

# TRIGLAV GROUP INVESTOR PRESENTATION

September 2013



Vse bo v redu.

**triglav**

[www.triglav.si](http://www.triglav.si)

# TRIGLAV GROUP

## Key Features

- **Core business**
  - Insurance
  - Third-party asset management
- **Triglav Group**
  - Parent company Zavarovalnica Triglav, d.d. 38 subsidiaries and 9 associated companies
  - Market presence in 7 countries and 8 markets
  - 5.471 employees
- **Ratings**
  - S&P rating A-/stable outlook
  - AM Best rating A-/stable outlook



# TRIGLAV GROUP

## Further profit growth in core business

- H1 net profits up 9.7 %, further favourable movement in combined ratio
- Dividends at 2.00 EUR per share (186 % growth in dividends)
- From 31 December 2012 to the end of the first half 2013, the closing price of Zavarovalnica Triglav's shares increased by 8%
- S&P raised the Triglav Group's credit rating by one notch to »A-« and issued a stable medium-term outlook
- The AM Best credit rating agency has assigned Zavarovalnica Triglav d.d. and thus also the Triglav Group the financial strength rating of "A-" (excellent) and the issuer credit rating of "A-".
- Changes in Management and Supervisory Board
- Continuation of the ownership consolidation of the Triglav Group
- Strategy update of Triglav Group

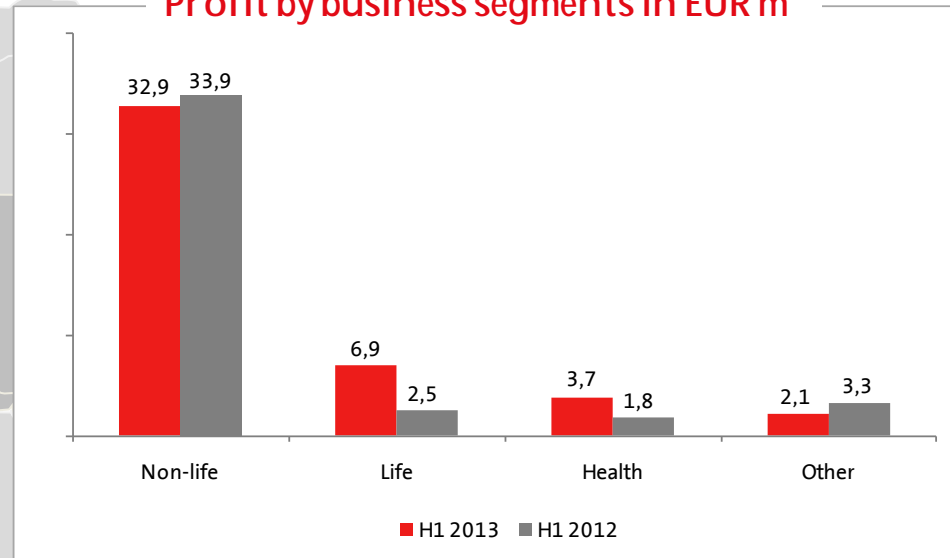


# TRIGLAV GROUP

The core business is insurance

- Insurance
  - Non-life
  - Life
  - Supplementary pensions
  - Health
  - Reinsurance
- Asset management
  - Mutual funds
  - Investment companies
  - Investment holdings
  - Real Estate

Profit by business segments in EUR m



# THE MANAGEMENT TEAM



**ANDREJ SLAPAR, PRESIDENT OF THE MANAGEMENT BOARD, DOB: 1972**

- BSc in Law
- Extensive experience in insurance industry
- Supervisory Board membership in: Pozavarovalnica Triglav Re, Triglav Osiguranje Sarajevo, Triglav INT and Abanka Vipa



**STANISLAV VRTUNSKI, MEMBER OF THE MANAGEMENT BOARD, DOB: 1972**

- MBA
- Extensive experience in insurance industry
- Supervisory Board membership in: Triglav Osiguranje Zagreb, AS Triglav Ljubljana, Triglav INT



**BENJAMIN JOŠAR, MEMBER OF THE MANAGEMENT BOARD, DOB: 1973**

- MBA
- Extensive experience in finance and banking
- Supervisory Board membership in: Triglav Skladi Ljubljana, Triglav INT and Lovćen osiguranje



**MARICA MAKOTER, MEMBER OF THE MANAGEMENT BOARD - EMPLOYEE REPRESENTATIVE, DOB: 1972**

- Bachelor of Law, Slovenian State Bar Examination
- Extensive experience in insurance industry and law
- Supervisory Board membership in: Triglav Osiguruvanje Skopje



