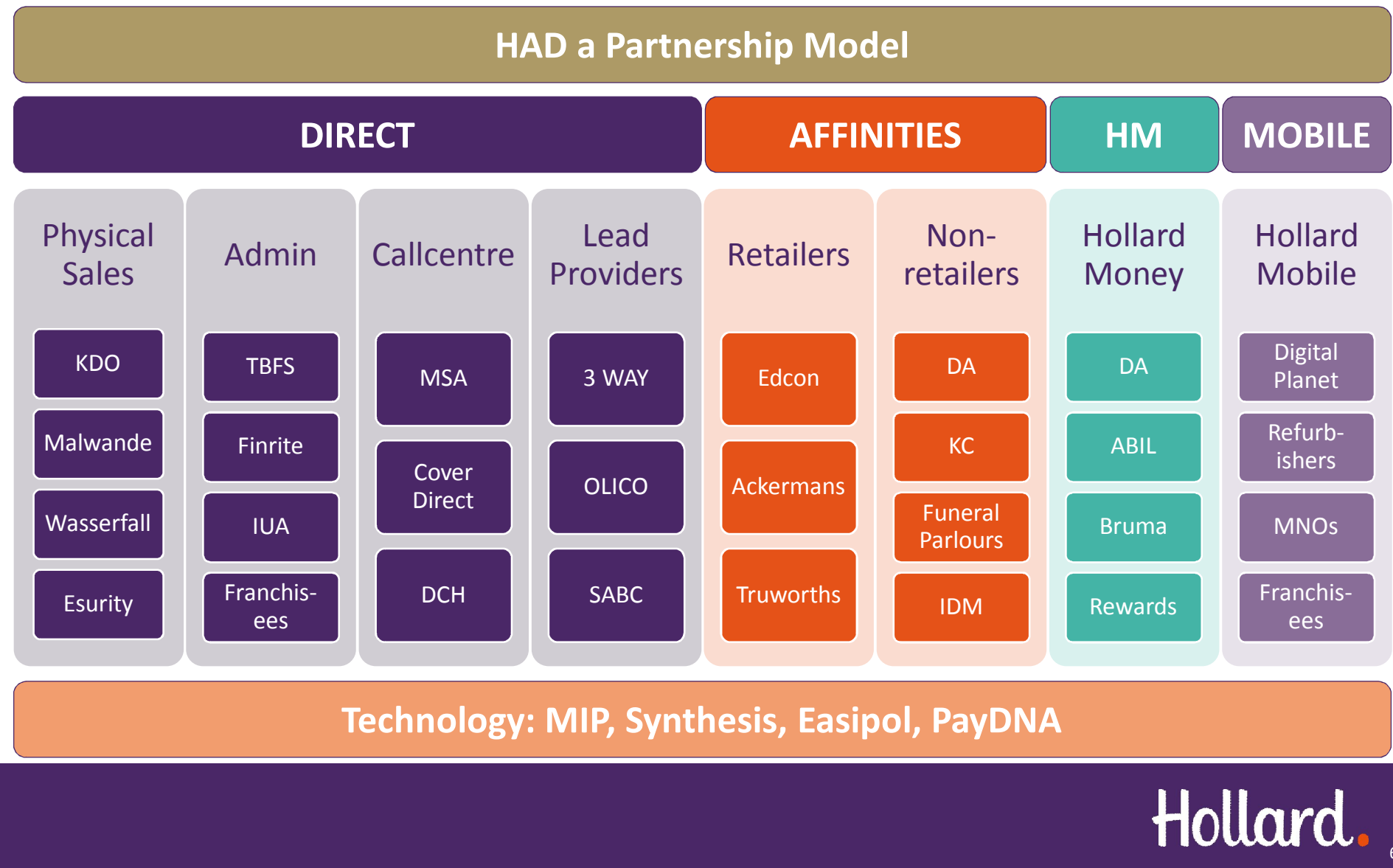
Hollard

We know what it takes in the emerging, and mass markets
– and we need to partner to get these right

