



# Triglav Group

## Investor Presentation H1 2018 Results

August 2018



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# About Triglav Group



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

# Triglav Group - 118 years of tradition and experience

## Triglav Group:

- Parent company Zavarovalnica Triglav, 31 subsidiaries and 6 associated companies
- Over 5.100 employees
- Parent company founded in 1900 in Slovenia

## Core business:

- Insurance, Asset management

## Ratings:

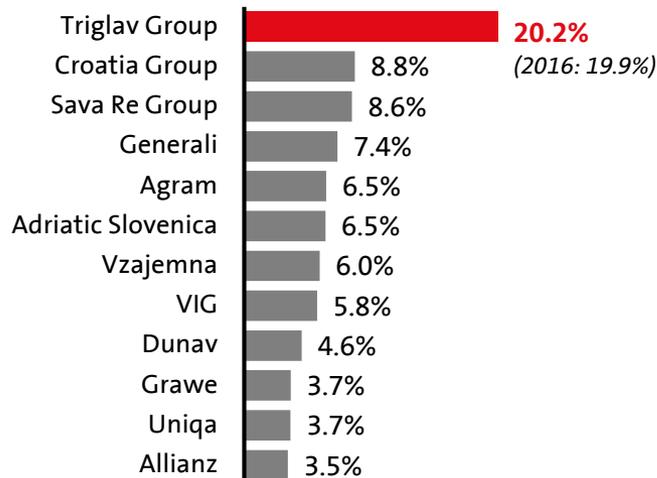
- A/stable outlook (S&P Global Ratings, A.M. Best)

## Market presence and position:

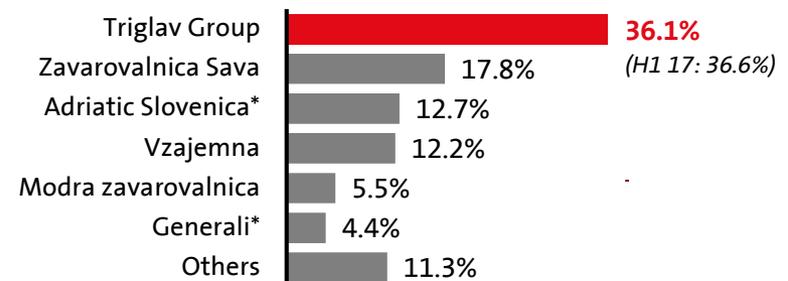
- Leading insurance - financial group in Adria region and in Slovenia
- In 6 countries in Adria region, global through inward reinsurance



## Market share in Adria region (2017)



## Market share in Slovenia (H1 2018)



Source: Calculation based on the data of regional regulators

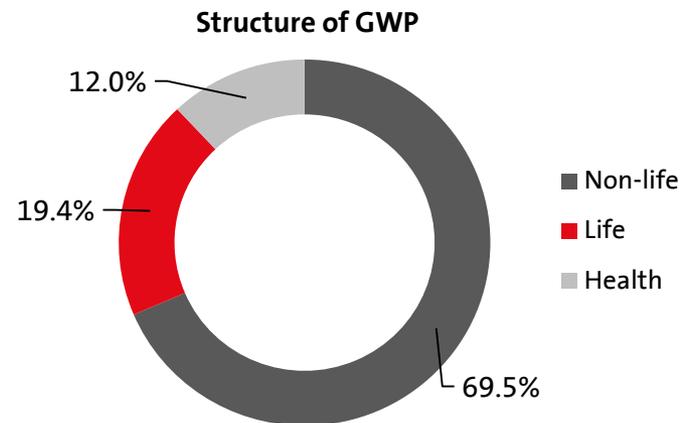
\*In 2018 Generali announced to buy Adriatic Slovenica



# Core Business of Triglav Group

## Insurance

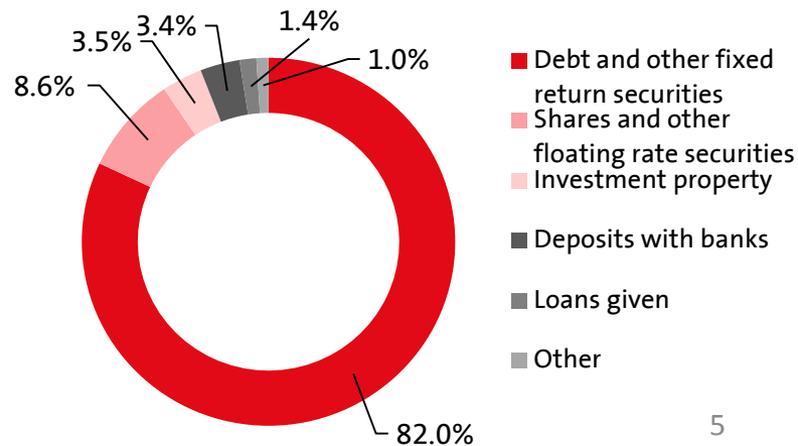
- Non-life
- Life
- Supplementary pensions
- Health
- Reinsurance



## Asset management

- **Insurance portfolios and own funds:**
  - AUM € 2,658 million
  - Liability driven investing
- **Investment funds:**
  - AUM € 743.8 million (17 mutual funds and discretionary mandates)
  - Investment fund in Bos. and Herz.

**Insurance portfolios and own funds**  
(without united-linked products)



# Insurance Markets of Triglav Group

- Seven markets in six countries
- Slovenia the largest market (77% of Triglav GWP), GWP share from outside Slovenia is consistently increasing

		Share of Triglav Group GWP by Markets			Market position	Market share	No. of Triglav insurance companies
▪ Slovenia	76.9%	▼	 Slovenia	76.9%	1	36%	4
			 Croatia	6.0%	8	5%	1
			 Serbia	4.6%	5	6%	1
▪ Other markets	18.1%	▲	 Montenegro	2.7%	1	38%	2
			 B and H	2.6%	5	8%	3
			 Macedonia	2.2%	1	17%	2
▪ Global reinsurance	5.1%	●	 Global RE	5.1%			



# Equity Story

*Modern, innovative and dynamic insurance-financial group, firmly remaining the leader both in Slovenia and Adria region*

**2017-2020**

**2010-2017**

Focus on profitability and selective expansion

**2007**

Fast growth in the markets of former Yugoslavia

**2000**

Leading position in Slovenia – expansion started

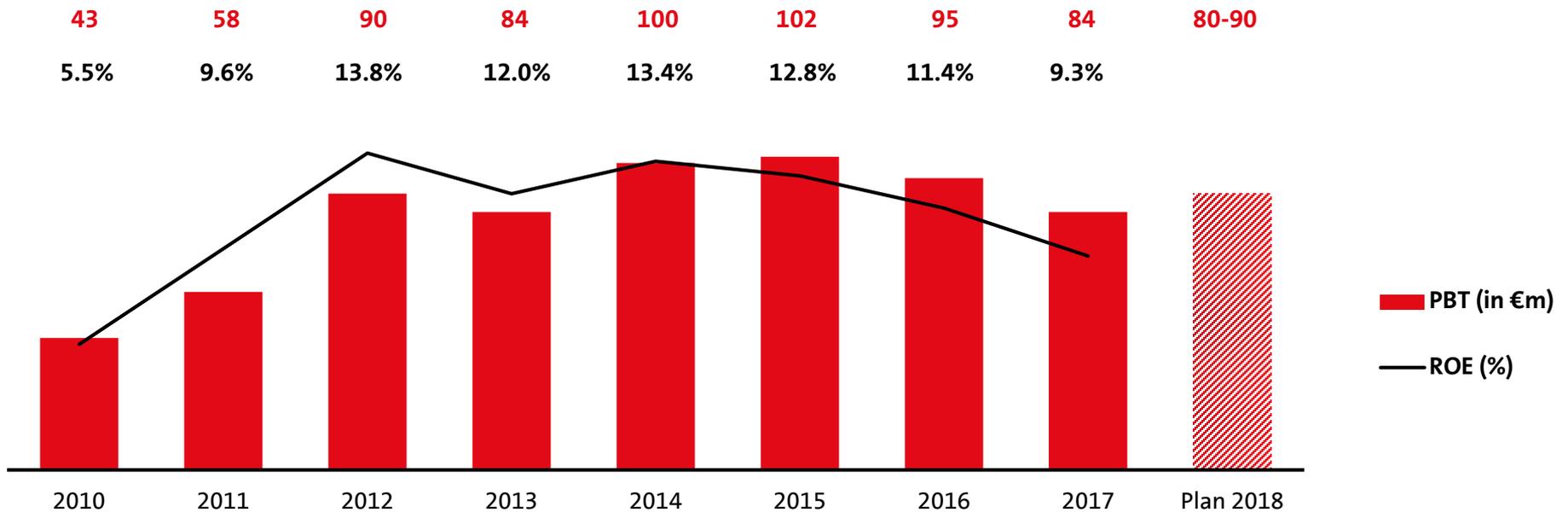
**1900**

Established as the first Slovenian insurance company founded with domestic capital



# Profitable and Safe Operations

- Focus on profitability, safety of operations and greater value of Triglav Group
- Strategic goal: ROE over 10% in 2020



# Risk Profile and Capital Adequacy

Strong Capital adequacy, within target range 200-250%

Strong Credit Ratings: A/stable outlook

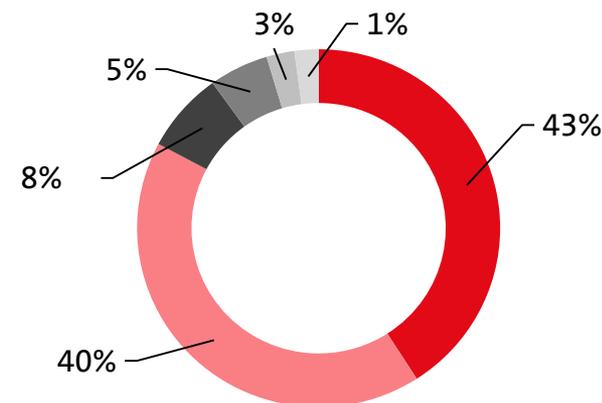
Risk profile of Triglav Group (as at 31 Dec 2017)

- Level of risk exposure acceptable and in line with the defined risk appetite
- Effective management of all types of risks („three lines of defence” system)

- Underwriting risk
  - Credit risk
  - Risk of companies from other financial sectors
- Market risk
  - Operational risk
  - Risk of other companies

	31 Dec 2017	31 Dec 2016**
Solvency ratio*	222%	242%

S&P Global Ratings



\*Calculation in accordance with Solvency II regulation (Standard formula used). In 2017 methodology was revised introducing more conservative approach for calculation of the adjustment for the loss absorbing capacity of deferred taxes, which causes the decrease of the solvency ratio. *More information in Solvency and financial condition report of Triglav Group.*

\*\*Based on methodology before its revision in 2017.