# FINANCIAL HIGHLIGHTS OF TRIGLAV GROUP FOR H1 2013

## Underlying performance above business plans

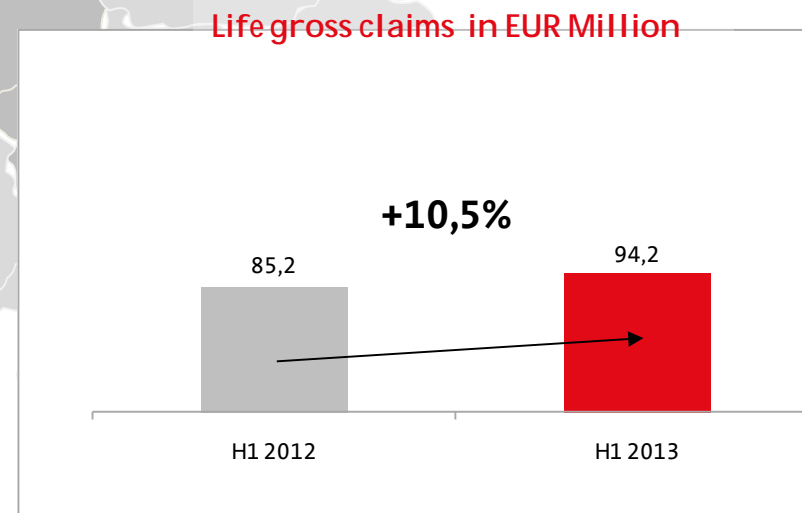
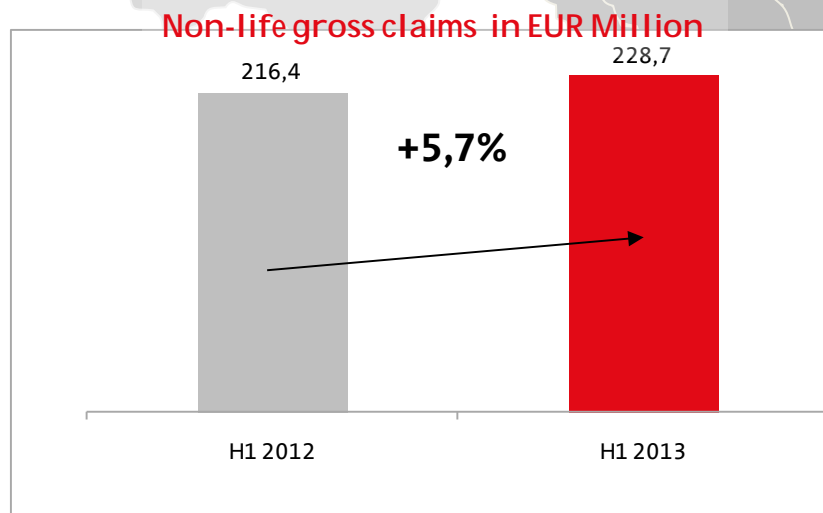
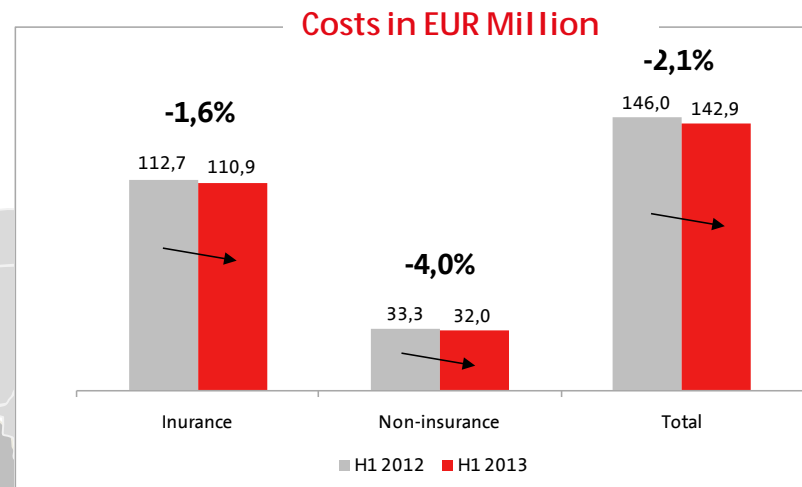
	In EUR million		
	H1 2013	H1 2012	INDEX
Gross written premium	496,4	523,6	95
Net premium earned	419,0	443,5	94
Gross claims settled	322,9	301,7	107
Net claims incurred	297,7	291,5	102
Gross operating costs*	110,9	112,7	98
Profit before tax	55,9	49,5	113
Net profit for the accounting period	45,6	41,6	110
	30.06.2013	31.12.2012	INDEX
Gross insurance technical provisions	2.322,1	2.305,3	101
Total equity	555,7	574,6	97
Number of employees	5.471	5.379	102
	H1 2013	H1 2012	
Expense ratio	27,8%	27,6%	
Net claims ratio	63,0%	60,4%	
Combined ratio non-life	90,8%	88,0%	

\*Insurance business gross operating costs

# TRIGLAV GROUP IN H1 2013 – INSURANCE ONLY

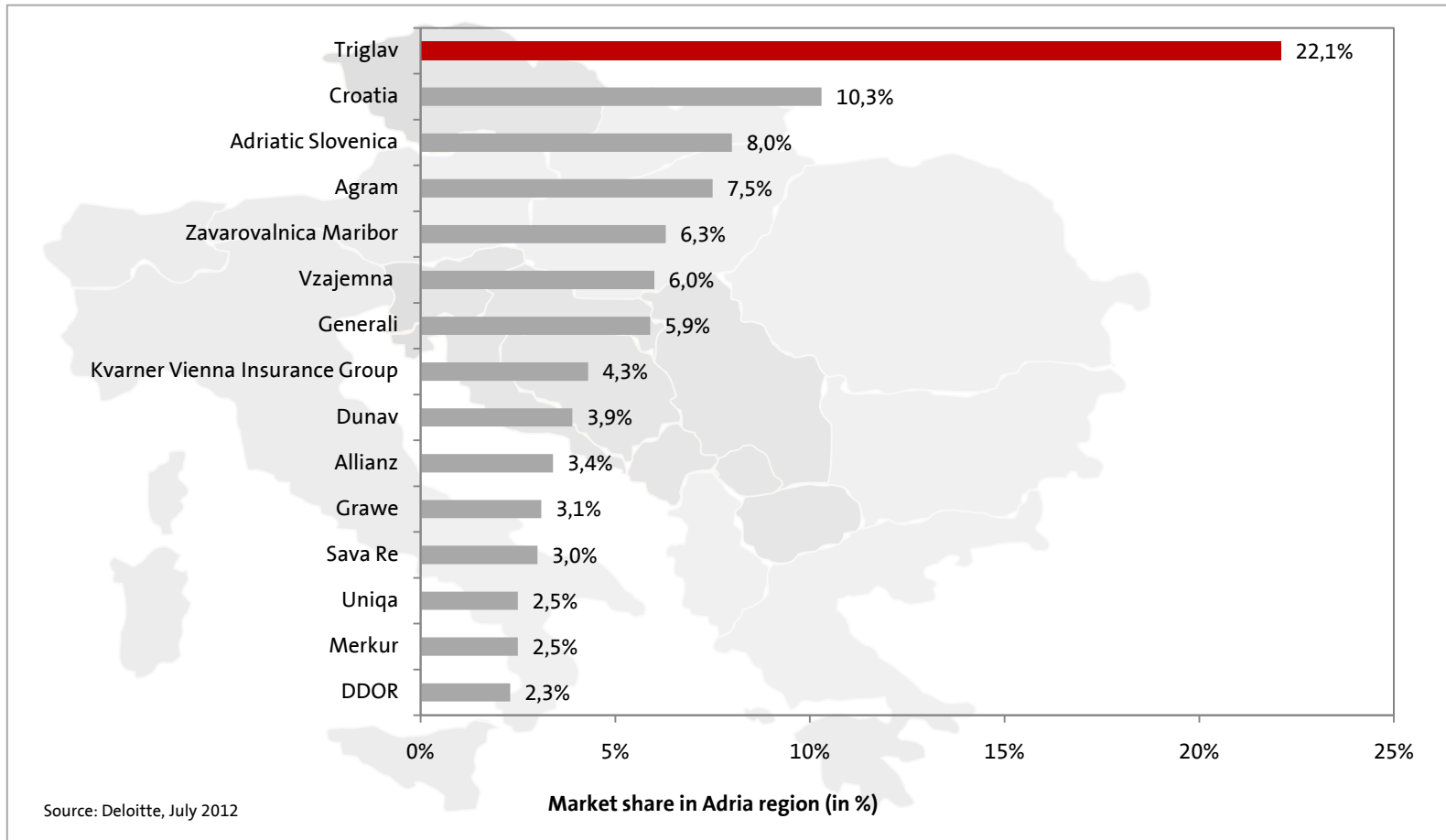
Lower costs, claims influenced by life insurance policies maturity

	H1 2013	H1 2012	INDEX
	In EUR million		
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# MARKET SHARES IN 2011

