

## 2.5 Financial calendar 2018

<p><b>Monday,</b> <b>5 March</b> <b>2018</b></p> <p>Preliminary information of the performance of Zavarovalnica Triglav d.d. and the Triglav Group in 2017</p> <p>from Monday 12 February 2018</p>	<p><b>Friday,</b> <b>30 March</b> <b>2018</b></p> <p>Annual Report for 2017</p> <p>from Friday, 16 March 2018</p>	<p><b>Thursday,</b> <b>26 April</b> <b>2018</b></p> <p>Convening of the General Meeting of Shareholders of Zavarovalnica Triglav, d.d. which will make a decision on the distributable profit</p>	<p><b>Thursday,</b> <b>17 May</b> <b>2018</b></p> <p>Interim Report for the period from 31 January to 31 March 2018</p> <p>from Thursday, 3 May 2018</p>	<p><b>Tuesday,</b> <b>29 May</b> <b>2018</b></p> <p>General Meeting of Shareholders and its resolutions</p>
<p><b>Wednesday,</b> <b>13 June</b> <b>2018</b></p> <p>Information about the dividend date payment</p>	<p><b>Thursday,</b> <b>14 June</b> <b>2018</b></p> <p>Dividend payment date to Centralno klirinška depotna družba</p>	<p><b>Friday,</b> <b>17 August</b> <b>2018</b></p> <p>Semi-annual Report for 2018</p> <p>from Friday, 3 August 2018</p>	<p><b>Thursday,</b> <b>15 November</b> <b>2018</b></p> <p>Interim Report for the period from 31 January to 30 September 2018</p> <p>from Friday, 2 November 2018</p>	

The financial calendar, as well as 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.lj-se.si> and on the Company's website at [www.triglav.eu](http://www.triglav.eu).

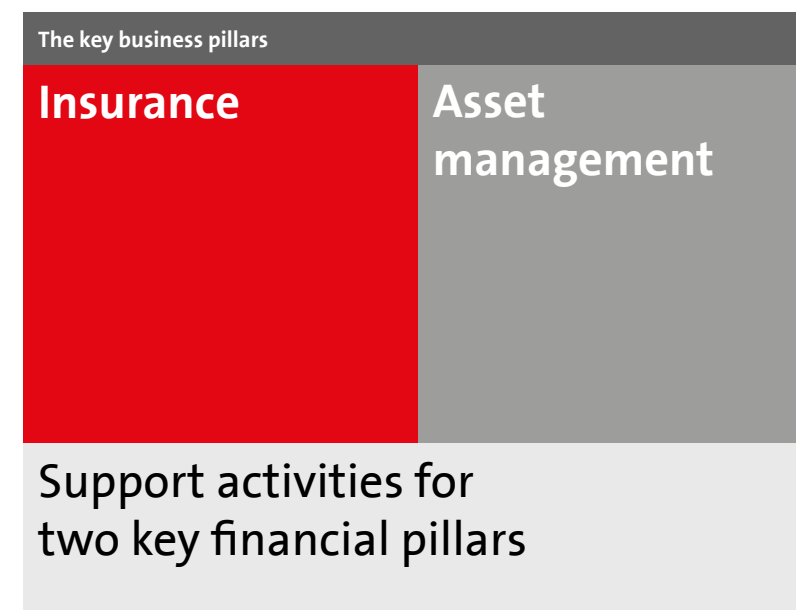
- Planned date of announcement\*
- Type of announcement
- Silent period\*\*

\* 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.

## 2.6 Activities, markets and position of the Triglav Group<sup>5</sup>

The Triglav Group operates on seven markets in six countries. The Triglav Group is the leading insurance/financial group in Slovenia and the Adria region and one of the leading groups in South-East Europe.



The business model of the Triglav Group

Dynamic challenges in the environment

■ Competition ■ New client needs ■ Technological development ■ Financial and macroeconomic factors ■ Development of the regulatory framework ■

**Value generated for**

- Shareholders and investors
- Policyholders and clients
- Employees
- Suppliers
- Social and natural environment

**Resources**

- Employees
- Financial capital
- Intellectual capital
- Brand
- Partnerships in the social environment
- Regional presence
- Sales channels
- Operational resources

**Value generation through products and services**

- Comprehensive range of insurance and financial products and services
  - Insurance services
  - Assistance services
  - Investment services

**Verification and improvement of the generated value**

- Strategic performance indicators
- Operational performance indicators

**Results**

- Client satisfaction and loyalty
- Motivated and competent employees
- Financial stability
- Profitability and growth of shareholders' assets
- Financial safety of clients
- Innovative and comprehensive insurance and financial products and services
- The Group's growth in value
- Strong brand reputation
- Improved traffic and fire safety and balanced development of local communities

**Generation of value**

- Implementation of the Triglav Group Strategy
- HR development
- Efficient risk management
- Efficient asset management
- Adjustment of insurance products and services to client needs
- Omni-channel client approach
- Active role on markets in the region
- Digitalisation of operations
- Modern business models and technologies
- Strategic partnerships and integration into dynamic business ecosystems
- Cooperation with partners in the social environment
- Comprehensive and transparent communication

Environmental changes ■ Demographic and social changes ■ Economic and political factors ■

■ In 2016 the Triglav Group increased its market share to 19.9% and thus maintained its leading position as insurer in the Adria region.

