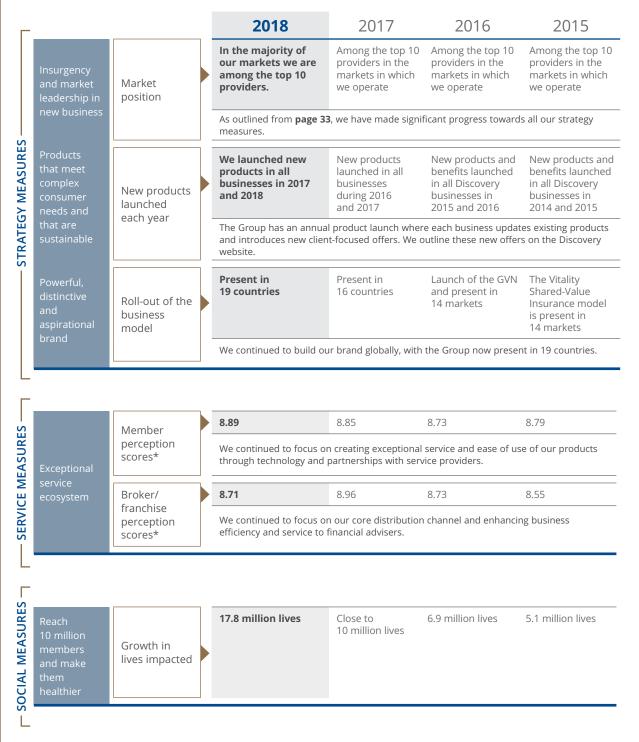


Key performance indicators

Outside of Ambition 2018, we constantly monitor our performance across a range of measures in line with our high-performance culture. This page outlines key performance measures for the past four years.



Hember and broker perception scores on service received are calculated each month. The perception scores apply to Discovery Health and are measured across communication channels.



_			2018	2017	2016	2015	
		Normalised headline earnings	R5 401 million	R4 656 million	R4 312 million	R4 027 million	
			R65 624 million	R57 294 million	R53 080 million	R52 295 million	
	Significant engagement, superior actuarial dynamics, loss ratio and lapse rates	Embedded value The annualised return on opening embedded value was 16.9%.					
		Solvency See financial statements for details.	As at 30 June 2018, all businesses met and exceeded their regulatory capital requirements	As at 30 June 2017, all businesses met and exceeded their regulatory capital requirements	As at 30 June 2016, all businesses met and exceeded their regulatory capital requirements	As at 30 June 2015 all businesses med and exceeded their regulatory capital requirements	
)		Return on capital (ROC) greater than risk-free rate of return + 10%	16.5%	14.4%	13%	17.5%	
		Core new business API	R16 137 million	R14 660 million	R13 303 million	R12 320 million (restated)	
1	Higher value	VNB (Discovery Life and Invest)	R1 302 million	R1 231 million	R1 196 million	R1 212 million	
	of new business (VNB) margin		During the year, our value of new business for the Group continued to improve, this year by 16%.				
•	but never competing on price	Growth in normalised profit from operations of between 20% and 25%	17%	10%	11%	17%	
		Employee turnover	17.45%	15.89%	15.70%	11.20%	
			We are monitoring employee turnover and identifying the reasons for this across the business.				
		EMPLOYEE ENGAGEMENT Employee engagement surveys	28%	30%	32%	21%	

LE MEASURES	Recognition as employer of choice for all critical skills	ployer leadership leadership development	854	406	524	211	
PEOPLI	Values-based culture Number of employees participating in wellness days	5 556	5 289	5 740	6 128		