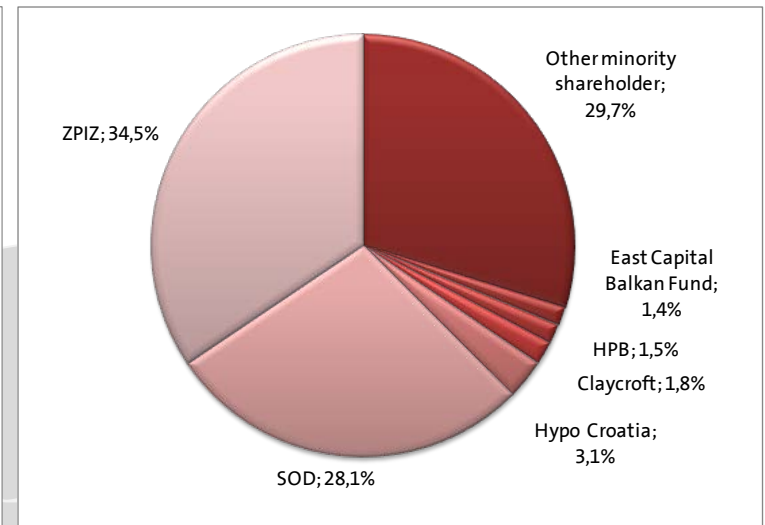
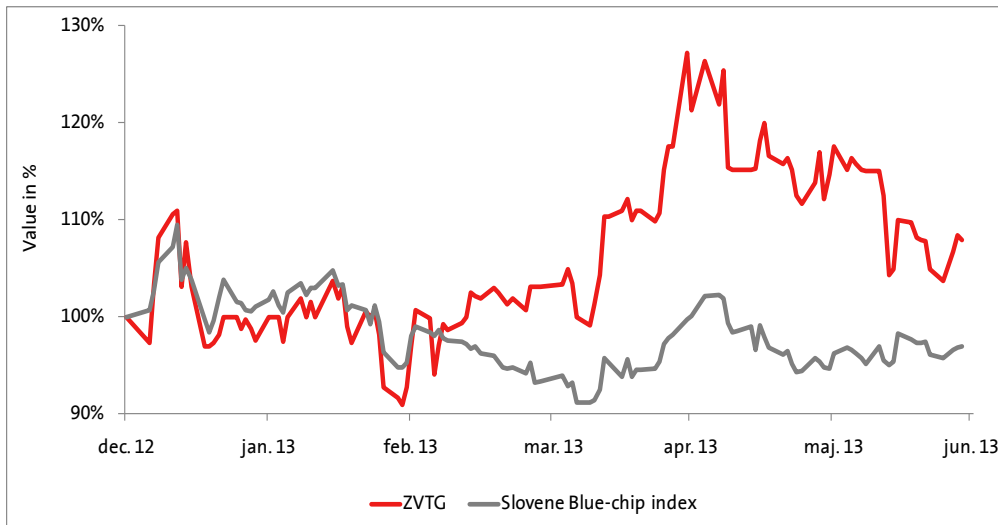
Triglav Group ranks first in Adria region





# OWNERSHIP AND SHARE PRICE PERFORMANCE

Outperformance of capital markets in H1 2013, Slovenian government predominant shareholder



	30.06.2013	31.12.2012	31.12.2011
Number of shares in Million	22,7	22,7	22,7
Book value per share (in EUR)	21,4	22,3	19,3
Earnings per share (in EUR)	1,7	2,2	1,9
Share market price (in EUR)	17,8	16,5	10
Market capitalization (in Million EUR)	404,7	375,1	227,4
Dividend per share (in EUR)		2,0	0,7
Trading simbol		ZVTG	

# INVESTMENT STORY

## From high growth and fast expansion to profitable operations



- **Leading insurance company in Slovenia – expansion started in 2000**

- Fast growth in Slovenia, especially life insurance
- Entry into private pension business
- In part a regional strategy – besides Slovenia also present in Croatia, Czech Republic and Montenegro

- **Fast growth in the markets of former Yugoslavia**

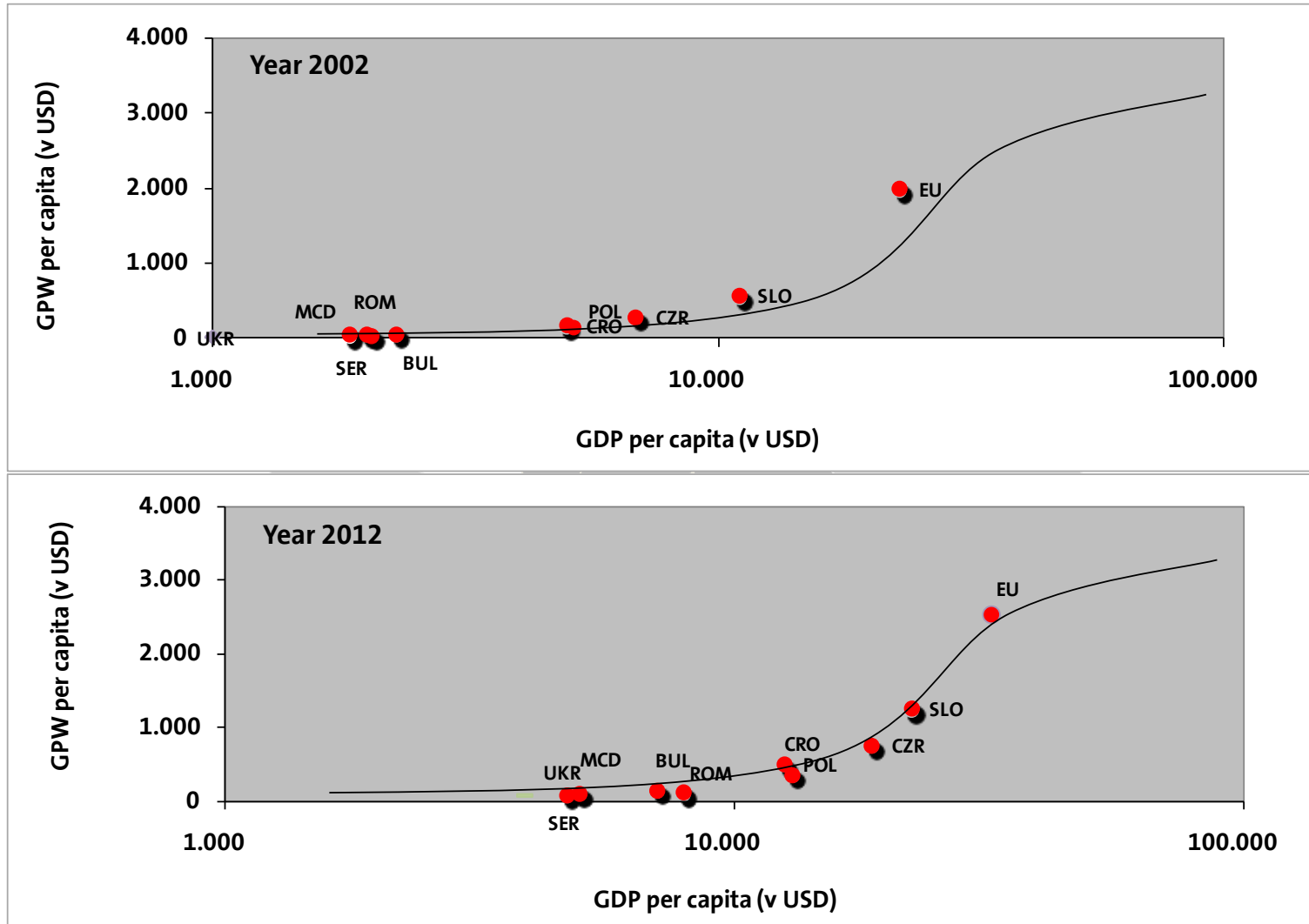
- Limited growth potential of Slovenian insurance market
- High growth potential and knowledge level of relatively undeveloped insurance markets of former Yugoslavia – entry on all markets in former Yugoslavia region
- Biggest insurance group in Western Balkans

