



Building a
Safer Future.

Triglav Group's Capital Markets Day 2022

Presentation

25 January 2022



Agenda

TIME (CET)	THEME	PRESENTER
14:00 - 14:05	Welcome and agenda	Helena Ulaga Kitek, Head of IR
14:05 - 15:20	Opening remarks	Andrej Slapar, CEO
	Strategy 2022 - 2025	Uroš Ivanc, MB member, CFO
	Service-oriented business models and ecosystems	Tadej Čoroli, MB member
	Customer experience & Digital transformation	Robert Trnovec, Authorized Officer of MB
15:20 - 15:55	ESG	Uroš Ivanc, MB member, CFO
	Q&A session	All presenters
15:55 - 16:00	Closing remarks	Uroš Ivanc, MB member, CFO



Opening Remarks

Andrej Slapar, CEO



Triglav Story





Triglav Group's Strategy 2022 - 2025

Uroš Ivanc, MB Member, CFO





Creating Safer Future Is Our Mission

Triglav Group's mission	We build a safer future.	
	We are client-centred	We provide development-oriented environment for our employees.
	We support development of our partners.	We are stable, safe and profitable investment for our investors.





Vision & Values

Triglav is **leading** insurance and financial group in Adria region, **synonymous with the best user experience**. Through our operations, we are creating **above-average value** for our key stakeholders and promote transition to **sustainable** company.

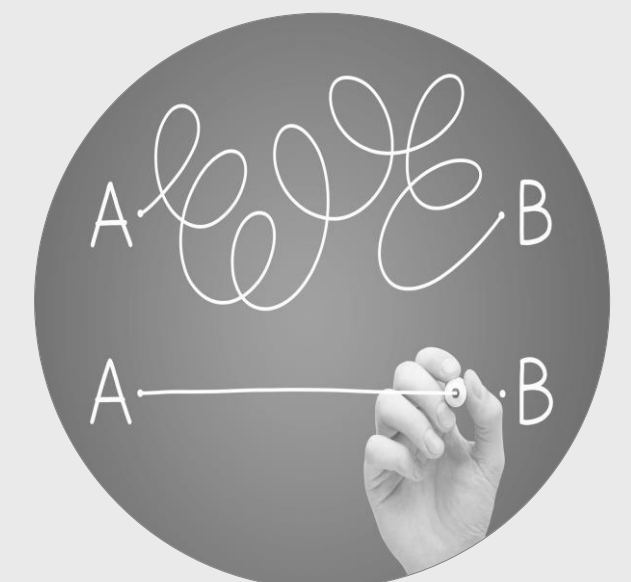
Our vision

We set standard of outstanding client experience – anytime, anyplace



Our values

RESPONSIVENESS, SIMPLICITY and RELIABILITY are reflected in our day-to-day operations.





