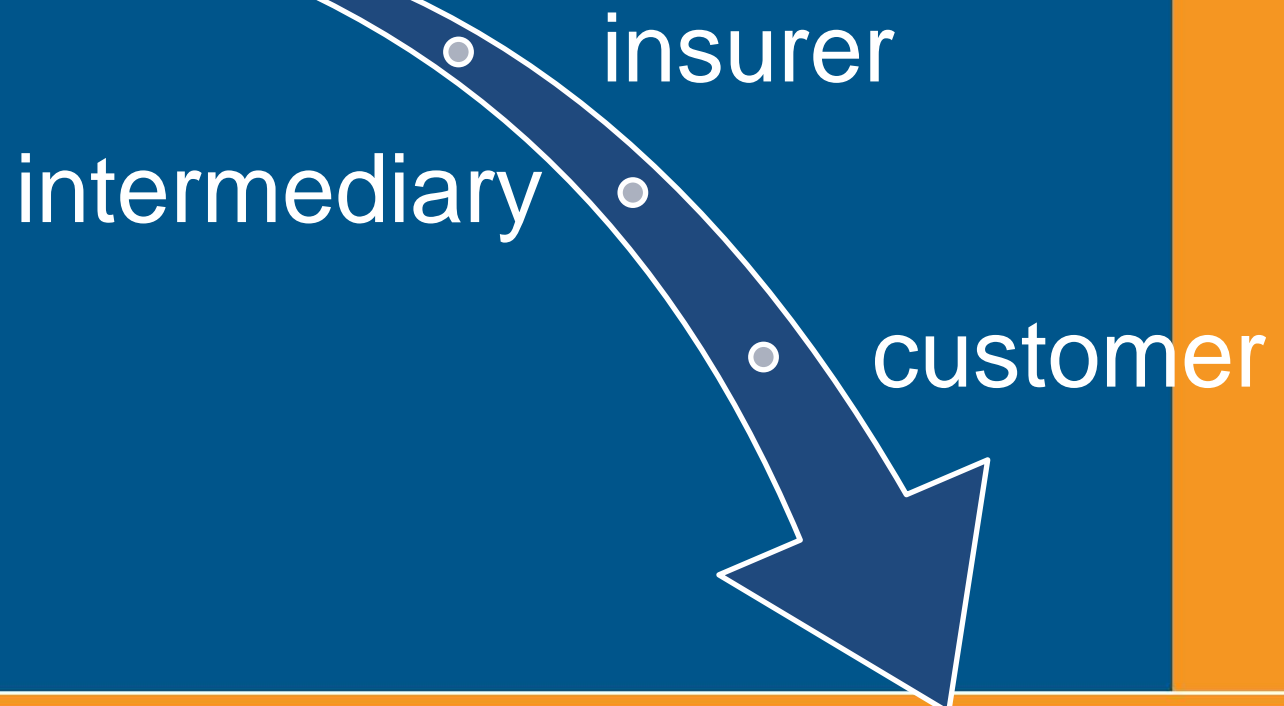




# Proudly South African

Ursula Torr

*A Berkshire Hathaway Company*







# BERKSHIRE HATHAWAY INC.



General Re Corporation (General Re Group)

100%



General Reinsurance AF (Germany)