# Strong Credit Ratings



**S&P Global Ratings rating **A/stable outlook****



**A.M. Best rating **A/stable outlook****

## Ratings development history

Credit rating agency	Credit rating	Medium-term outlook	Date
A.M. Best	A	stable	30-Oct-2017
S&P Global Ratings	A	stable	8-Sep-2017
A.M. Best	A	stable	28-Oct-2016
S&P Global Ratings	A	stable	1-Jul-2016
A.M. Best	A-	positive	16-Oct-2015
S&P Global Ratings	A-	positive	29-Aug-2015
A.M. Best	A-	positive	3-Oct-2014
S&P Global Ratings	A-	stable	26-Sep-2014
S&P Global Ratings	A-	stable	7-Jul-2014
A.M. Best	A-	stable	17-Oct-2013
S&P Global Ratings	A-	stable	4-Jul-2013
A.M. Best	A-	stable	21-Mar-2013
S&P Global Ratings	BBB+	positive	14-Feb-2013
S&P Global Ratings	A-	negative	8-Aug-2012
S&P Global Ratings	A	negative	21-Nov-2011
S&P Global Ratings	A	stable	25-Nov-2010
S&P Global Ratings	A	stable	25-Aug-2009
S&P Global Ratings	A	stable	25-Sep-2008

### From S&P GR Rating 2017 Report:

The credit rating exclusively reflects Triglav Group's **standalone credit profile** and does not include any uplift from the Group's status as a government-related entity.

- **Business risk profile - strong**
- **Financial risk profile - very strong**
- **Capital adequacy - extremely strong**
- Group has adequate reinsurance protection

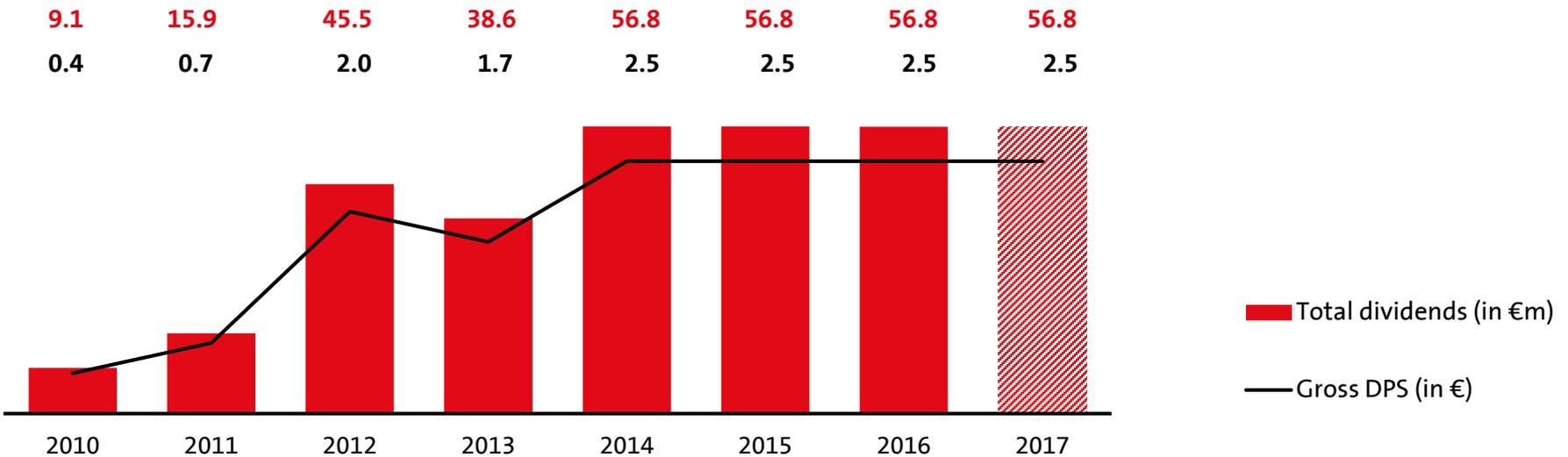


# Strategic Objectives of Capital Management and Dividend Policy (Revised in March 2018)

> 250%	Surplus capital adequacy	Possibility of a more aggressive growth of business volume, assessment of potential changes in the business strategy
200 - 250%	Target capital adequacy	Regular performance of risk management activities
150 - 200%	Sub-optimum level of capital adequacy	Analyzing possible medium and long-term measures to improve capital adequacy and emphasized monitoring of risks
130 - 150%	Warning level of capital adequacy	Implementation of measures to improve capital adequacy
< 130%	Insufficient capital adequacy	



The minimum dividend pay-out is set to 50% of consolidated net profit for the previous year, however Zavarovalnica Triglav will strive not to reduce its dividend payment below the level of the previous year. As thus far, the future implementation of the dividend policy will be subordinated to achieving the medium-term sustainable target capital adequacy of Triglav Group. The proposal of the Management Board and the Supervisory Board as regards the annual distribution of accumulated profit of the Company will therefore take into account the following three objectives in a balanced manner: to ensure prudent capital management of Triglav Group and its financial stability, to reinvest net profit in the implementation of the strategy of growth and development of Triglav Group and to pay out attractive dividends to the shareholders.



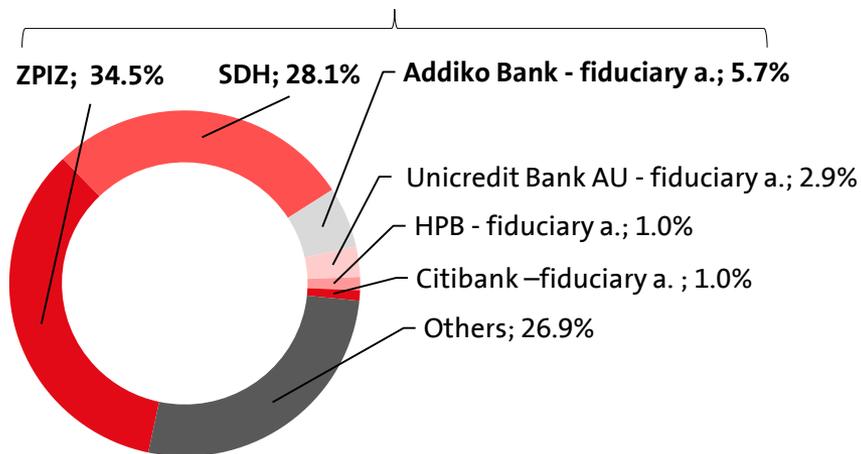
# Shareholders of Parent Company Zavarovalnica Triglav

- Government with 62.6% stake predominant shareholder (SDH, ZPIZ)
- 31.8% shares free floating
- International shareholders with 18% stake (2008: 4%)

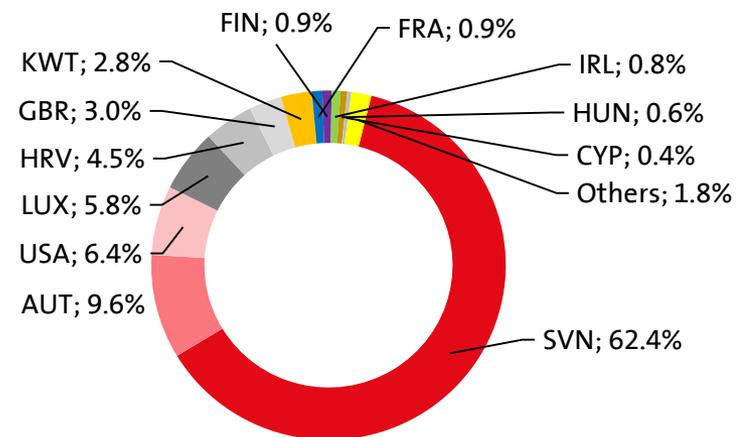
## Shareholder structure

## Structure of free float by shareholder country (as at 30 Jun 2018)

Shareholders with more than 5% stake together **68.2%** stake



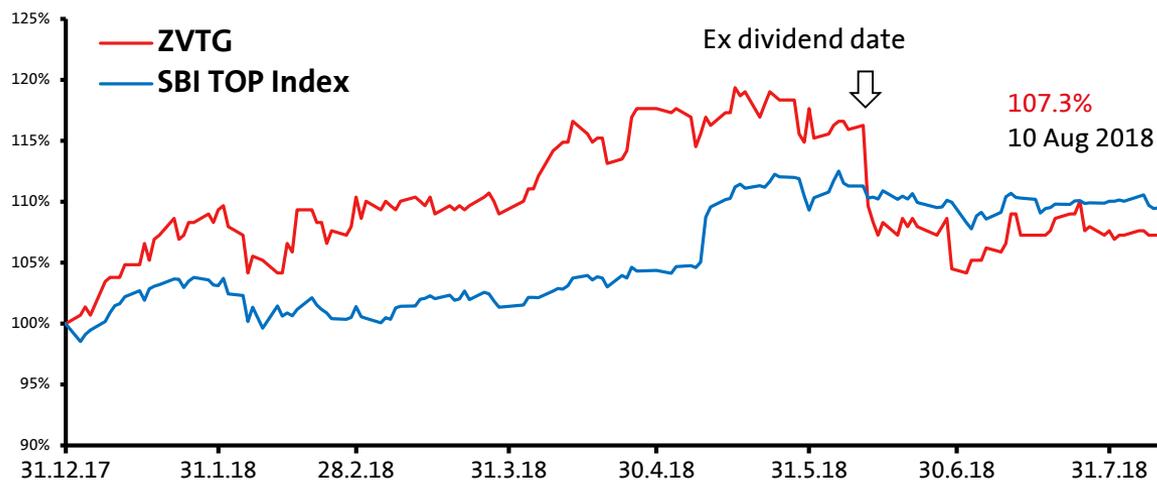
**31.8%**  
shares are  
free floating



Shareholder structure od Zavarovalnica Triglav	Total	Domestic	Foreign	Legal entities	Individuals
Number of shareholders	14,254	13,577	677	495	13,759
<b>Number of shares - percentage</b>	<b>100%</b>	<b>82.4%</b>	<b>17.6%</b>	<b>89.2%</b>	<b>10.8%</b>
Number of shareholders - percentage	100%	95.3%	4.7%	3.5%	96.5%