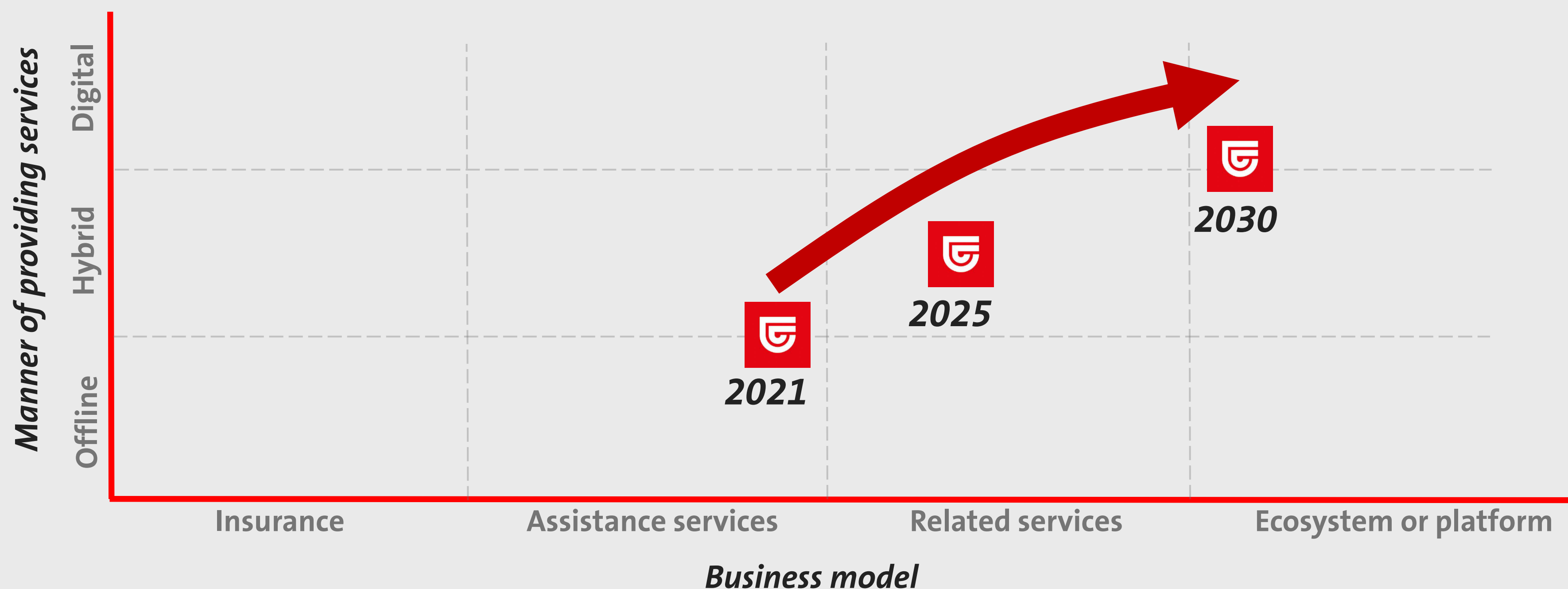
Triglav Group Will Remain Leader In All Its Core businesses In Adria Region

Core businesses	Insurance	Asset management
	Non-life Health Life Pension Reinsurance	Own insurance portfolio <i>(assets backing liabilities and guarantee funds)</i> Mutual funds and discretionary mandate assets Pension funds



From Offering Insurance Products By Providing Related Services Based On Hybrid Model To Developing Ecosystems Making Services Available Via Digital Channels

The direction of Triglav Group’s strategic transformation



- Digitalisation and digital transformation – “to improve Group’s readiness and to avoid conflict with traditional sales channels”.
- Uniform, outstanding and repeatable client experience.
- Ecosystem – transition from insurance-oriented business model by adding assistance and related services to service-oriented business model.



Digital Transformation And Development Of Service-Oriented Business Models As Strategic Guidelines To Ensure Group's Long-Term Competitive Advantage

An outstanding client experience as key element of Group's differentiation and competitive advantage

Digital
transformation

Development of
service-oriented
business models

Development of
organisational culture

Strategic
management of
Group



Guidelines Related to Triglav's Core Businesses

Strategic goal: Triglav Group will remain the leader in all its strategic core businesses in Adria region.

Non-life

- Assistance & related services
- New product innovation
- Simplicity
- Digitalisation of claims

Health

- Growth
- Partner for health
- Health ecosystem
- Assistance & related services

Life

- Capital light products
- Simplicity
- Increase of life insurance penetration among existing clients
- Assistance & related services



Guidelines Related to Triglav's Core Businesses

Strategic goal: Triglav Group will remain the leader in all its strategic core businesses in Adria region.

Pension

- Building regional pension platform
- Capital light products
- Promotion of private pensions (individual clients, SME's, governments)

Reinsurance

- Reinsurance partner with number of established long-term partnerships
- Utilisation of free capital capacities
- Prudent & selective underwriting