- **Focus on profitability and selective expansion**

- Profitability of the core business result of consolidation of business functions, prudent selection of insurance risks, transfer of know-how – exploiting potential of existing markets
- Growth of operations and expansion of insurance lines in existing markets, prudent entry in new insurance markets
- Efficient system of risk management compliant with Solvency II

# DEVELOPMENT OF INSURANCE MARKETS

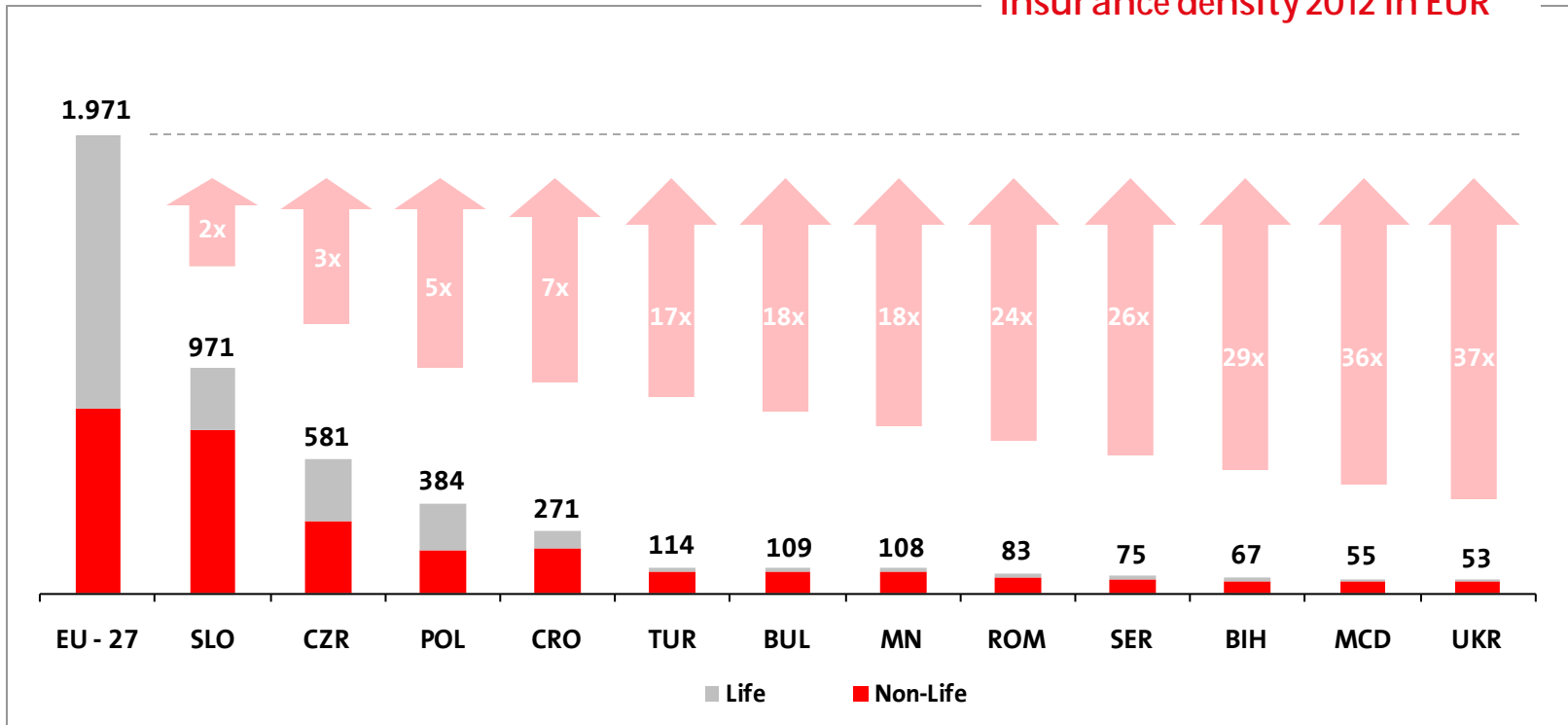
GDP growth and low insurance density key growth drivers on target markets



# LONG TERM PROSPECTIVENESS OF TARGET MARKETS

High catch-up potential

Insurance density 2012 in EUR



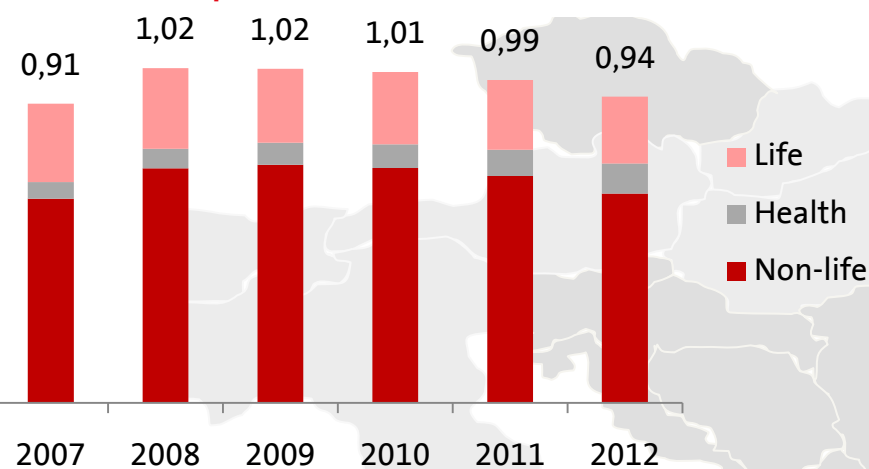
## Relatively lower density creates opportunities

- Higher future demand for existing insurance products
- Development and growth in sales of new and more sophisticated insurance products
- Life insurance growth
- Expected changes in regulation: pension, health, tax