# Share Price Performance



Total return In last 12 months:

- Triglav share +30.6%
- SBITOP Index +17.3%
- BEINSUR Index +2.9%

(Source: Bloomberg on 30 June 2018)

	30 June 2018	30 June 2017	31 Dec 2017	31 Dec 2016	31 Dec 2015
Closing price at the end of period	<b>30.20</b>	25.00	28.90	23.20	23.50
Book value per share (consolid. data)	<b>31.33</b>	31.51	32.98	32.28	30.48
Net earnings per share (consolid. data)	<b>1.32</b>	1.59	3.07	3.62	3.91
Market capitalisation	<b>686,601,470</b>	568,378,700	657,045,777	527,455,434	534,275,978
Average daily trading volume	<b>213,051</b>	185,419	166,345	114,845	142,878
No. of shares	<b>22,735,148</b>	22,735,148	22,735,148	22,735,148	22,735,148
The percentage of floating stock	<b>31.78%</b>	30.99%	31.04%	30.98%	31.13%

Traded on  
Bloomberg, Reuters

Ljubljana Stock Exchange – LJSE; Prime market; ISIN code SI0021111651; Ticker symbol ZVTG  
ZVTG SV; ZVTG.LJ



# Management Board of Zavarovalnica Triglav

- **Andrej Slapar**  
President  
CEO
- **Uroš Ivanc**  
Member  
CFO
- **Tadej Čoroli**  
Member  
Non-life, Sales and Marketing
- **Barbara Smolnikar**  
Member  
Life & Health
- **Marica Makoter**  
Member and Employee Representative  
HRM, Operations, IT, Fraud prevention



■ Marica Makoter ■ Tadej Čoroli ■ Andrej Slapar ■ Uroš Ivanc ■ Barbara Smolnikar



# Financial Reporting

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prihodnost.

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# H1 2018 Triglav Group at a glance

- Profitable and safe operations. Good results in the insurance business. Influence of CAT loss events. Lower returns on financial investments as expected.
- Taking into account the business conditions anticipated until the end of the year, it is estimated that the 2018 profit before tax will be within the planned range.

	H1 2018	Comment
Gross written premium (€m)	574.8	5% growth (growth in all markets and all three insurance segments )
Profit before tax (€m)	35.6	Down by 16% compared to H1 2017, annual profit guidance confirmed
Combined ratio non-life	95.2%	Favourable
Dividend for 2017 paid	€ 2.5 p.s.	82% of 2017 consolidated net profit

- Triglav Group to enter pension insurance market in Croatia (agreement signed to purchase the majority stake in the Croatian pension insurance company Raiffeisen Mirovinsko osiguravajuće društvo)
- Capital management policy of Triglav Group as well as the dividend policy revised in March 2018
- € 2.5 gross dividend per share for 2017 paid (82% of net profit of Triglav Group for 2017)
- Sale of equity stakes in Geoplin d.o.o. and Plinhold d.o.o. completed (total purchase price € 14.5 million)



# Triglav Group in H1 2018

In € million

	H1 2018	H1 2017	Index 2018/2017
Gross written premium	574.8	547.8	105
Net premium income	465.9	440.0	106
Gross claims paid	326.8	314.2	104
Net claims incurred	324.8	312.4	104
Insurance business gross operating costs	128.1	122.5	105
Profit before tax	35.6	42.4	84
Net profit for the accounting period	30.0	36.1	83
Gross insurance technical provisions	2,846.2	2,732.2	104
Total equity	719.3	756.6	95
Number of employees	5,158	5,151	100
Expense ratio non-life	28.6%	28.5%	
Net claims ratio non-life	66.5%	66.1%	
Combined ratio non-life	95.2%	94.7%	

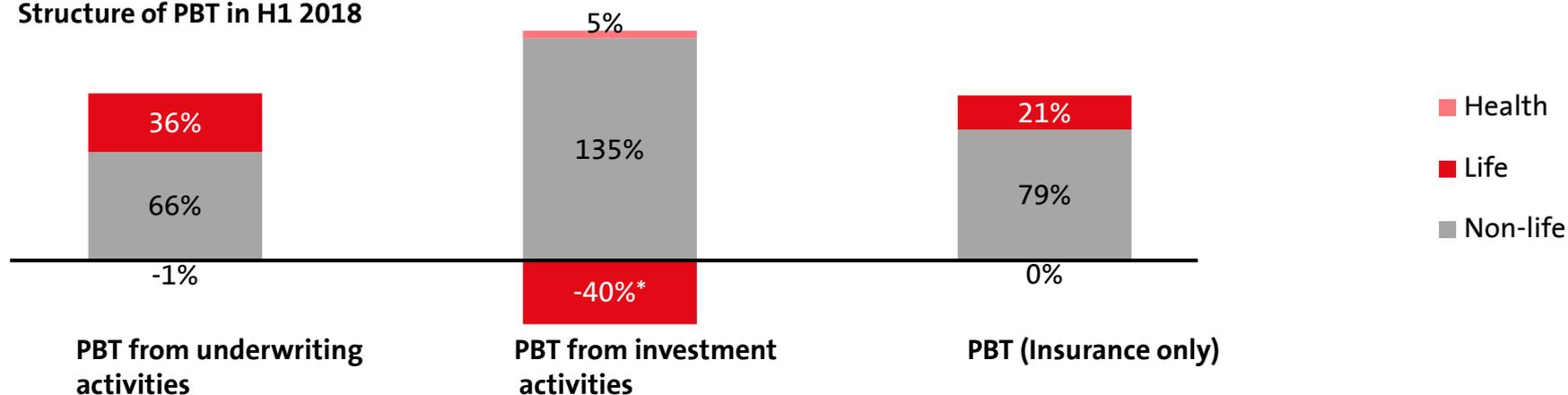


# Structure of Profit before Tax of Triglav Group

In € million

	H1 2018				H1 2017			
	Non-life	Life	Health	Total	Non-life	Life	Health	Total
PBT from underwriting activities	18.3	10.0	-0.4	28.0	14.9	9.7	0.4	25.1
PBT from investment activities	9.4	-2.7*	0.3	6.9	11.0	5.6	0.4	17.0
<b>PBT from insurance operations</b>	<b>27.7</b>	<b>7.3</b>	<b>-0.1</b>	<b>34.9</b>	<b>25.9</b>	<b>15.3</b>	<b>0.9</b>	<b>42.1</b>
<b>PBT from non-insurance operations</b>				<b>0.7</b>				<b>0.3</b>
<b>Total PBT</b>				<b>35.6</b>				<b>42.4</b>

## Structure of PBT in H1 2018

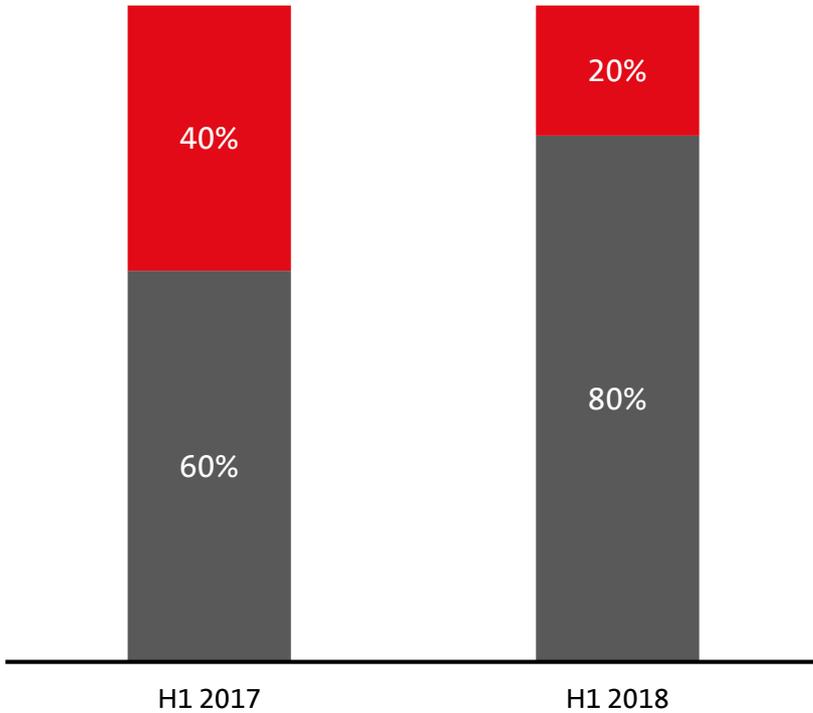


\* Life investment result net of guarantees and additionally formed mathematical reserves. The decrease in life investment result mainly the result of lower returns on assets of the guarantee fund (€ 5.8 million), additional provisions made due to the reduction in the reserving interest rate (€ 2.9 million) and due to the effect of the liability adequacy test (€ 0.5 million)



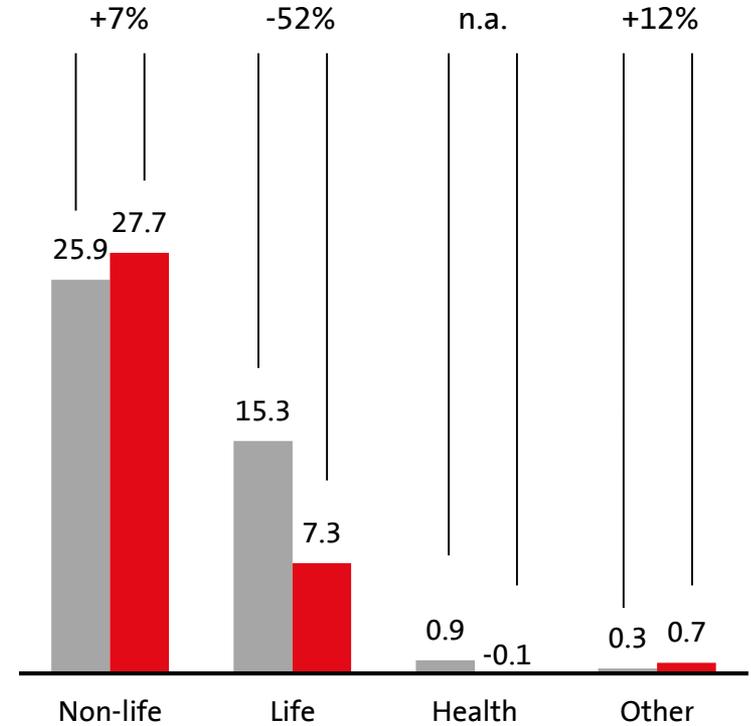
# Structure of Profit before Tax of Triglav Group