Asset management

- Growth
- Digitalisation
- Partners and affluent clients
- Diversification



Strategic Guideline: **Safe and Profitable Operations**

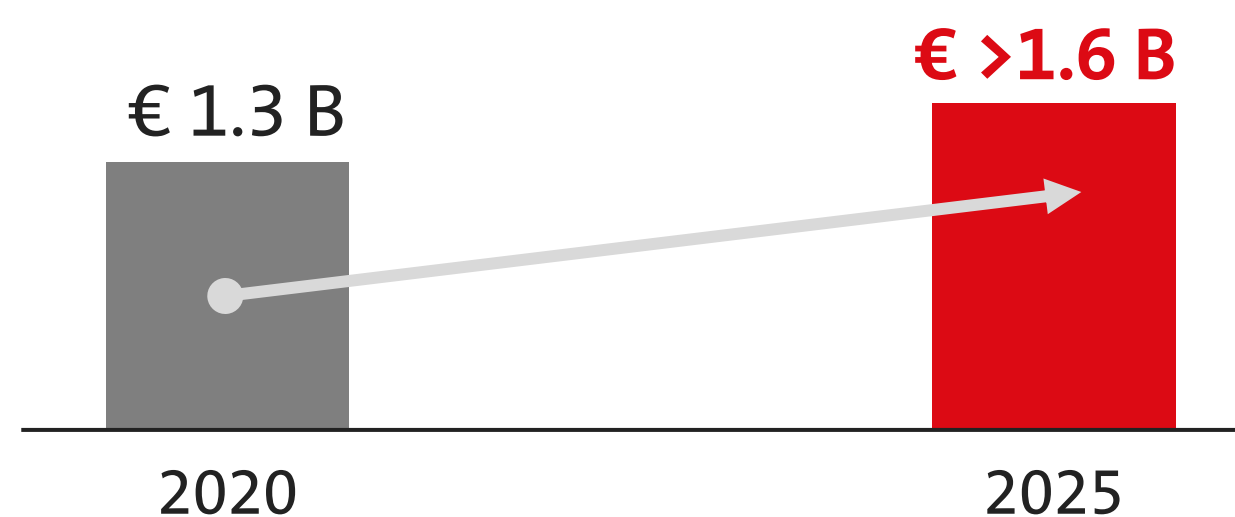
Independent insurance and financial group with dominant market position in Adria region

Insurance markets in Adria region, internationally through reinsurance:

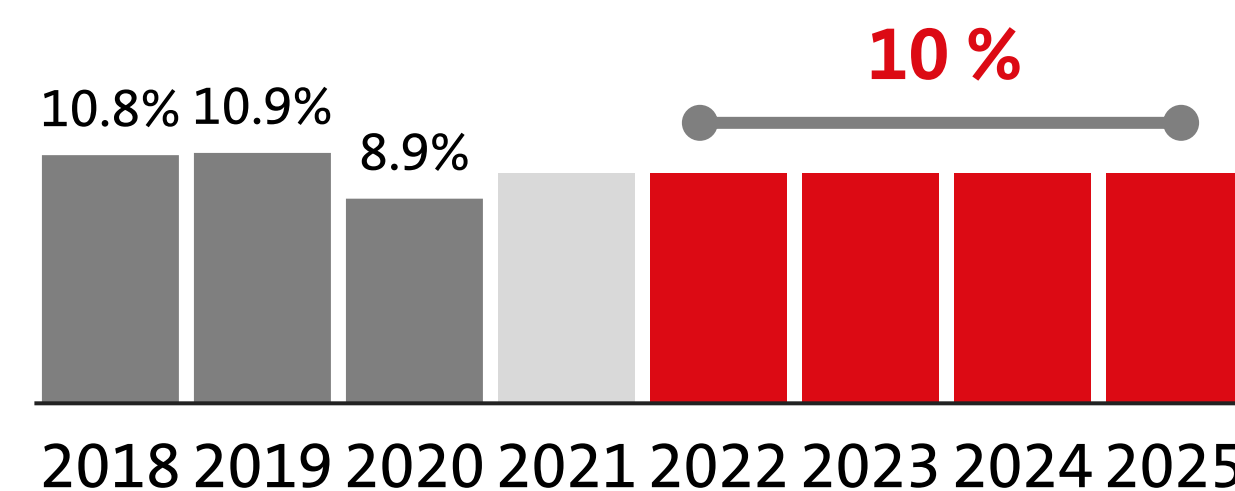
As at 9M 2021	Market share	Market position
Slovenia	38.5%	1 st
Croatia	5.9%	7 th
Serbia	7.3%	5 th
Montenegro	40.1%	1 st
Bosnia and Herz.	8.9%	3 rd
North Macedonia	13.2%	1 st
Adria Region (2020)	21.1%	1st