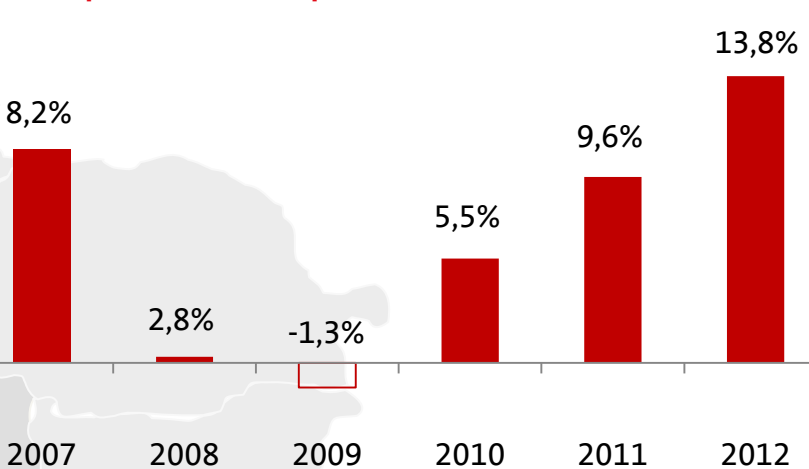
# STRATEGY TURNAROUND – PROFITABILITY OF CORE BUSINESS

Underlying performance targeting, not premium growth for any price

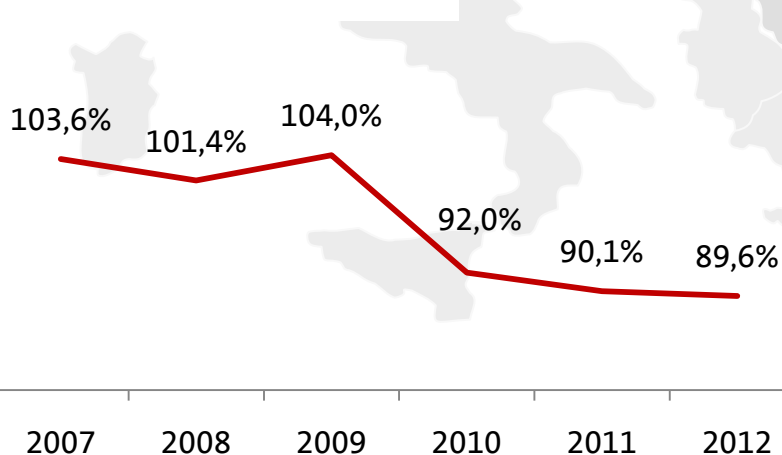
GWP development in EUR billion



Net profit development in EUR mio and ROE



Non-life combined ratio

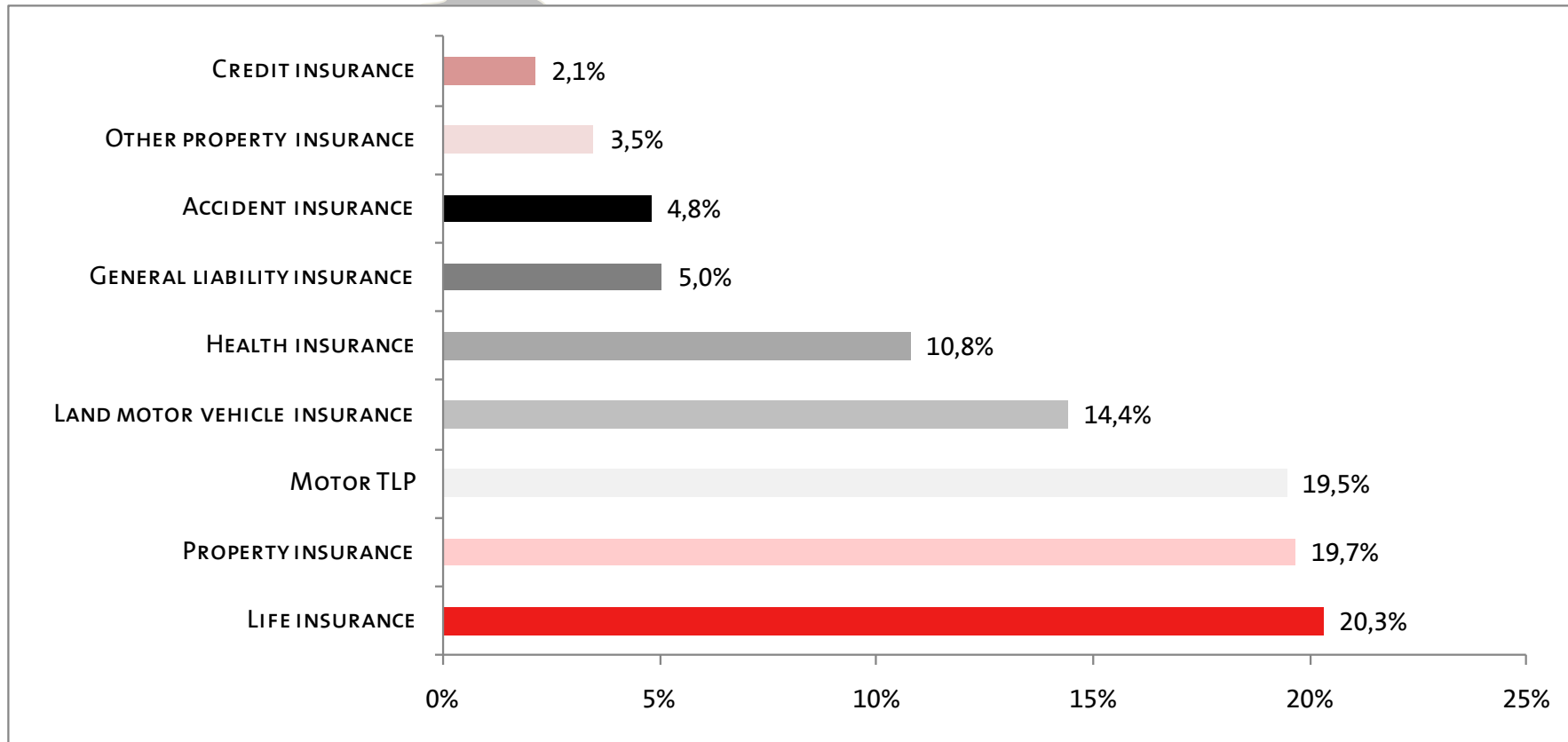


## Key measures taken

- More conservative pricing of certain products (i.e. agriculture)
- Increase of deductibles
- More conservative risk selection
- Strengthening of all underwriting activities
- Better reinsurance protection