## Structure of PBT



■ PBT from investment activities  
 ■ PBT from underwriting activities

## PBT by business segments (in € M)

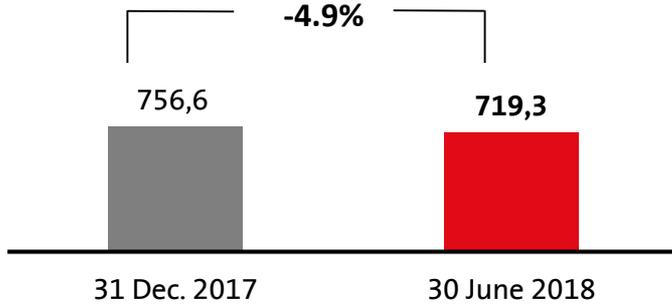


■ H1 2017 ■ H1 2018

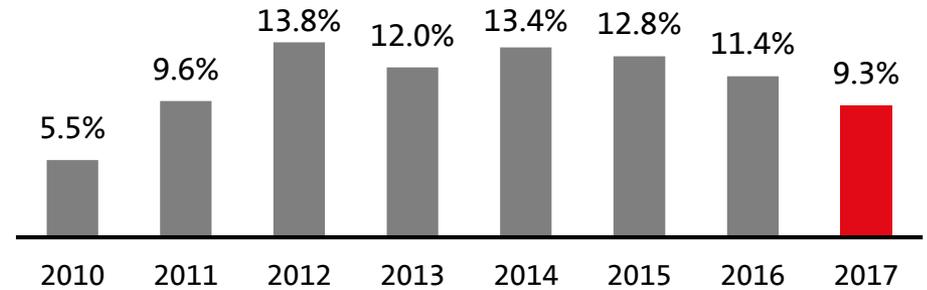


# Strong Capital Base and ROE

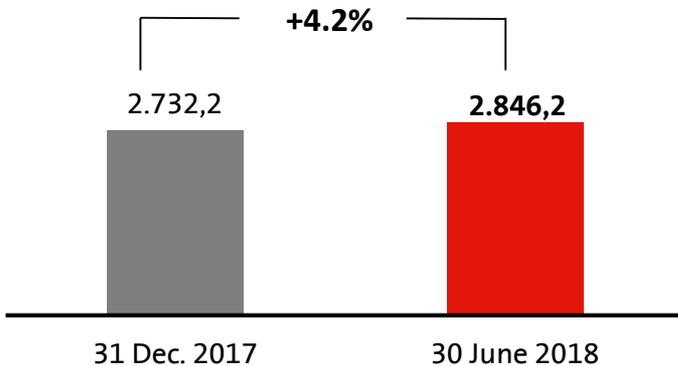
Equity in € M



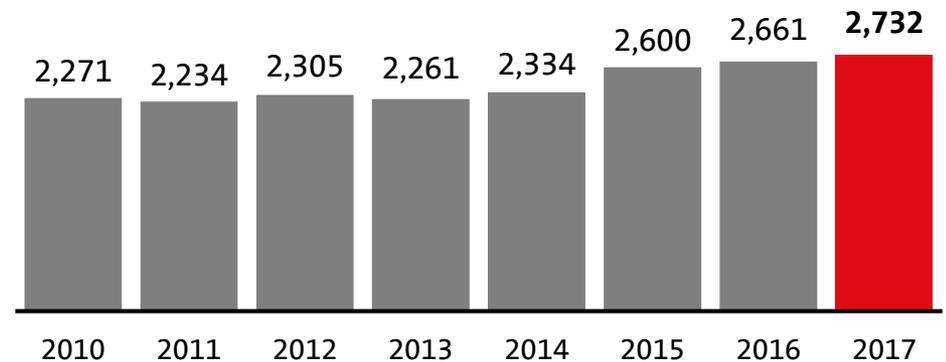
Triglav Group's Return on Equity (ROE)



Gross Technical Provisions in € M

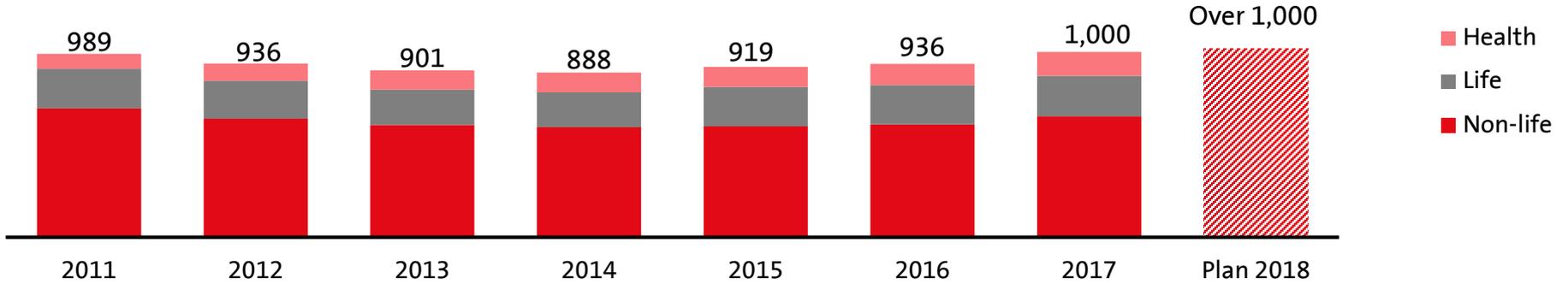


Year-End Gross Technical Provisions in € M

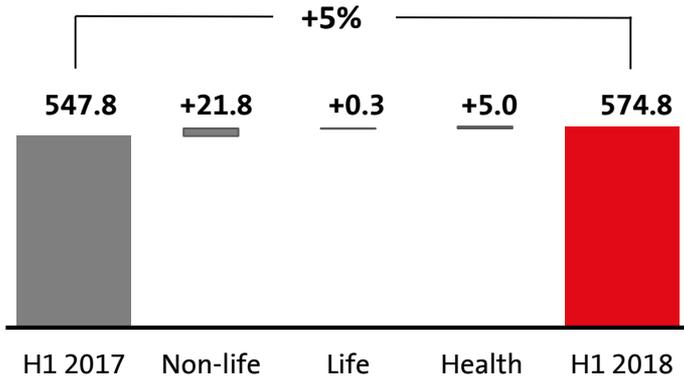


# Gross Written Premium (GWP)

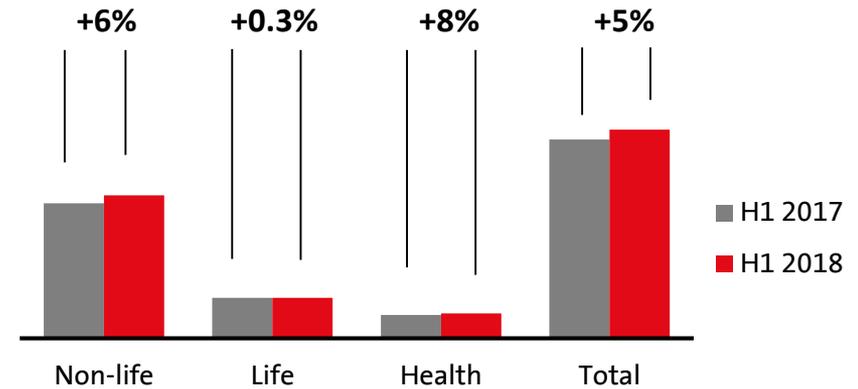
GWP (in € M)



GWP development from H1 2017 to H1 2018 (in € M)

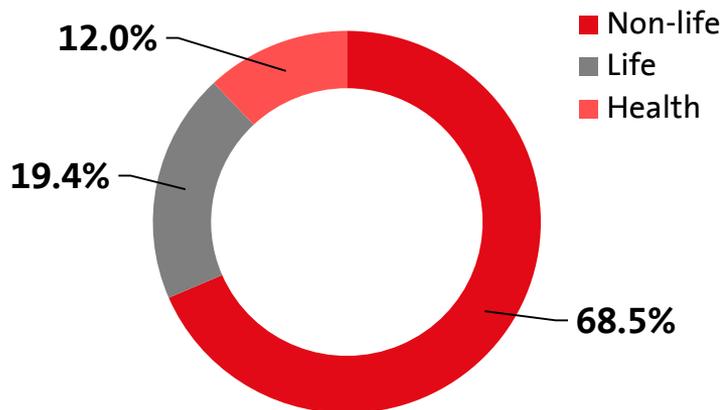


GWP by segments in H1 2017 and H1 2018 (in € M)