High profit and profitable growth

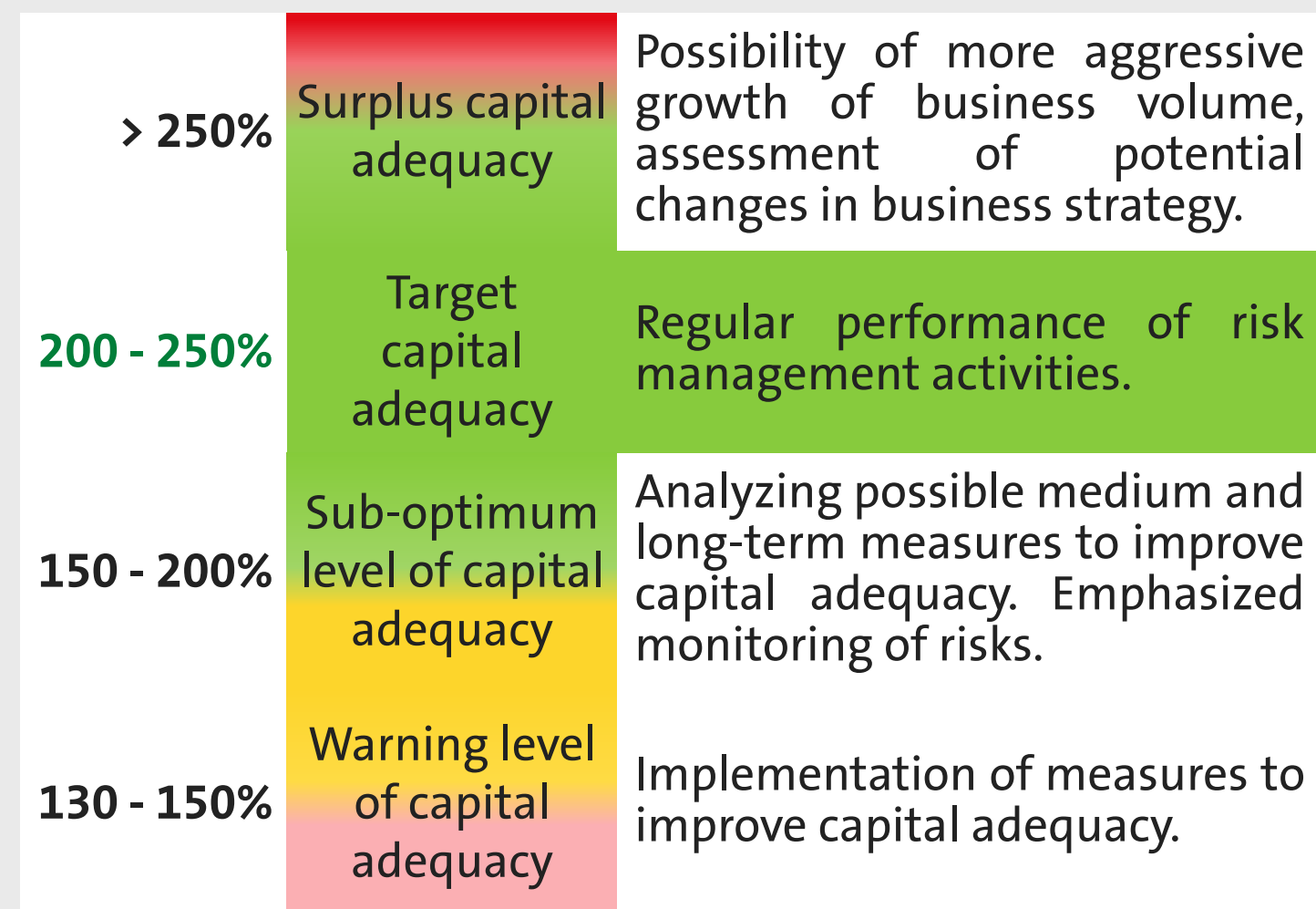
Total revenues



ROE



Disciplined capital management



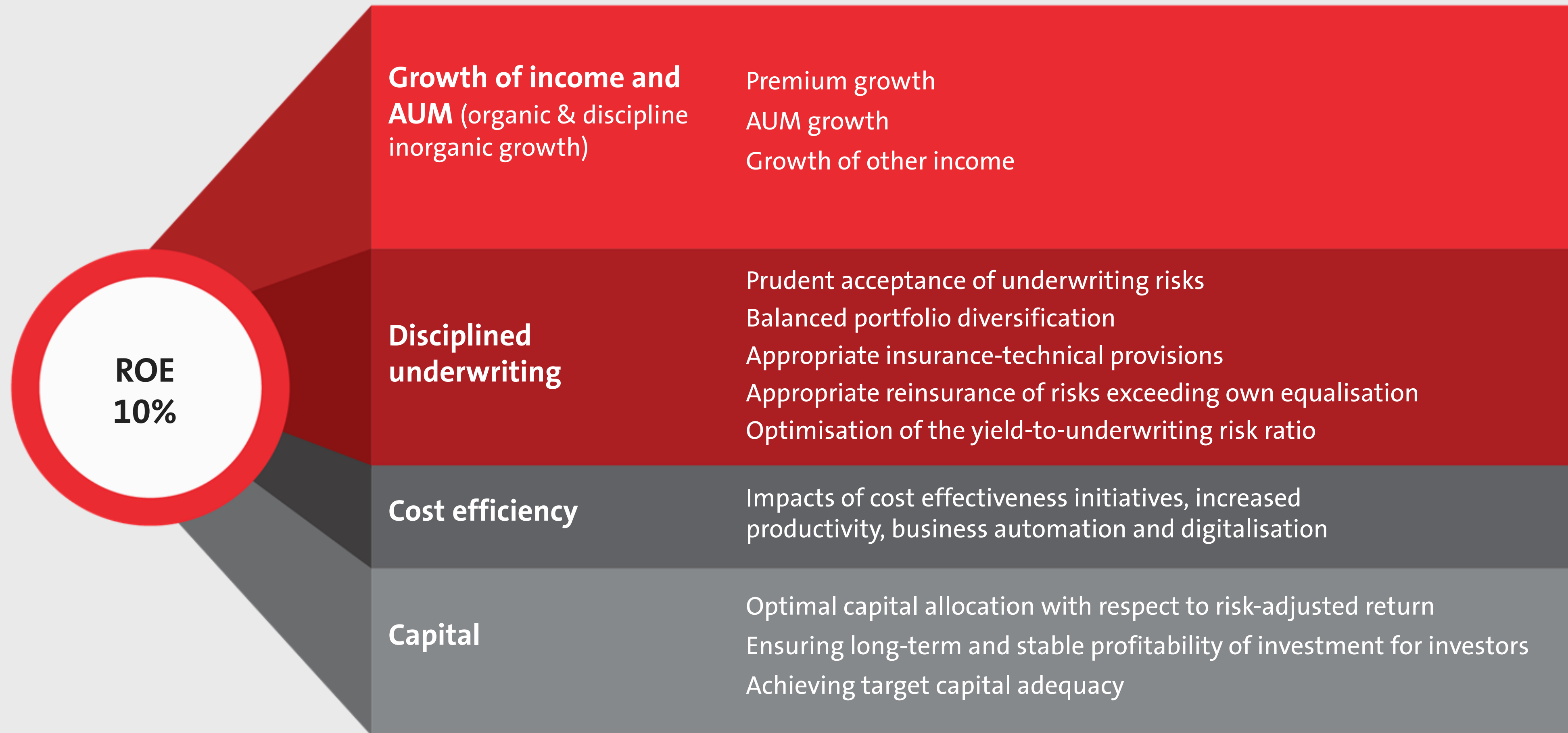
Rating A/Stable
(2016 – 2021)

S&P Global
Ratings





Key Drivers of Target ROE





Service-oriented business model and ecosystem

Tadej Čoroli, MB Member, Marketing & Sales



Triglav's Ecosystem Platform

“Using a shared platform, Triglav Group develops interconnected ecosystems that include insurance products“

Triglav Zdravje (health)

Connecting partners in providing comprehensive healthcare services, which ensure an outstanding client experience in different stages of life.