# GROSS WRITTEN PREMIUM IN H1 2013

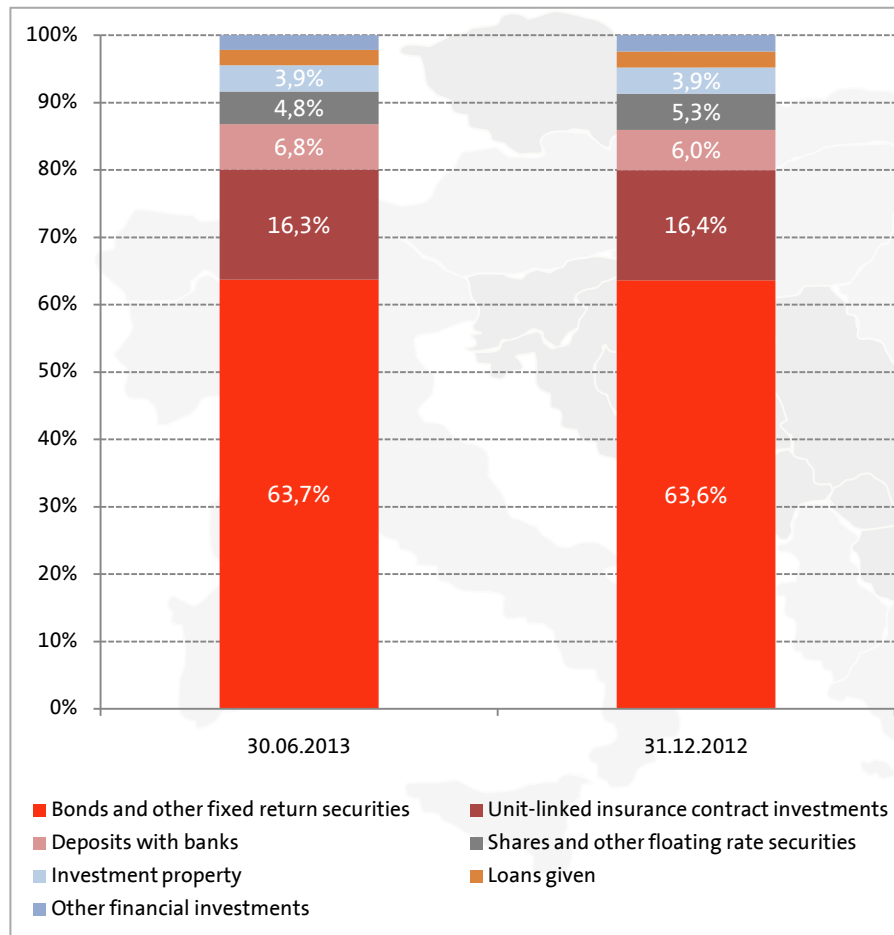
Well balanced insurance portfolio structure



# INVESTMENT PORTFOLIO

## Consistent investment strategy

### Structure of portfolio investments



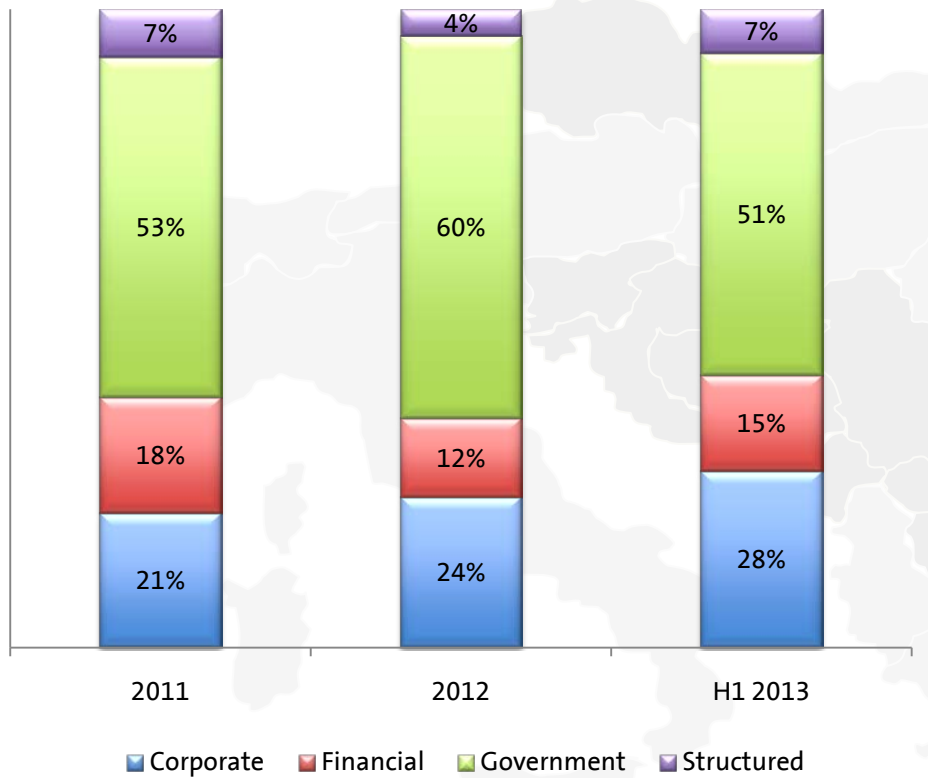
### Main drivers :

- Long term strategy: Decreasing exposure towards Republic of Slovenia
- Increasing exposure toward European sovereigns with highest ratings
- Impairments of investments in banks
- Aligning strategic allocation according to solvency 2 parameters