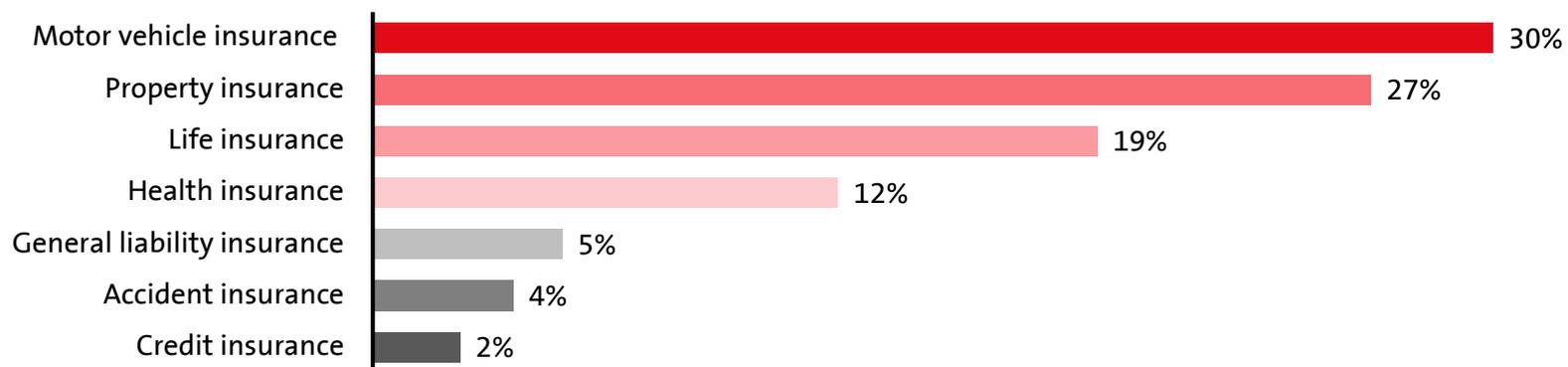
# Gross Written Premium by Segments

## Structure of GWP in H1 2018



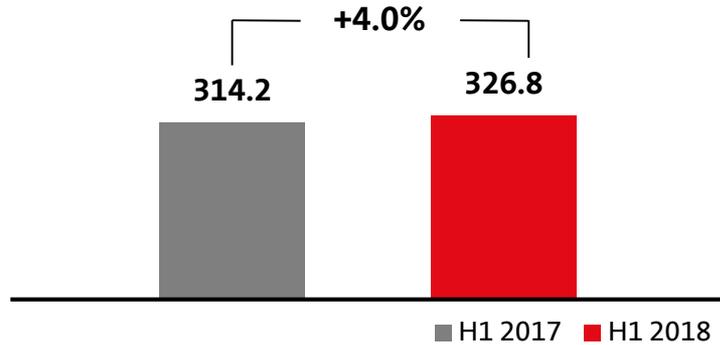
Structure of GWP		Q1 2018	Q1 2017
Non-life	▲	68.5%	67.9%
Life	▼	19.4%	20.4%
Health	▲	12.0%	11.7%

## Well balanced structure of consolidated GWP

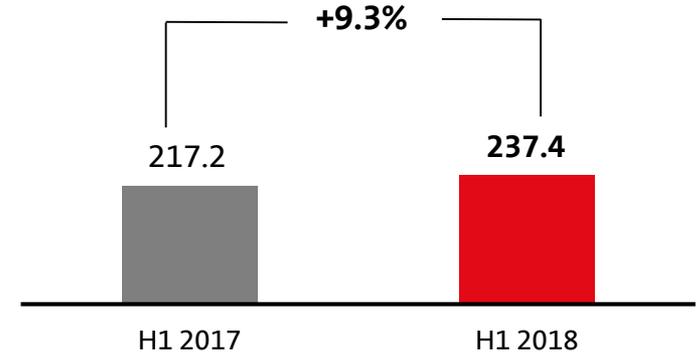


# Gross Claims Paid

Gross claims paid in € M



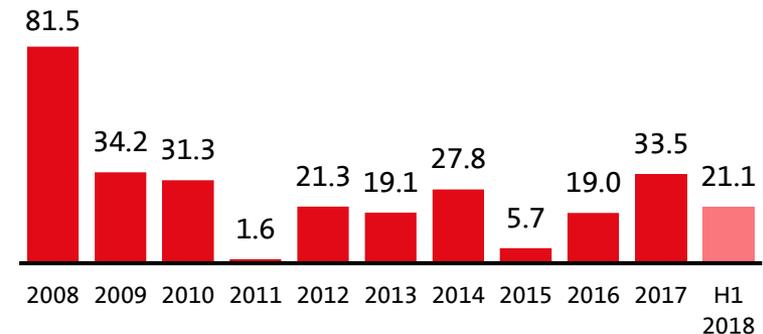
Non-life gross claims in € M



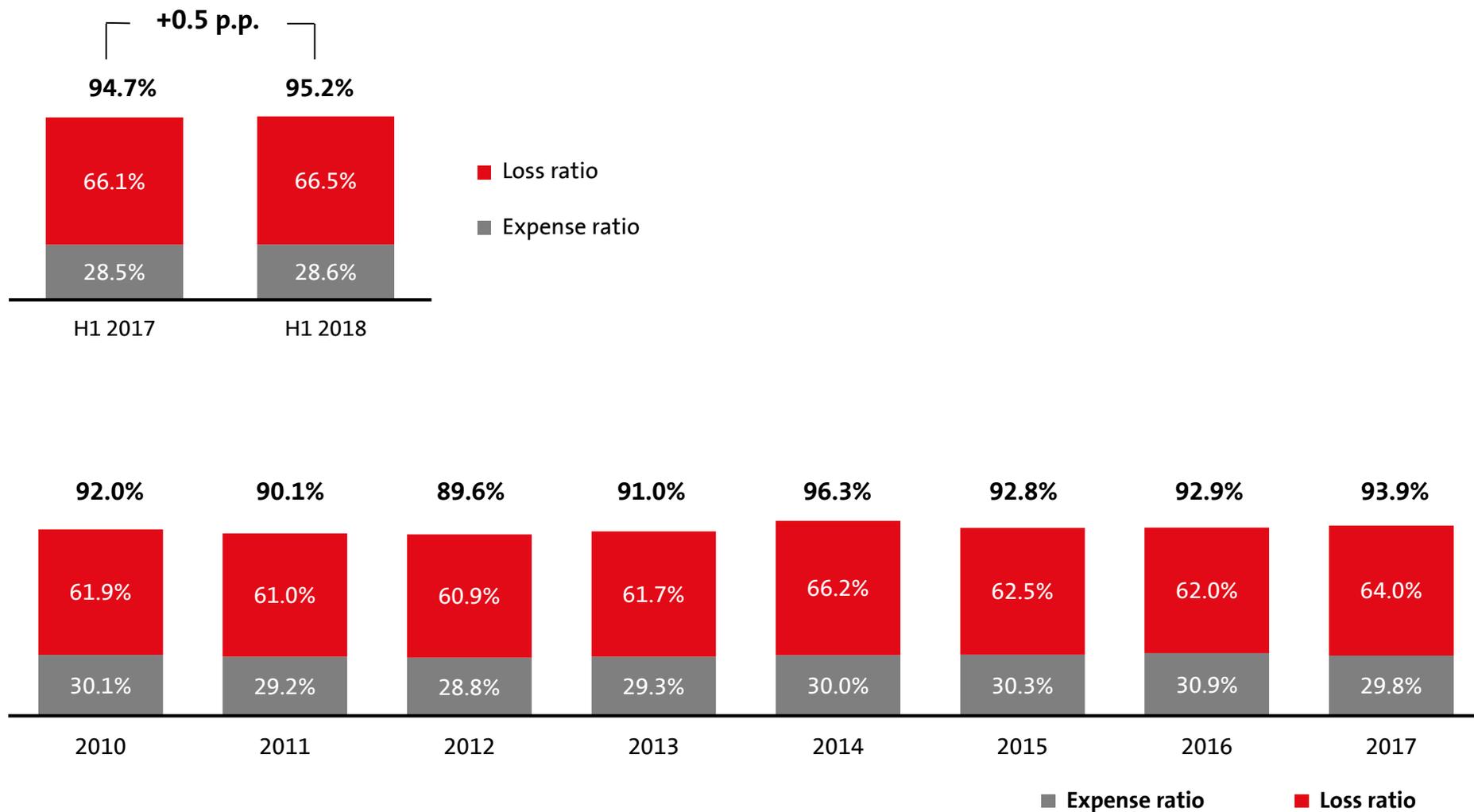
## € 21.1 million CAT loss events in H1 2018

- € 3.0 m - May hail and floods in Eastern Slovenia
- € 2.6 m - Early June storms with hail in North-Eastern Slovenia
- € 13.2 m - June hail in North-Eastern Slovenia and Bela Krajina
- € 1.2 m - Mid-June hail in Zasavje region (Slovenia)
- € 1.2 m - April frost, May and June floods in Macedonia

## CAT losses in last 10 years in € M



# Triglav Group Non-life Combined Ratio



# Triglav Group Asset Allocation

	Non-life & Health <sup>1</sup>		Life & Pensions <sup>1</sup>		Total	
	In € M	In %	In € M	In %	In € M	In %
Investment property	91.3	8%	2.4	0%	93.7	4%
Investments in associates <sup>2</sup>	10.8	1%	0.6	0%	11.4	0%
Shares and other floating rate securities	126.7	11%	100.9	7%	227.6	9%
Debt and other fixed return securities	877.0	75%	1,302.0	88%	2,179.1	82%
Loans given	6.6	1%	31.9	2%	38.5	1%
Bank deposits	47.2	4%	43.8	3%	91.0	3%
Other financial investments	5.7	0%	4.7	0%	10.4	0%
<b>Investments</b>	<b>1,165.3</b>	<b>100%</b>	<b>1,486.4</b>	<b>100%</b>	<b>2,651.7</b>	<b>100%</b>
Financial investments of reinsurance companies in reinsurance contracts with cedents	5.9		0.0		5.9	
Unit-linked insurance contract investments	0.0		438.7		438.7	
<b>Group financial investments</b>	<b>1,171.1</b>		<b>1,925.1</b>		<b>3,096.2</b>	