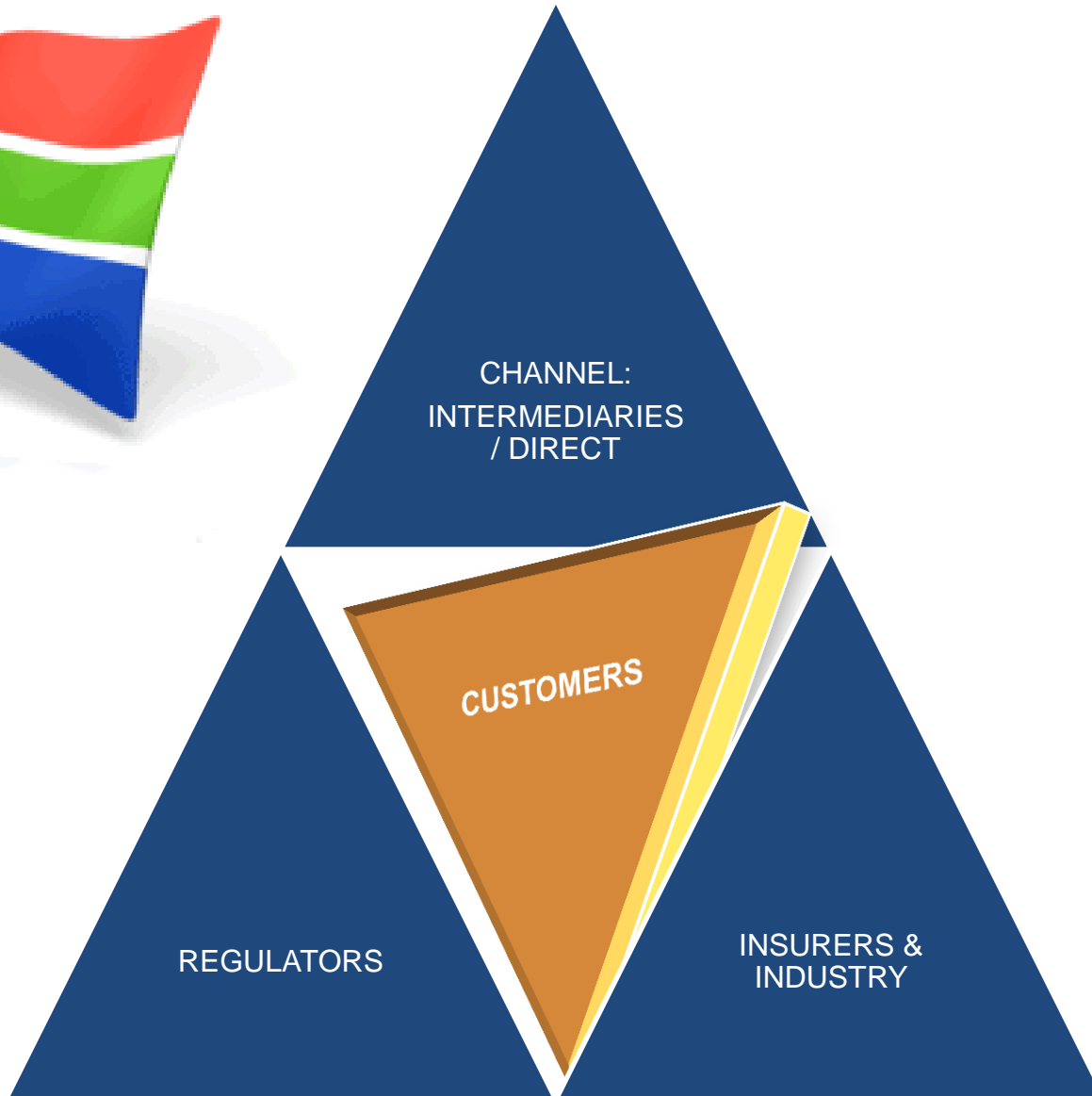
100%



General Reinsurance Africa (Gen Re)

100%







# Commoditisation? No way!

Reversionary  
Bonus  
Products  
(1980s)

Universal  
Life Products  
(1980 –  
today)

Pure Risk  
Products  
(2000 –  
today)

Basic Series  
(1984)

Defined  
Series  
(1992)

Critical  
Illness

Functional  
Impairment

Changing  
Premium  
Patterns

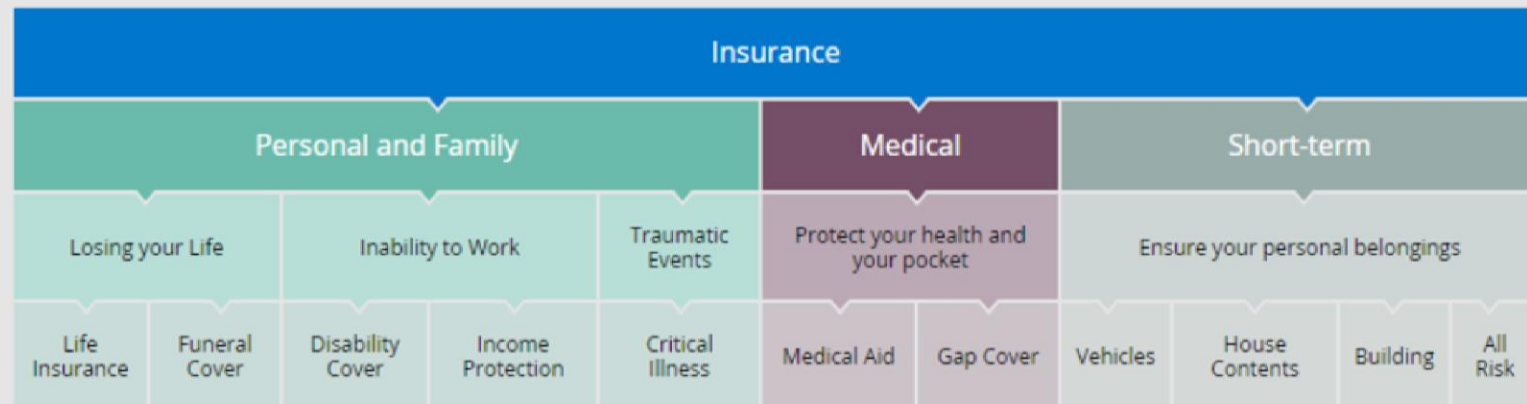
Wellness  
Programmes



- South Africa was relatively isolated
- Broad target markets due to our diverse demographic makeup
- Skilled, creative actuaries
- Sophisticated financial services industry
- Limited product design regulation to stifle creativity
- Competitive pressures and comparisons
- Disease pandemics (HIV)
- Medical advances requiring constant attention from designers