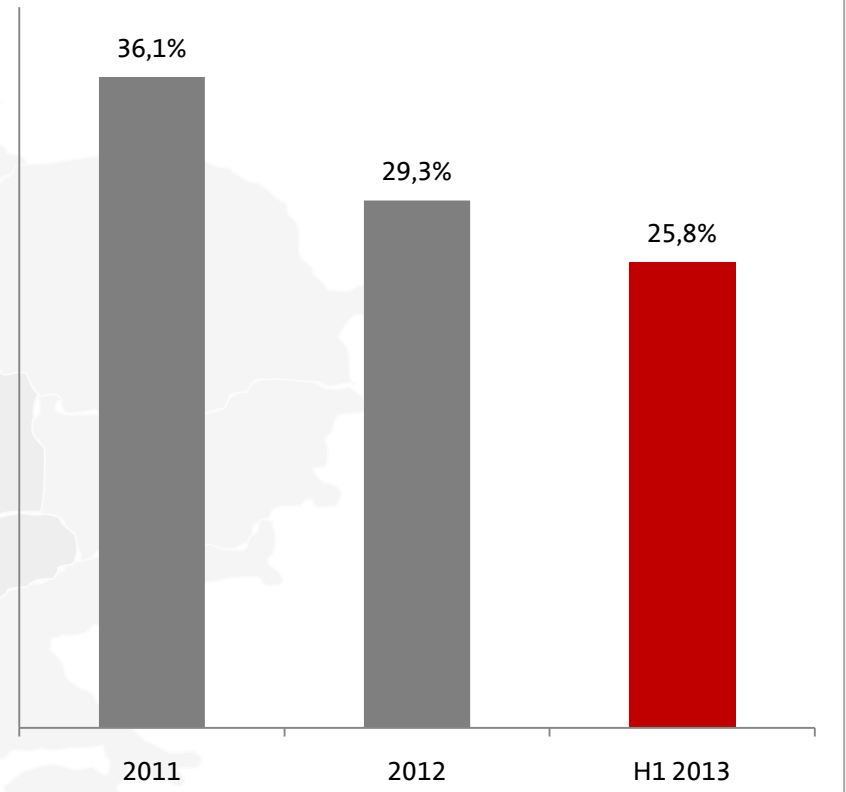
# BOND PORTFOLIOS

Moving towards corporates, lower exposure to Slovenian bonds

Bond portfolio structure by type of issuers



Exposure to Slovenian bonds in total bonds

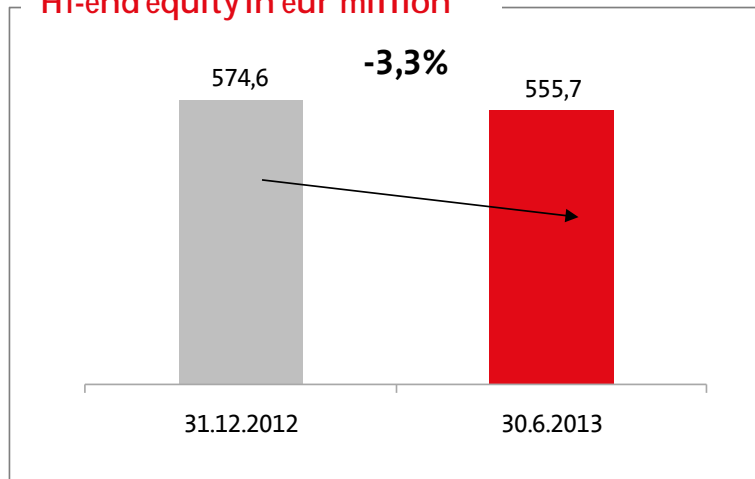




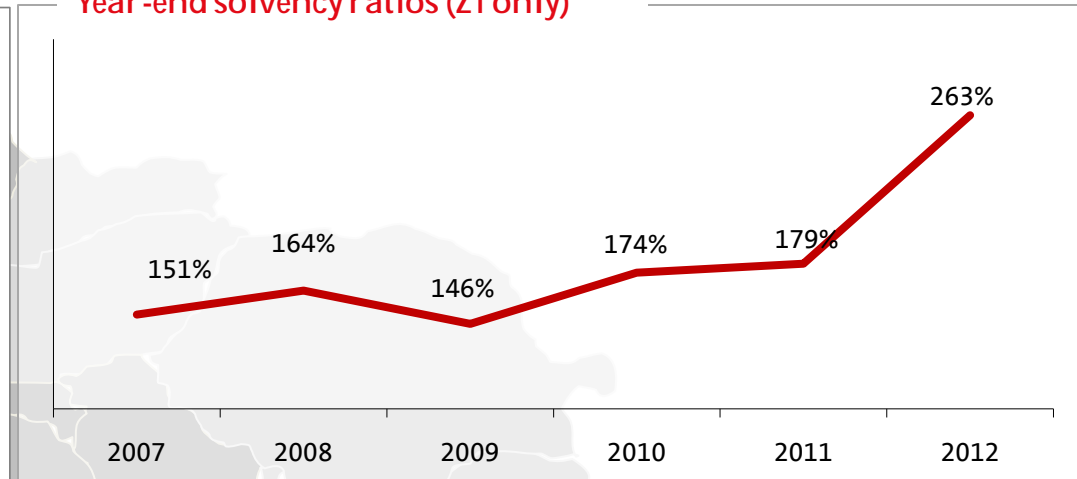
# STRONG CAPITAL BASE

Solvency ratios and technical provisions follow the strategy and demanding business conditions

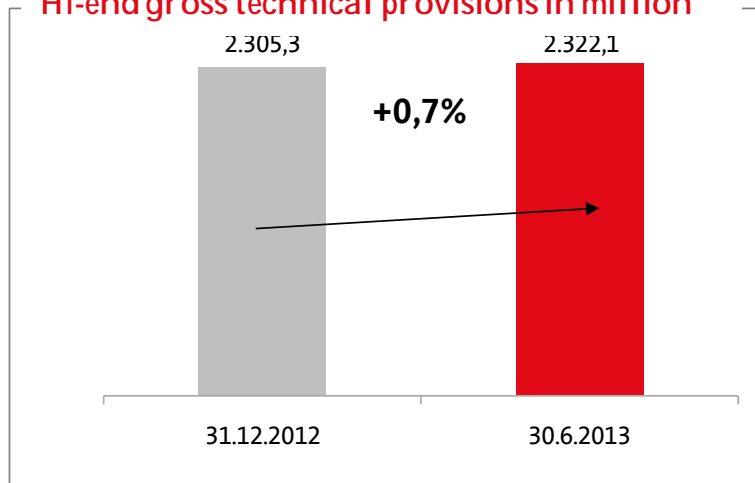
H1-end equity in eur million



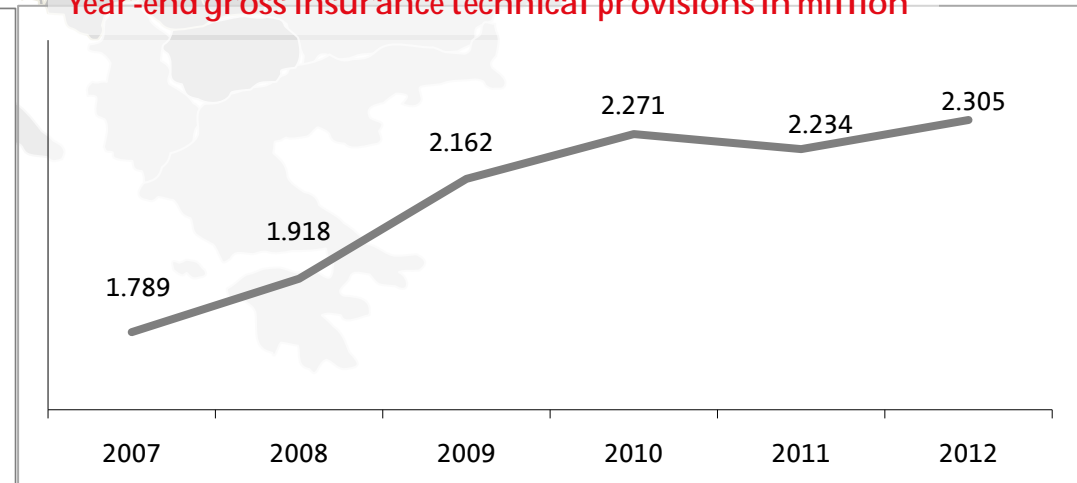
Year-end solvency ratios (ZT only)



H1-end gross technical provisions in million



Year-end gross insurance technical provisions in million



# TRIGLAV GROUP MARKETS IN H1 2013

Slovenia: Zavarovalnica Triglav d.d., Triglav Zdravstvena zavarovalnica d.d.