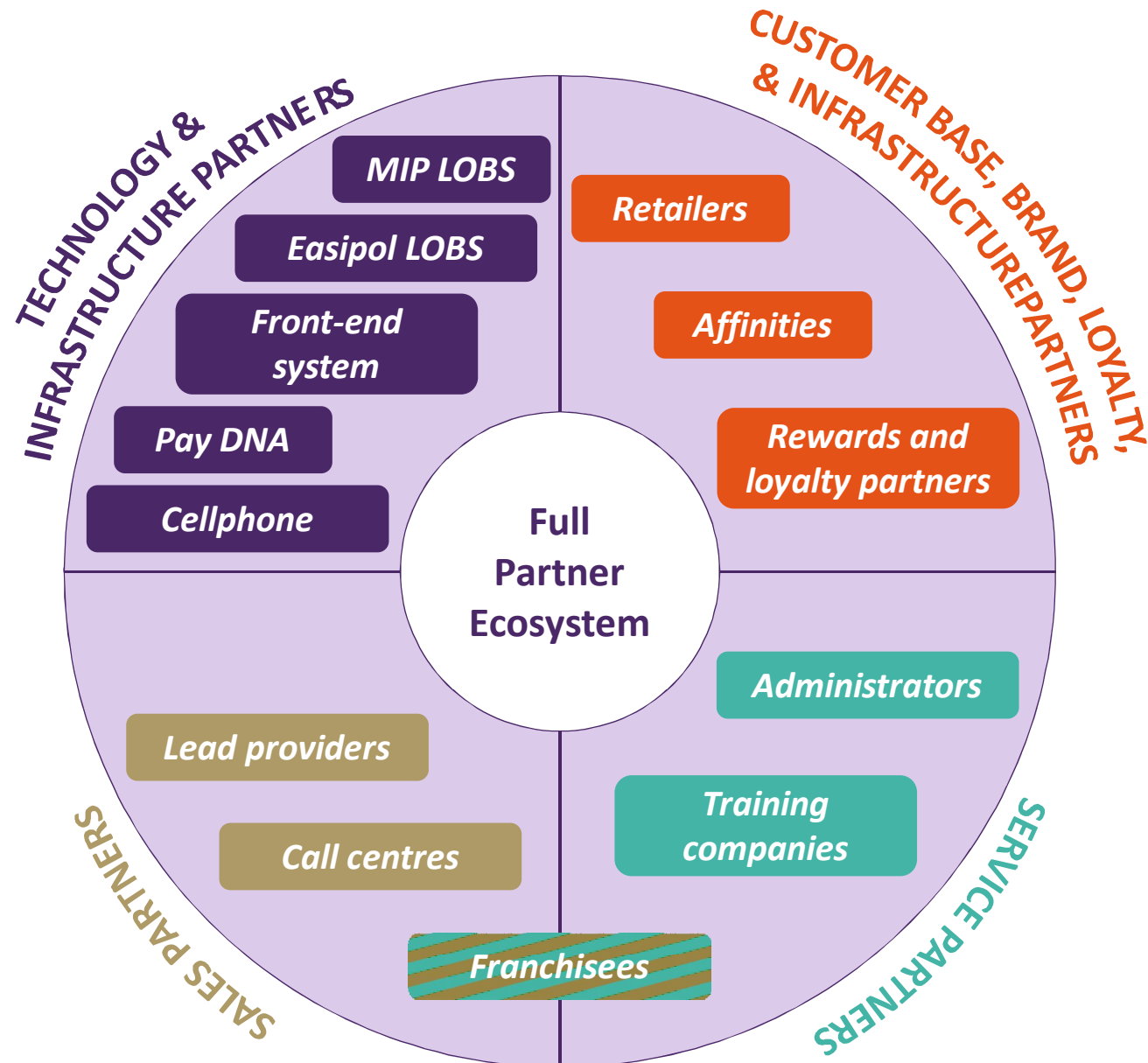
- 1 Competitors are **non-traditional** and everyone needs to adapt
- 2 A **brand** must be a **member of the community**
- 3 Highly relevant, **omni-channel distribution and engagement**
- 4 **Advanced analytics**
- 5 Provide the **most important products and services** – not necessarily the most profitable
- 6 **Truly customer-centric** strategy
- 7 **Credit, savings, investment, and risk needs and products are interchangeable**
- 8 It will soon be **extremely difficult to be a mono-line player**



We already partner for success, expertise, and much more
– as we will in future parts of the business



By leveraging our full partner ecosystem, we can create a unique CVP for our market



In both Direct and Partner, we partner for distribution with outsourced branches, kiosks, and funeral parlour partnerships



With the recent re-organisation, Hollard Life now includes additional agents, brokers, and other physical channels



We have successfully partnered with a wide range of partners from different sectors