# Insurance Solutions

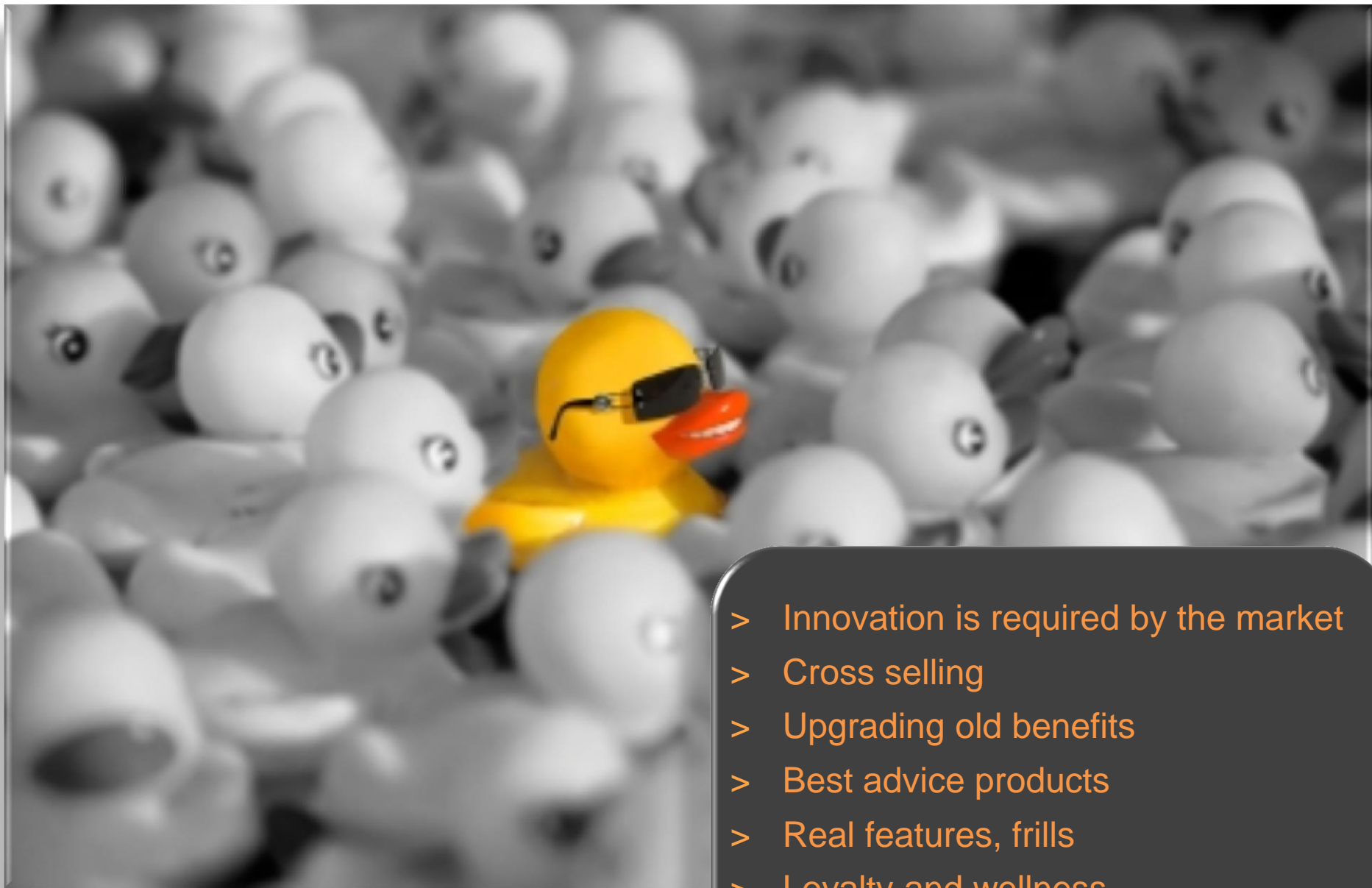
Life happens, and it pays to be prepared. Sanlam's wide range of comprehensive insurance products are aimed at helping you ensure your financial responsibilities are taken care of, even when you're no longer able to do so yourself.



## Online Insurance Quote

This tool will help you understand what the kind of cover you want may cost you each month. You can select Life, Disability, Dread Disease, Accidental Injury or Accidental Disability cover.