*1 Includes investments of own funds of the Group*

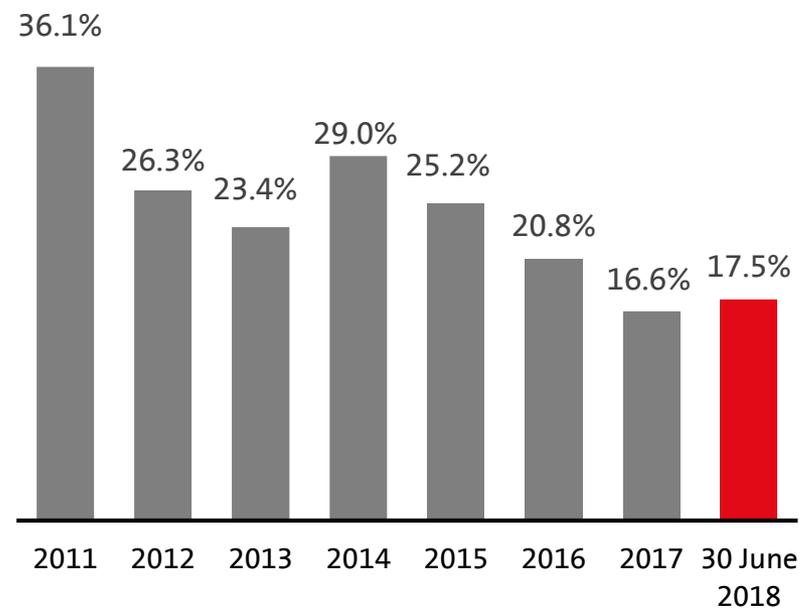
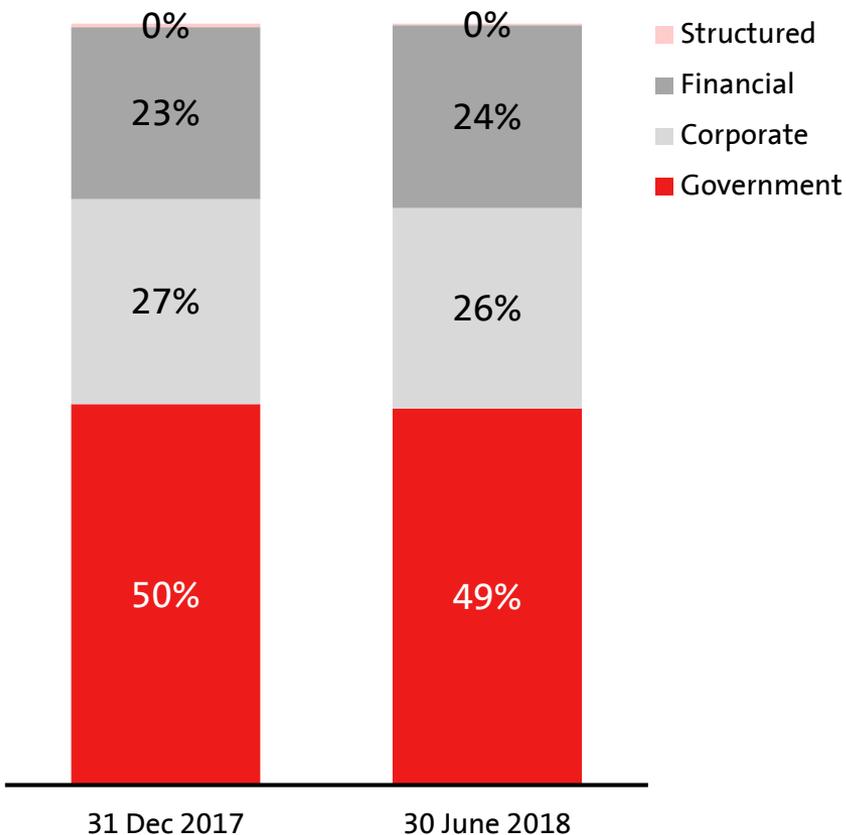
*2 Investment in associates are mainly additional Real Estate exposure*



# Triglav Group Bond Portfolios

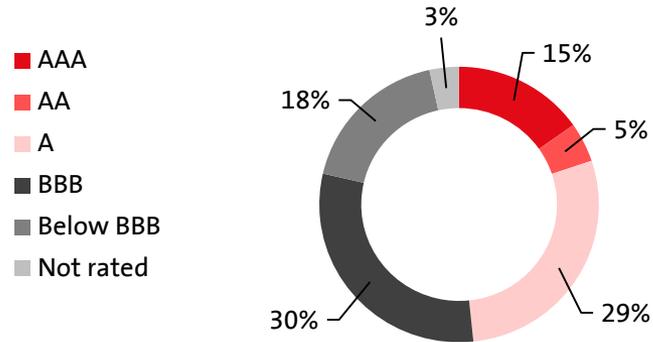
Bond Portfolio Structure by Type of Issuers

Exposure to Slovenian Bonds in Total Bonds

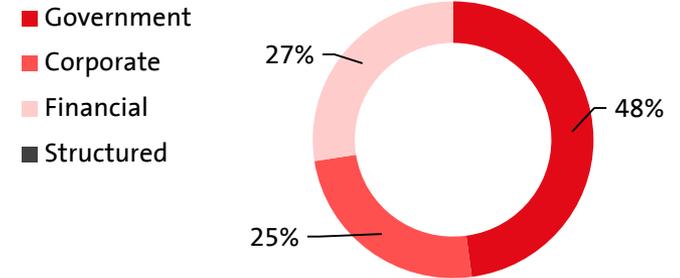


# Investment Portfolios: Non-life and Health

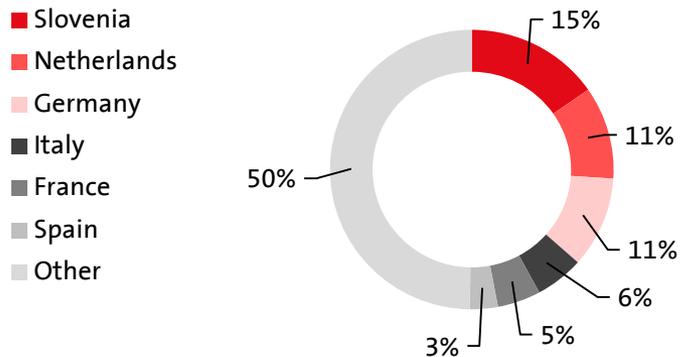
## Bonds by rating



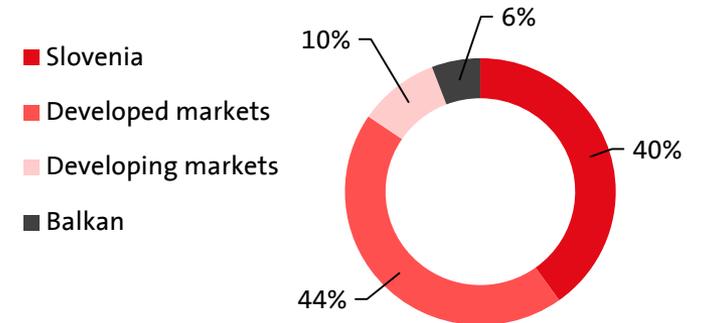
## Bonds by Type of Issuer



## Top Bond Exposures by Country



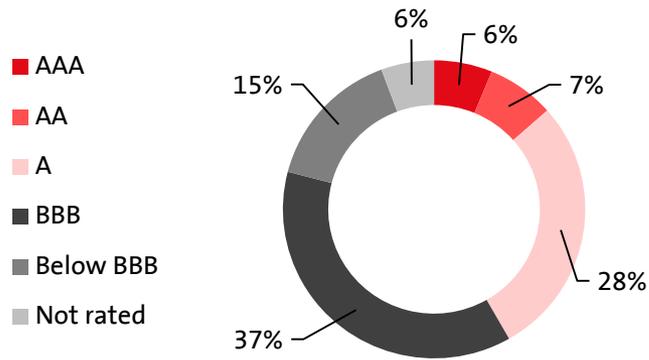
## Equity Exposures by Region



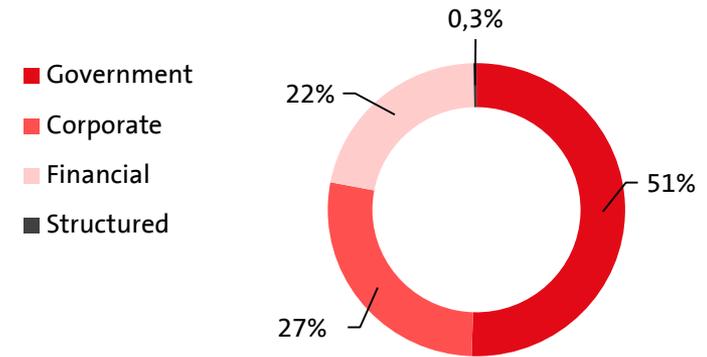
# Investment Portfolios: Life and Pensions\*