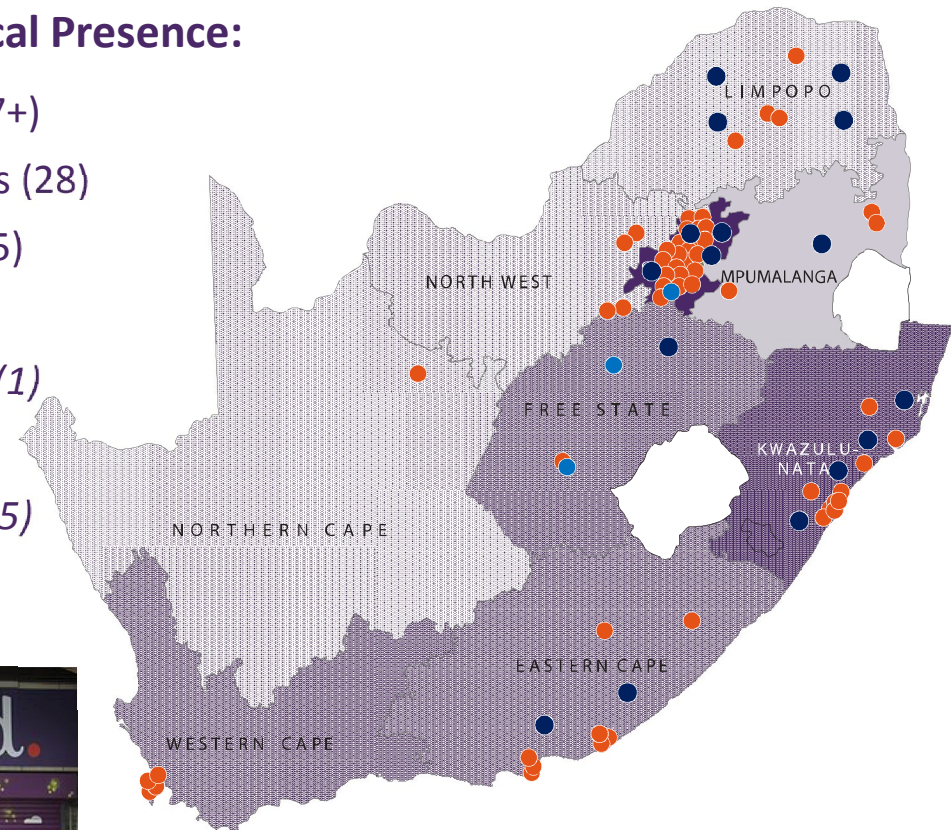
Retailers Clothing Retailers <ul style="list-style-type: none">• Edcon• Ackermans• Truworths Fast-moving Consumer Insurance (FMCI) <ul style="list-style-type: none">• Boxer• Pick 'n Pay Appliance & Office <ul style="list-style-type: none">• Game Pharmacy <ul style="list-style-type: none">• Clicks >4.5M in-force	Funeral Parlour JVs <ul style="list-style-type: none">• Two Mountains• 21st Century• Covision• Martin's• B3 350k in-force	Credit Providers <ul style="list-style-type: none">• Direct Axis 370k in-force	Radio Stations <ul style="list-style-type: none">• Ukhozi FM New
	Sport Affinities <ul style="list-style-type: none">• Kaizer Chiefs 60k in-force	Debt Management <ul style="list-style-type: none">• IDM 60k in-force	Group Schemes <ul style="list-style-type: none">• TBFS• Funeral Parlours• Churches• Stokvels• Other affinity groups 200k in-force

Our direct physical presence is built on branch franchisee partnerships








Hollard Life's Physical Presence:

- Retail Branches (137+)
- Boxer Mini-branches (28)
- Covision Branches (5)
- +
- PNP Mini-branches (1)*
- KC branches (9)*
- Admin branches (~15)*



Funeral Parlours are – and will continue to be – key to our strategy

	Parlour	In-force	Sales (pm)	Outlets	Annual GWP
Existing Funeral Parlour Partners		25k	2k-3k	7	R 65M
		27k	~500	25	R 39M
		100k	2.5k	48	R 102M
WIP		100k	1k	75	R 80M
		50k	2k	36	R 58M
		350k	8k-9k	191	R 344M

Our FMCI strategy is equally essential to our future

Existing FMCI Partners



- Currently in 28/200 stores
- 1,000 policies pm
- ~2 SPS per day



Currently in 1/770 stores
(7 by December)