Triglav Male živali (pets)

For the wellbeing of pets, assistance in their acute health problems and insurance of the owner's personal liability caused by their pet



Triglav Mobilnost (mobility)

The provision of various forms of safe and sustainability-oriented mobility



Triglav financial security

The central point for planning and creating a person's financial security in all their stages of life – from saving to pension, access to (financial, tax) advisers or the use of various payment instruments



Triglav Dom (home)

The ecosystem of assistance services in eliminating damages, access to the services of verified providers and to solutions and systems for assistance and remote monitoring and security of your home



triglav
ko%mplet

A shared platform

Client data management, provision of security, personalised offering, a loyalty programme, assessment of providers, gamification, joint digital technologies (e.g. Image and speech recognitions, AI/ML, bots, geolocation services, AR)



Customer Experience Digital Transformation

Robert Trnovec, Authorized Officer of MB





Strategic Guideline: **Outstanding Customer Experience**

Triglav Group's customer relationship management concept

Uniform customer experience

Uniform experience across all:

- **Channels** (*agents, sales counters, telephone, email, letter, web chat, mobile application, website*),
- **Processes** (*underwriting, claim reporting, assistance, information, data modification, termination*),
- **Products,**
- **Companies of Triglav Group.**

"No matter how I contact Triglav, I always have the same experience (what I can do, learn, report, same processes or procedures)"

Outstanding customer experience

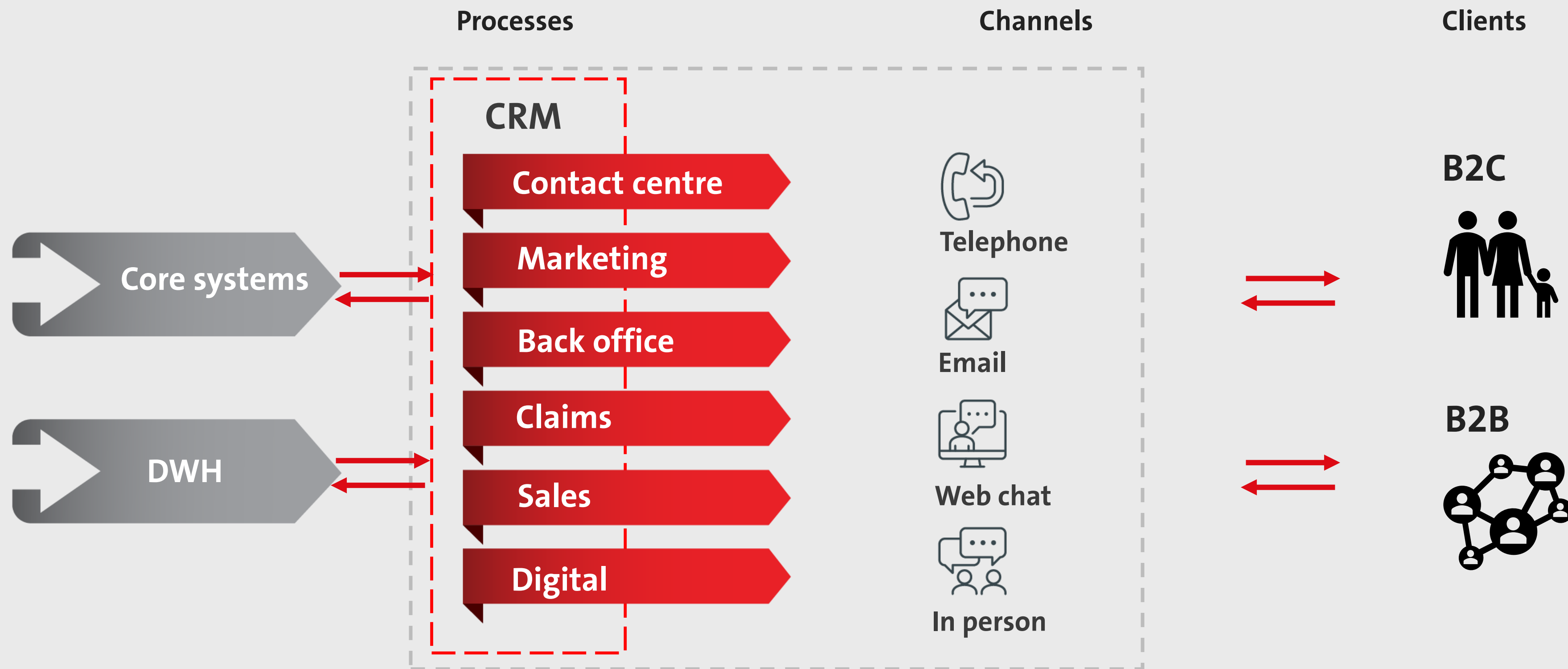
Factors creating outstanding experience and elements of differentiation:

- **Reliability** (*always following the same process, transparency to the client – time-wise, steps, reasons, etc.*)
- **Responsiveness** (*as soon as possible without unnecessary delays, measurable*)
- **Simplicity** (*no unnecessary data collection, easy to understand steps, Cx & Ux*)

"I choose Triglav because they take care of me better than anywhere else..."

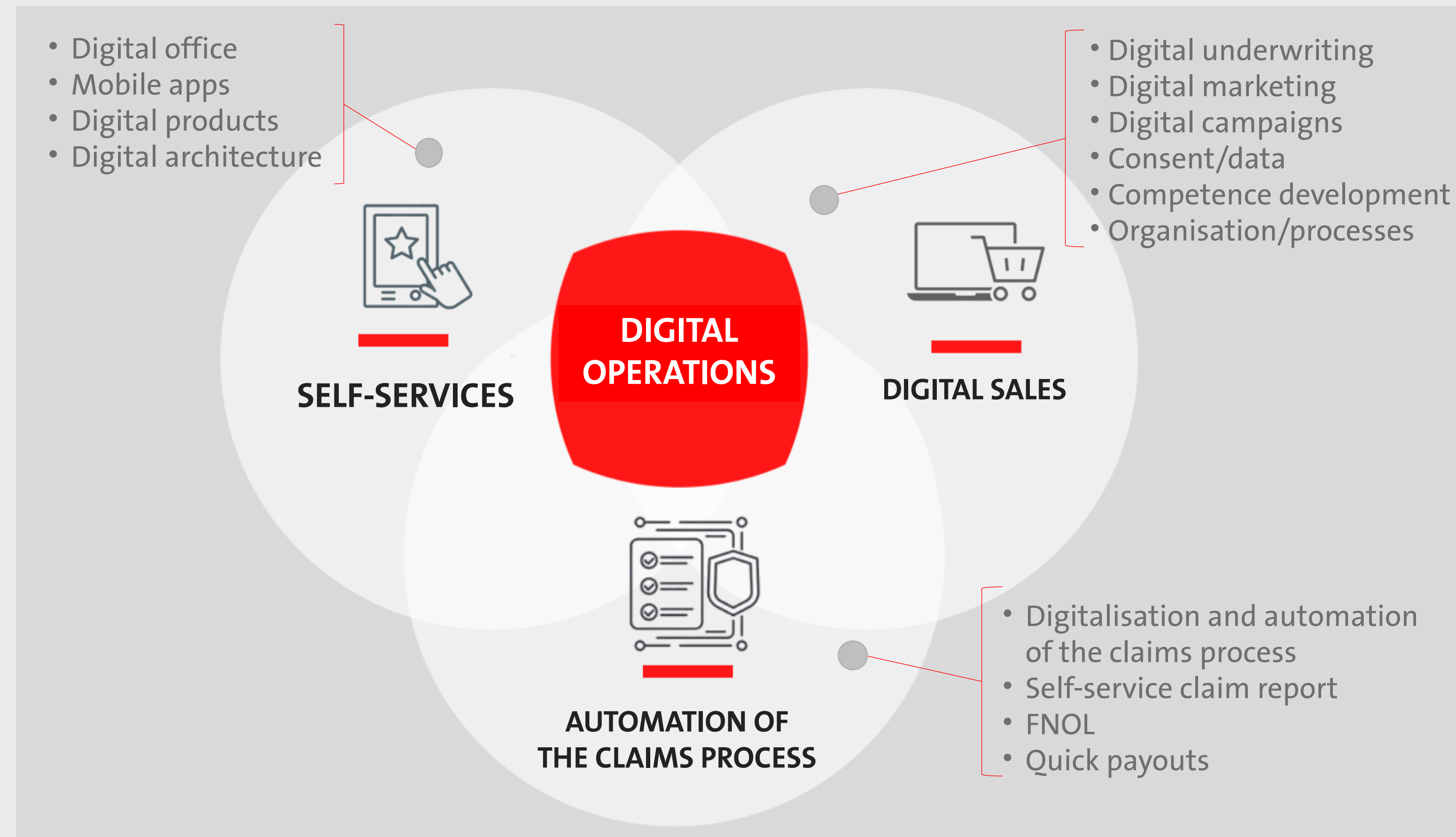


Platform for Communication and Client Relationship Management



Strategic Guideline: **Further Digital Transformation**

Main building blocks of Triglav's digital operations



Ambition: To become leading digitalised insurance and financial group in Adria region.

- **Digital platform**, which provides **outstanding user experience** (*simplicity, intuitiveness, comfort, availability, reliability, transparency, information*)
- Digital services as (more than good) **alternative to traditional sales channels.**
- **Digital onboarding of clients.**



ESG

Uroš Ivanc, MB Member, CFO





Triglav's Ambitions in Sustainable Development (ESG)

By pursuing sustainability goals, Triglav Group is creating long-term stable basis for its profitable and safe operations, promoting transition to sustainable society and reducing its impact on climate change.

I. Insurance and asset management

DEVELOPMENT: ESG aspects integrated into development of insurance and investment products and services.

INVESTMENTS: Increase share of **green and sustainable** investments. Maintain its exposure to **Coal Exit List issuers to less than 1%** of total investment value by 2025.

INSURANCE: Further focus on **parametric insurance products for droughts, floods and other climate risks**. Promotion of products related to **sustainable mobility**. Offer of effective risk protection for **providers of energy from renewable sources**. Design **policy on insurance for coal mines and thermal power plants** (*taking into account individual countries' strategy to phase out coal and transition to climate-neutral economy*).

II. Triglav's business processes

SUPPLIERS: Implement assessment by **ESG criteria**.