Gross premium written: -5%  
395,3 mio EUR



Market share: 36.4% -1.6 p.p.



Market position: 1



Gross operating costs: -1%  
83,1 mio EUR



Gross claims paid: +5%  
256,6 mio EUR



Combined ratio: 87.2%  
+3.4 p.p.



## Market development:

- Insurance penetration <sup>(2012)</sup>: 5.8%
- GPW: 1,084 mio EUR (-1%)
- Insurance density <sup>(2012)</sup>: 971 EUR per capita

## Major events:

- High profit growth
- Low level of combined ratio
- High growth of health GWP

# TRIGLAV GROUP MARKETS IN H1 2013

Croatia: Triglav Osiguranje d.d., Zagreb

Gross premium written: -2%  
27.3 mio EUR



Market share: 4.2% -0.1 p.p.



Market position: 6



Gross operating costs: -0.4%  
7.8 mio EUR



Gross claims paid: +47%  
20.1 mio EUR



Combined ratio: 102.5%  
-6.2 p.p.



## Market development:

- Insurance penetration <sup>(2012)</sup>: 2.7%
- GPW: 649 mio EUR (+0,0%)
- Insurance density <sup>(2012)</sup>: 271 EUR per capita

## Major events:

- Lower GPW due to strict underwriting
- Introduction of new products
- Higher gross claims due to some big loss events, which were fully reinsured

# TRIGLAV GROUP MARKETS IN H1 2013

Serbia: Triglav Osiguranje a.d.o., Belgrade

Gross premium written: -1%  
8.7 mio EUR



Market share: 2.9% -0,1 p.p.



Market position: 8



Gross operating costs: -9%  
4.9 mio EUR



Gross claims paid: +11%  
4.3 mio EUR



Combined ratio: 130.6%  
+18.1p.p.



## Market development:

- Insurance penetration (2012): 1.9%
- GPW: 305 mio EUR (+4%)
- Insurance density (2012): 75 EUR per capita

## Major events:

- Impact of stricter cost management on MTPL acquisition
- Restructuring of management
- Higher gross claims due to some big loss events

# TRIGLAV GROUP MARKETS IN H1 2013

Bosnia and Herzegovina: Triglav Osiguranje, Sarajevo d.d., Triglav Osiguranje, Banja Luka a.d.

Gross premium written: +0%  
11.1 mio EUR



Market share: 8.4% -0.3 p.p.



Market position: 5



Gross operating costs: +5%  
4.8 mio EUR



Gross claims paid: +1%  
4.7 mio EUR



Combined ratio: 100.0%  
+1.2 p.p.



## Market development:

- Insurance penetration (2012): 1.9%
- GPW: 133 mio EUR (+4%)
- Insurance density (2012): 67 EUR per capita

## Major events:

- Restructuring of insurance portfolio into non-car insurance
- Cost growth due to higher acquisition costs

# TRIGLAV GROUP MARKETS IN H1 2013

Montenegro: Lovćen osiguranje a.d. & Lovćen životna osiguranja a.d.

Gross premium written: +1%  
14.9 mio EUR



Market share: 41.7% -1.7 p.p.



Market position: 1



Gross operating costs: +1%  
5.0 mio EUR



Gross claims paid: -12%  
7.6 mio EUR



Combined ratio: 96.0%  
+4.0 p.p.



## Market development:

- Insurance penetration (2012): 2.0%
- GPW: 36 mio EUR (+5%)
- Insurance density (2012): 108 EUR per capita

## Major events:

- GPW growth in non-life segment
- Lower claims

# TRIGLAV GROUP MARKETS IN H1 2013

## Macedonia: Triglav Osiguruvanje a.d., Skopje

Gross premium written: -17%  
8.6 mio EUR



Market share NL (Q1 2013): 14.2% -6.4 p.p.



Market position NL (Q1 2012): 2



Gross operating costs: -3%  
2.8 mio EUR



Gross claims paid: -9%  
4.9 mio EUR



Combined ratio: 96.2%  
+14.3 p.p.



### Market development:

- Insurance penetration (2012): 1.5 %
- GPW NL (Q1 2013): 26 mio EUR (+0%)
- Insurance density (2012): 55 EUR per capita

### Major events:

- Loss of some major clients, with minor effects on net premium
- Lower MTPL premium through brokers - escalating commissions
- Restructuring of distr. channels
- Lower claims and costs

# TRIGLAV GROUP MARKETS IN H1 2013

Czech republic: Triglav Pojišť'ovna a.s.

Gross premium written: +5%  
15.2 mio EUR



Market share NL: 1.1% -0.1 p.p.



Market position NL: 10



Gross operating costs: +12%  
5.1 mio EUR



Gross claims paid: +30%  
12.4 mio EUR



Combined ratio: 113.3%  
-6.3 p.p.



## Market development:

- Insurance penetration <sup>(2012)</sup>: 3.7%
- GPW NL: 1,381 mio EUR (-2%)
- Insurance density <sup>(2012)</sup>: 581 EUR per capita

## Major events:

- Restructuring of insurance portfolio
- Higher claims paid due to some big loss events
- Reinsurance restructuring



# TRIGLAV GROUP PLANS FOR 2013

## Stable premium and profit according to hard economic conditions

In EUR million

	2011	2012	Plan 2013	2012/2011	2013/2012
Gross written premium	989,4	936,3	941,1	95	101
Net premium income	916,3	884,4	862,2	97	97
Gross claims settled	593,9	613,8	648,2	103	106
Net claims incurred	576,1	578,9	630,4	100	109
Gross operating costs*	234,8	230,3	233,9	98	102
Profit before tax	58,0	89,7	68,9	155	77
Net profit for the accounting period	47,5	73,2	55,2	154	75
Gross insurance technical provisions	2.234,1	2.305,3	2.268,0	103	98
Total equity	489,5	574,6	611,9	117	107
Number of employees	5.064	5.379	5.348	106	99
Expense ratio	29,2%	28,8%	28,4%		
Net claims ratio	61,0%	60,9%	66,2%		
Combined ratio non-life	90,1%	89,6%	94,7%		

\* Gross operating costs of insurance operations

# THE STRATEGY OF TRIGLAV GROUP

Moderate expansion with focus on profitability

## Triglav Group Goals for 2015 (subject to 2013 update)

- Return on equity (end of strategic period target): above **12%**
- Net combined ratio: **95% stable**
- Gross premium written: **1.1 billion EUR**
- Profitable operation of all subsidiaries



# INVESTOR RELATIONS CONTACTS

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