\*Unit-linked investments excluded

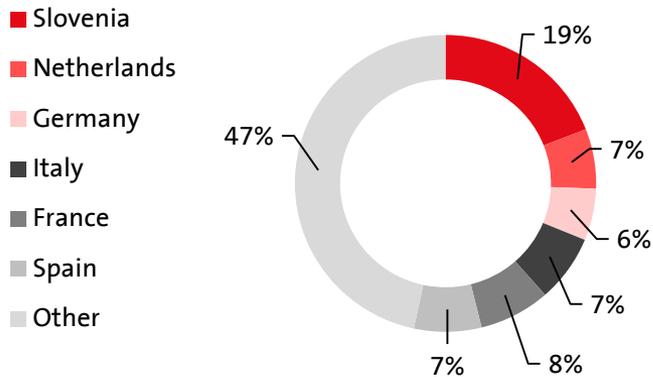
## Bonds by rating



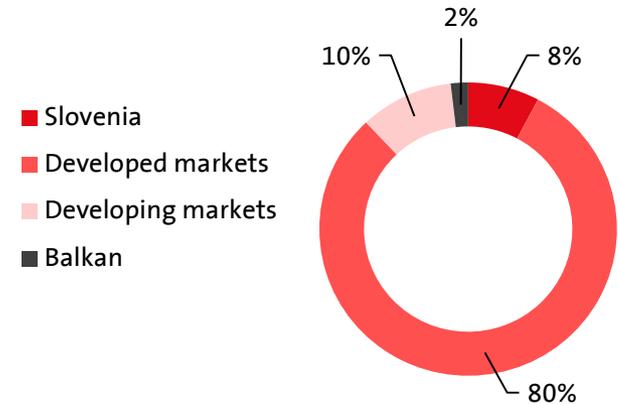
## Bonds by Type of Issuer



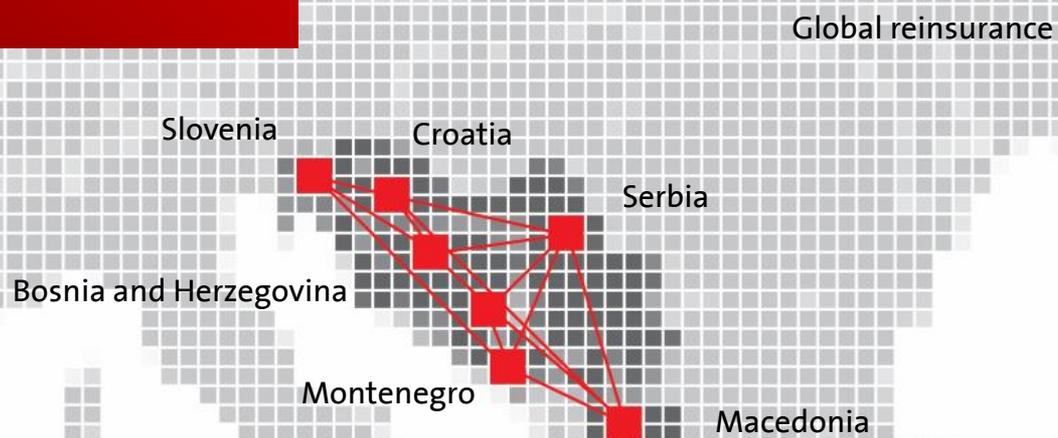
## Top Bond Exposures by Country



## Equity Exposures by Region



# Markets of Triglav Group



# Macroeconomic Overview of Adria Region

Macroeconomic indicators	Slovenia		Croatia		Serbia		Montenegro		Bosnia and Herzegovina		Macedonia		EU	
	2017	2018 Outlook	2017	2018 Outlook	2017	2018 Outlook	2017	2018 Outlook	2017	2018 Outlook	2017	2018 Outlook	2017	2018 Outlook
<b>GDP growth (in %)</b>	5.0	4.0	2.8	2.8	1.8	3.5	4.2	3.1	2.7	3.2	0	2.8	2.7	2.5
<b>GDP per capita (in USD)</b>	23,654	27,536	13,138	14,788	5,899	6,895	7,647	8,898	5,149	5,806	5,474	6,295	41,175	43,074
<b>Inflation rate (in %)</b>	1.4	1.7	1.1	1.5	3.1	2.7	2.4	2.8	1.3	1.5	1.4	1.8	1.7	1.9

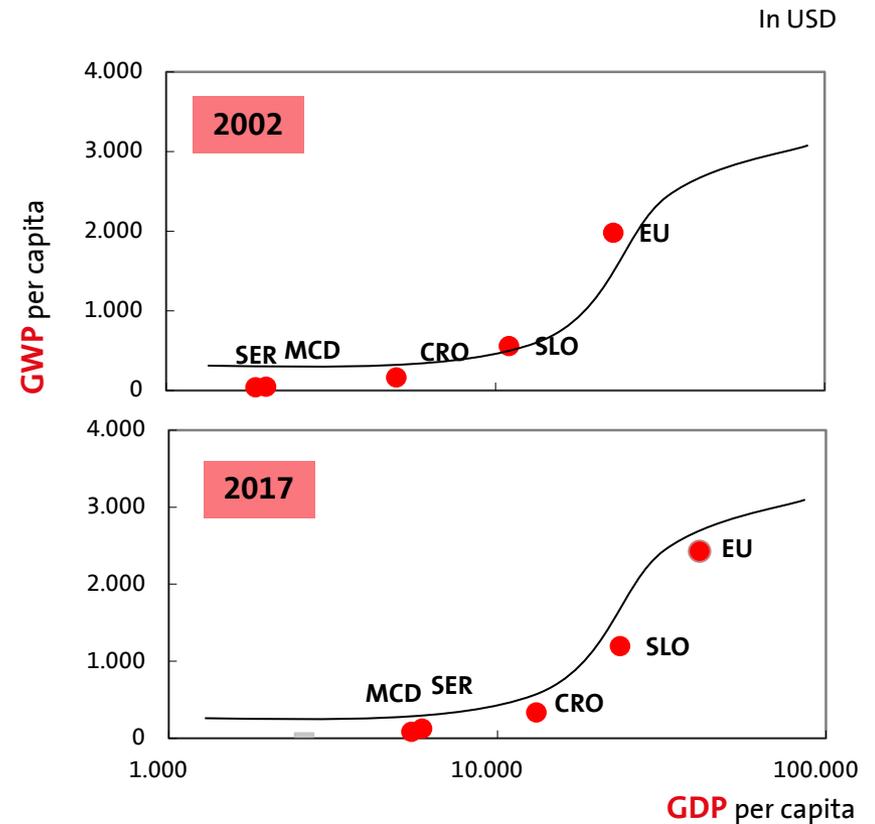
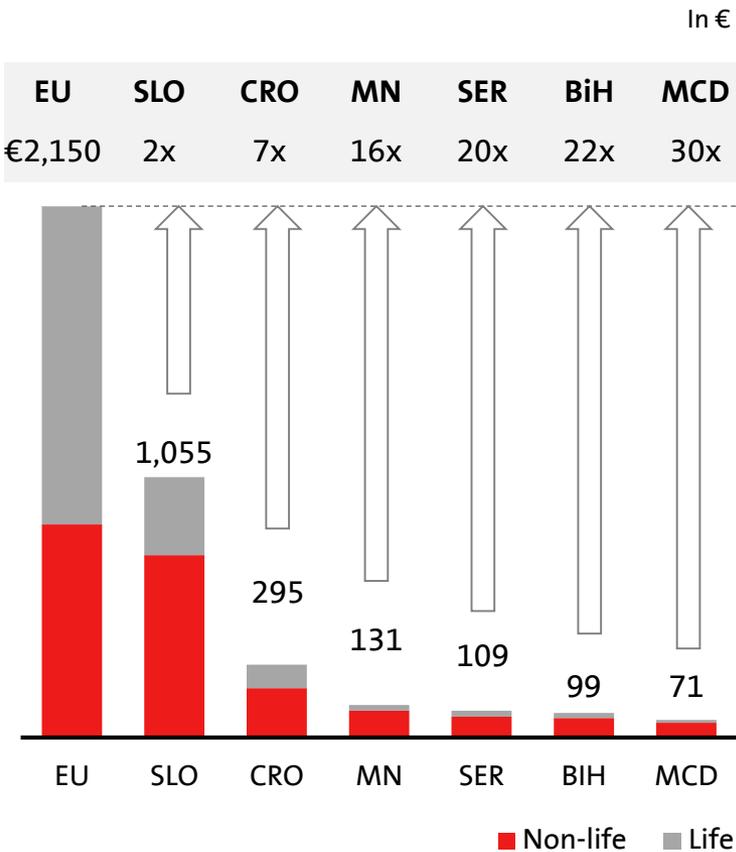
Source: IMF, October Outlook April 2018



# GDP Growth and Low Insurance Density Key Growth Drivers

Insurance density by Triglav's markets in 2017  
(GWP per capita)

Corelation between GWP and GDP



Source: Sigma (Swiss RE), IMF, local regulators



# Implementation of Strategic Goals - Update

## Strategy 2017 – 2020

- Focus on Adria region. Organic growth, potential takeovers not excluded.
- Higher share of total GWP on markets outside Slovenia
- Insurance: Primarily investing in insurance segments where the highest growth rates expected (life, health and pension insurance)
- Asset management: Greater visibility of Triglav as the leading asset manager in the region and increased volume of AUM
- Developing digital and new business models which allow entering markets outside the existing region. Building strategic partnerships.

## Activities in the period 2017 – H1 2018

- Premium growth and the volume of AUM increased
- Share of GWP outside Slovenia consistently increasing (In H1 2016 17.0%, in H1 2018 18.1%)
- Macedonia: Entry into life insurance market (new company)
- Bosnia and Herzegovina: Entry into voluntary pension insurance market (joint-venture)
- Croatia: Entry into pension insurance market (takeover)
- The regional platform for alternative investments Triglav (joint-venture)
- Using new business model and in cooperation with the reinsurance and local partner entry into Greek motor vehicle insurance market

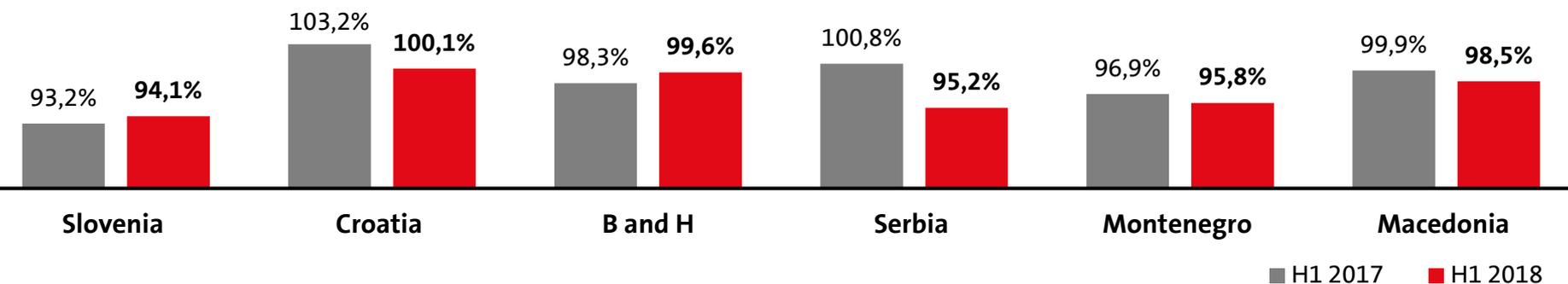


# Performance by Markets

Country	Performance by markets			% Consol. GWP	Market development (2017)		
	GWP Growth Index H1 2018/H1 2017	Market share	Market position		Insurance penetration Premium share in GDP (EU 7.2%)	Insurance density € per capita (EU €2,150)	
Slovenia	4% ▲	104	36.1%	1	76.9%	5.0%	1.055
Global Reinsurance	4% ▲	104	-	-	5.1%	-	-
Croatia	▲	107	4.7%	8	6.0%	2.5%	295
Serbia	▲	116	5.9%**	5**	4.6%	2.1%	109
Montenegro	7% ▲	101	38.2%	1	2.7%	1.9%	131
Bosnia and Herz.	▲	102	7.8%*	5*	2.6%	2.2%	99
Macedonia	▲	107	16.6%**	1**	2.2%	1.5%	71