CARBON FOOTPRINT: Comprehensive measurement and management (*Scopes 1, 2 and 3*). 15% reduction in location-based (*Scopes 1 and 2*) carbon footprint per employee by 2025, while pursuing the 2050 carbon neutrality target in line with European Green Deal.

IN OUR PROCESSES: By 2025 increased share of **electricity from renewable energy sources**, reduce **energy and paper consumption** per employee and total **waste** generated per employee, and increase share of **electric and hybrid vehicles in our fleet** to at least 30%.



Triglav's Ambitions in Sustainable Development (ESG)

Group aims to play leading role in integrating the best global ESG practices into operations in Adria region.

III. Responsible stakeholder engagement

CLIENTS: High levels of client (NPS) **satisfaction**.

EMPLOYEES: High levels of **employee satisfaction**. Implementation of concept of **flexible working** at Group level by 2023. Maintained **focus on** multidimensional diversity, intergenerational cooperation, employee development and training, promotion of health and well-being of employees.

SOCIETY: Further participation in **social responsibility and environmental projects**. **Donations and sponsorship** of green and social projects with specific objective of having positive impact and contributing to UN Sustainable Development Goals (SDGs).

IV. Efficient corporate governance

TRIGLAV'S MANAGEMENT: Upgrade of Triglav's succession, diversity and remuneration **policies for management by incorporating ESG factors**. Efforts for improvement of Group's management and supervision bodies in terms of gender, education and experience.

ESG REPORTING: Upgrade of public disclosures by 2025 (in addition to GRI also **SASB, disclosures according to CDP and TCFD and adoption of UN PSI**).

MANAGEMENT OF ESG ACTIVITIES: Responsibility at MB level. Activities coordinated by Sustainable Development Coordinator, Compliance and Sustainable Development Committee.



Q & A Session





Triglav is the highest mountain in Slovenia and the highest peak of the Julian Alps (2,864 meters/9,396 ft).