Already in 80/120
Game stores

WIP FMCI Partner



392 stores

Mass Discounters



Mass Warehouse



Mass Build



Mass Cash

Mass Cash Wholesale

Mass Cash Retail



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Our experience has highlighted critical success factors for our various partnerships

Partner's target customer

High brand affinity which will stretch to insurance

Product take-up propensity & proposition

Appropriate sales method and channel

Partner alignment and resourcing

A Win-Win-Win situation and nothing less

Shared values and vision

Measurements of success

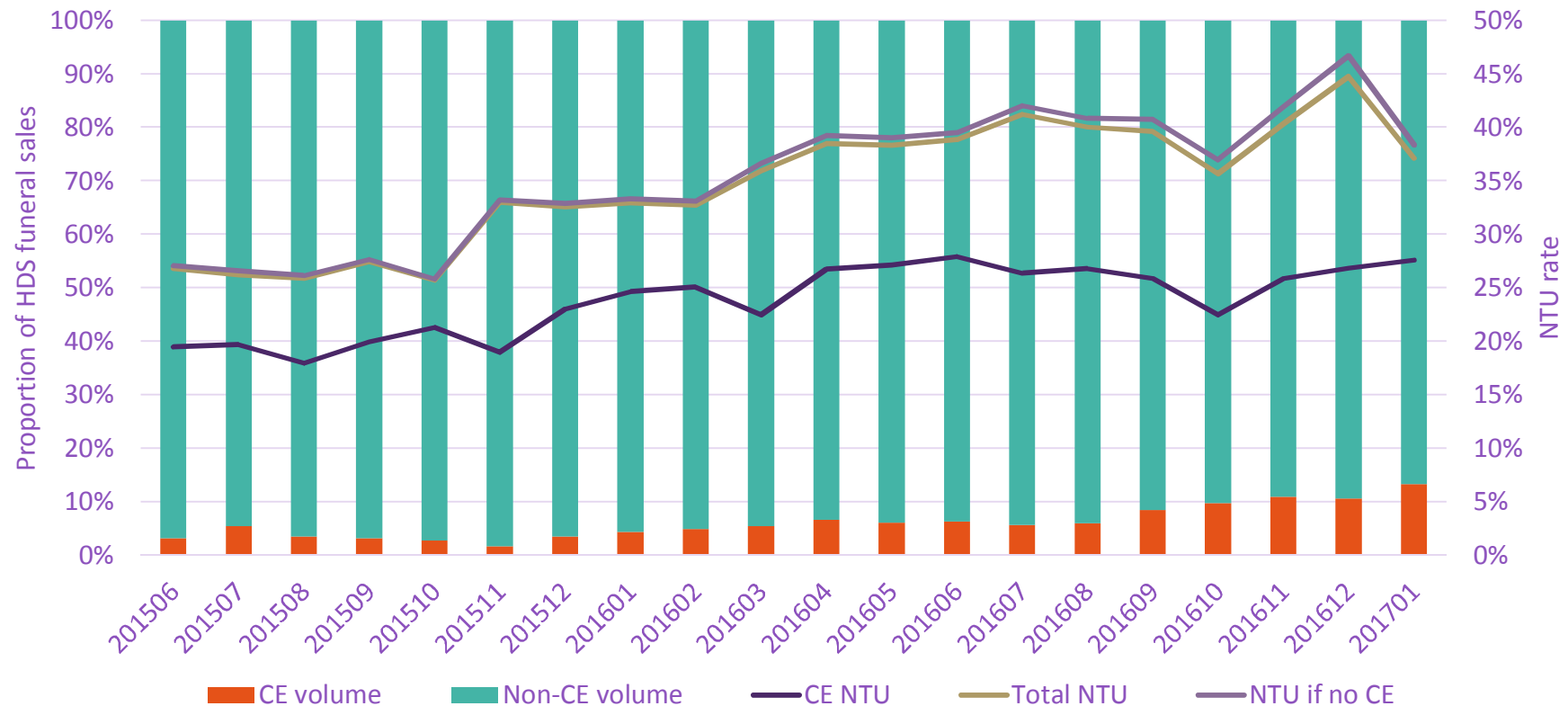
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All of this is underpinned by consumer education – also run for us by a Hollard partner



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The NTU rate of trained policies is much better than total NTU rate but it's contribution to improving the NTU rate is marginal





Thank you