\*Q4 2017 \*\*Q1 2018

## Non-life Combined Ratios by Markets



# Slovenia

Zavarovalnica Triglav

Triglav, Zdravstvena  
Zavarovalnica

Skupna pokojninska  
družba



## Key figures

Market share*	▼	-0.5 p.p.	36.1%
Market position	●		1
<b>Gross written premium</b>	▲	<b>+5%</b>	<b>€ 451.9 M</b>
Gross operating costs	▲	+3%	€ 96.4 M
Gross claims paid	▲	+3%	€ 269.2 M
<b>Combined ratio</b>	▲	<b>+0.9 p.p.</b>	<b>94.1%</b>

## Market development

Insurance penetration (2017)	5.0%
GWP	€ 1,251 M (+6.4%)
Insurance density (2017)	€ 1,055 per capita

## Major events

- High profitability, market leader
- GWP of Zavarovalnica Triglav increased by 4%, TZZ by 8%, Skupna by 13%
- Aggressive price competition, upward pressure on the acquisition costs
- In Slovenia a market share of 36% (44% in non-life insurance, 29% in life insurance and 26% in health insurance)

# Croatia

Triglav Osiguranje,  
Zagreb

## Key figures

Market share	▼	-0.1 p.p.	4.7%
Market position	●		8
<b>Gross written premium</b>	▲	<b>+7%</b>	<b>€ 34.3 M</b>
Gross operating costs	▲	+4%	€ 10.2 M
Gross claims paid	▲	+30%	€ 21.2 M
<b>Combined ratio</b>	▼	<b>-3.1 p.p.</b>	<b>100.1%</b>

## Market development

Insurance penetration (2017)	2.5%
GWP	€ 726 M (+9.2%)
Insurance density (2017)	€ 295 per capita

## Major events

- Premium growth and increase of gross claims paid (claims from fronting insurance and payment of claims due to last year's drought – paid out of reserves)
- Cost optimization despite premium growth
- Focus on sale of health insurance products



# Serbia

Triglav Osiguranje,  
Belgrade



## Key figures

Market share (Q1 2018)	▲	+0.2 p.p.	5.9%
Market position (Q1 2018)	●		5
<b>Gross written premium</b>	▲	<b>+16%</b>	<b>€ 26.5 M</b>
Gross operating costs	▲	+26%	€ 10.2 M
Gross claims paid	▲	+24%	€ 8.4 M
<b>Combined ratio</b>	▼	<b>-5.6 p.p.</b>	<b>95.2%</b>

## Market development

Insurance penetration (2017)	2.1%
GWP (Q1 2018)	€ 209 M (+2.4%)
Insurance density (2017)	€ 109 per capita

## Major events

- High premium growth across all lines of business due to intensified sales activities, new clients, increased scope of insurance coverage with certain existing policyholders
- Increased sale of health insurance products, development of bancassurance
- Higher claims resulting from fire, flood and as a result of a larger portfolio
- Higher costs due to higher number of employees and increased acquisition costs in line with GWP growth

# Montenegro

Lovćen osiguranje

Lovćen životna osiguranja

## Key figures

Market share	▼	-0.9 p.p.	38.2%
Market position	●		1
<b>Gross premium written</b>	▲	<b>+1%</b>	<b>€ 15.8 M</b>
Gross operating costs	●	+0%	€ 6.5 M
Gross claims paid	▼	-4%	€ 8.0 M
<b>Combined ratio</b>	▼	<b>-1.1 p.p.</b>	<b>95.8%</b>

## Market development

Insurance penetration (2017)	1.9%
GWP	€ 41 M (+3.2%)
Insurance density (2017)	€ 131 per capita

## Major events

- As of 1 Feb 2017 MTPL prices have been reduced by 7,5% (regulated market)
- Marketing of new products
- Development of life insurance products
- Good performance in life insurance segment (bank distribution)



# Bosnia and Herzegovina

Triglav Osiguranje,  
Sarajevo

Triglav Osiguranje,  
Banja Luka



## Key figures

Market share (2017)	●	0.0 p.p.	7.8%
Market position (2017)	▼		5
<b>Gross written premium</b>	▲	<b>+2%</b>	<b>€ 14.7 M</b>
Gross operating costs	▲	+1%	€ 5.7 M
Gross claims paid	▲	+14%	€ 6.2 M
<b>Combined ratio</b>	▲	<b>+1.4 p.p.</b>	<b>99.6%</b>

## Market development

Insurance penetration (2017)		2.2%
GWP (2017)		€ 349 M (+7.8%)
Insurance density (2017)		€ 99 per capita

## Major events

- Unchanged market share due to new market participant
- Focus on profitability in a challenging market environment
- Higher number of reported claims and the settlement of some substantial individual claims
- Development of life insurance products for bank distribution

# Macedonia

Triglav Osiguranje,  
Skopje

Triglav Osiguranje  
Život, Skopje



## Key figures

Market share (Q1 2018)	▲	+1.0 p.p.	16.6%
Market position (Q1 2018)	●		1
<b>Gross written premium</b>	▲	<b>+7%</b>	<b>€ 12.5 M</b>
Gross operating costs	▲	+16%	€ 3.7 M
Gross claims paid	▲	+16%	€ 4.9 M
<b>Combined ratio</b>	▼	<b>-1.4 p.p.</b>	<b>98.5%</b>

## Market development

Insurance penetration (2016)	1.5%
GWP (Q1 2018)	€ 38 M (+5.2%)
Insurance density (2016)	€ 71 per capita

## Major events

- In October 2017, the life insurance company **Triglav Osiguranje Život, Skopje** was established
- Good sale of health insurance products
- Higher number of reported claims, settlement of some substantial individual claims and CAT loss events (crop damage caused by hail)

**Strategy 2017 -  
2020**

**Plan for 2018**

**Triglav Group**

**Modern, innovative and dynamic  
insurance-financial group,  
firmly remaining the leader both  
in Slovenia and Adria region.**

## Our mission

**BUILDING A SAFER FUTURE** for all our stakeholders, while being committed to responsible and sustainable development.

## Our vision

To dynamically develop new ways of doing business as the foundation of the Group's responsible long-term development, while at the same time operating profitably and safely.

## Five strategic guidelines

1. Profitable operations and greater value of the Group
2. Efficient asset management
3. Comprehensive client relationships
4. Transformation of operations
5. Development of a modern culture and dedicated staff

## Our values

Safety, Responsibility, Professionalism, Simplicity, Modernity

# Outlook 2018

In 2018 the Group's operations will continue to be **financially sound and profitable**, while maintaining the Group's **strong financial stability and capital adequacy**.

In € million

	2011	2012	2013	2014	2015	2016	2017	Outlook 2018
<b>Gross written premium</b>	989	936	901	888	919	936	1,000	<b>Above 1,000</b>
<b>Profit before tax</b>	58	90	84	100	102	95	84	<b>80 - 90</b>
<b>Combined ratio non-life</b>	90.1%	89.6%	91.0%	96.3%	92.8%	92.9%	93.9%	<b>Around 95%</b>

**Insurance:** Sales activities with strong focus on customers' needs and well adapted to individual markets. Further gradual growth of the share of premium collected in markets outside Slovenia. Projected gross operating expenses affected by higher insurance acquisition costs and by higher depreciation of property, plant and equipment as a result of large past and future IT investments.

**Asset management:** Increase of volume of AUM from non-compulsory saving. Effective management of assets at the level of the whole Group. Actively pursuing opportunities arising from the consolidation of the AM industry in the region.

**Investment policy and expected return on investments:** Maintaining relatively conservative policy. Some activities will continue to focus on capacity building for investing in alternative investment classes and strategies. Lower return on investments (excluding the return on unit-linked life insurance assets) than in the previous year.



# Appendix

Enter the future.



# Financial Calendar 2018 of Triglav Group

Planned date*	Type of announcement	Silent period**
Monday, 5 March 2018	Preliminary key figures 2017	From Monday, 12 February 2018
Friday, 30 March 2018	Audited annual report for 2017	From Friday, 16 March 2018
Thursday, 26 April 2018	Convocation Notice of the AGM	
Wednesday, 16 May 2018	Q1 2018 Report	From Wednesday, 2 May 2018
Tuesday, 29 May 2018	AGM and notice of its resolutions	
Wednesday, 13 June 2018	Dividend shareholders' record date	
Thursday, 14 June 2018	Date of dividend payment to KDD	
Friday, 17 August 2018	H1 2018 Report	From Friday, 3 August 2018
Thursday, 15 November 2018	9 mes 2018 Report	From Friday, 2 November 2018

\* Announcement dates as planned. The actual dates may differ from the above stated planned dates.

\*\* The silent period denotes a period preceding the announcement of the Company/Group report, during which Zavarovalnica Triglav does not disclose information on current operations to the public.

Any amendments to the provisional dates of publication will be published on the Ljubljana Stock Exchange's website via the SEOnet system at <http://seonet.ljse.si> and on the Company's website at [www.triglav.eu](http://www.triglav.eu).



# IR Calendar 2018 of Triglav Group

Date*	Location	Investor Conference/Roadshow
4 – 5 Dec 2018	Prague, Czech Republic	WOOD's Winter Wonderland: Emerging Europe Conference
29 Nov 2018	Ljubljana, Slovenia	Investors' Conference of Ljubljana Stock Exchange
15 Nov 2018	Belgrade, Serbia	Upgrade in Belgrade, BGSE & WOOD
6 -7 Sep 2018	Bucharest, Romania	WOOD: Frontier Investor Day with FT
3 Sep 2018	Online	Webcast of Ljubljana Stock Exchange (H1 2018 Performance)
21 June 2018	Headquarters, Ljubljana	Triglav Group Investor Day
31 May 2018	Online	Webcast of Ljubljana Stock Exchange (Q1 2018 Performance)
24 - 25 May 2018	Zagreb, Croatia	Investors' Conference of Ljubljana SE & Zagreb SE
20 Apr 2018	London, United Kingdom	London SE & Intercapital Conference
2- 4 Apr 2018	Miami, NY, Austin	USA Roadshow (with FIMA and LXM)
23 Mar 2018	Online	Webcast of Ljubljana Stock Exchange (2017 Performance)

*\*The actual dates may differ from the above stated planned dates. More info: [www.triglav.eu](http://www.triglav.eu).*

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