[GET QUOTE NOW](#)



- > Innovation is required by the market
- > Cross selling
- > Upgrading old benefits
- > Best advice products
- > Real features, frills
- > Loyalty and wellness



# HIV has changed



Disease with  
many  
unknowns

from *here*  
to  
*there*



Manageable  
chronic  
condition





## What is insurable and what would it cost?

Level of comfort in  
pricing

Decline through pricing

Pricing & UW link is  
stronger

Everyone rated

# Customer engagement



## How Multiply works

### Get Multiply

Got your qualifying Momentum product?  
Then join!

### check yourself

Get aware by completing our online assessments to understand your finances, health, fitness and safety. Now we know how to help you too.



### get going

By using our solutions to take action to improve each of these areas



### measure up

Stay on top of your wellness with Your Scores.



## Points and Rewards

Earn points for every assessment and action.  
The more points you get, the richer your rewards.





The background of the image is a close-up, slightly blurred view of the South African flag, showing its characteristic horizontal stripes of red, white, and blue, and the green, white, and gold Y-shaped design in the center.

**TRUST**

knowledge

intention

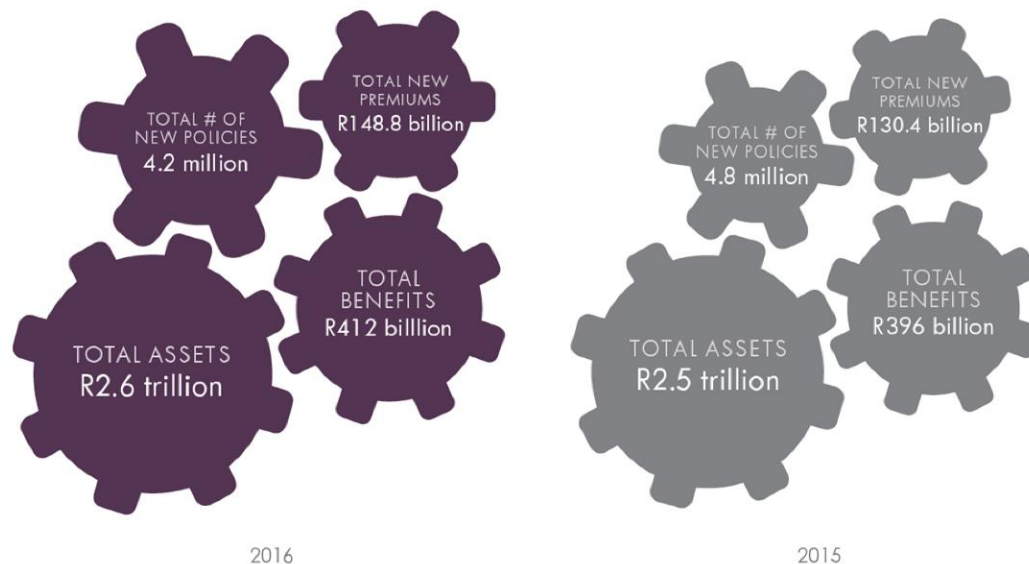
**INSURANCE SOLUTIONS MUST BE  
SUSTAINABLE  
FOR THE LONG LONG TERM**

# A matter of choice

Benefits paid as a result of individual risk claims showed the highest year-on-year increase of 20%. In the 12-month period to the end of June 2016 life insurers paid **R36.5 billion** for risk claims submitted by beneficiaries of life insurance policies and policyholders with disability, income protection and/or dread disease cover in place.

*ASISA, 14 Sept 2016*

## ASISA LONG-TERM INSURANCE STATISTICS (full year figures for 2015 and 2016)



Claim not something that simply is

Borderline claims:

- Policyholder: Claim when utility from disability benefits exceeds that of working
- Employer: Encourage as alternative to retrenchment
- Insurer: Consider reputation vs. claim cost



**SA has BOTH first and  
developing world segments**



Where does the South African road go?

THE INCREDIBLE  
CURIOUS

**ADVENTURE**

... seeing the future

A black and white photograph of a robotic arm and a human hand reaching towards each other. Between them are several glowing, wispy lines of light, suggesting a connection or energy transfer. The background is dark with some light streaks.

**THE FUTURE CAN NO  
LONGER BE  
EXTRAPOLATED  
FROM THE PAST ...**

**...AND IS COLLAPSING  
INTO THE PRESENT”**

# 4 Industrial Revolution

Our **marketers** will be grappling with promoting product mixes that are no longer just insurance products but also devices/concepts that help diverse population interact

Our **actuaries** will be running at the edge to apply first world techniques to come up with 3rd world solutions





Beyond  
loyalty

Fits like a  
glove

### **Knowing the customer so well**

Tapping into mobile knowledge  
Self-quantification results

### **Authentic, individual pricing and packaging**

Engaging, social interfaces  
Clever engines give “the right answer”  
No gimmicks but entirely innovative





Thank you for your attention!