## 2.6.2 Insurance

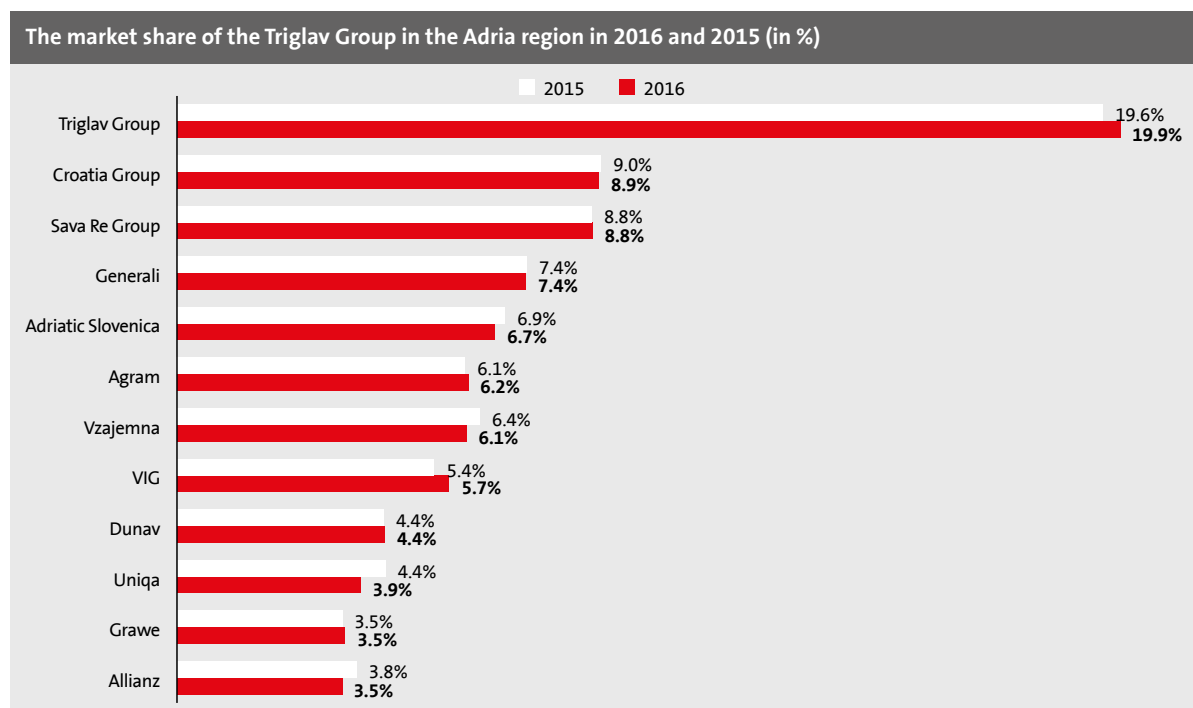
The Triglav Group's core business, accounting for the bulk of its operations, is **insurance**, including non-life, life, health and pension insurance as well as reinsurance.

The insurance-oriented part of the Group encompasses:

- **in Slovenia:** Zavarovalnica Triglav d.d., Triglav, Zdravstvena zavarovalnica d.d., Pozavarovalnica Triglav Re d.d. and Skupna pokojninska družba d.d.;
- **abroad:** insurance undertakings in Croatia, Serbia, Montenegro, Bosnia and Herzegovina and Macedonia.

### 2.6.2.1 Position on the regional insurance market

In 2016 the Triglav Group increased its market share to 19.9% and thus maintained its leading position as insurer in the Adria region, which includes Slovenia, Croatia, Bosnia and Herzegovina, Serbia, Montenegro and Macedonia.



Source: Calculation of Zavarovalnica Triglav based on data of national insurance supervisory agencies and insurance associations

The parent company, Zavarovalnica Triglav, again in 2016, remained the market leader in South-East Europe (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Moldavia, Montenegro, Romania, Serbia and Slovenia). According to the SeeNews survey, of the 100 largest insurers of the South-East Europe 7 insurance companies of the Triglav Group and 14 were Slovene insurers in terms of gross written premium. Zavarovalnica Triglav is 1.7 times larger than the second ranked Slovene Zavarovalnica Sava.

### Largest insurance companies in South-East Europe by written premium in 2016 (in million EUR)

Zavarovalnica Triglav	593.1
Zavarovalnica Sava	345.0
Croatia Osiguranje	301.0
Adriatic Slovenica	298.8
Vzajemna Zdravstvena zavarovalnica	275.7
Allianz - Tiriac Asigurari	270.3
Asirom VIG	241.5
Omniasig VIG	238.5
Groupama Asigurari	205.3
Euroins Romania Asigurare Reasigurare	191.7
Dunav Osiguranje	186.0
City Insurance	173.9
Generali Osiguranje Srbija	161.1
Allianz Zagreb	147.7
NN Asigurari de Viata	145.7







Source: SeeNews 2017

## 2.6.3 Asset management

**Asset management** of the Triglav Group is performed for the clients who save via the Group's insurance services and for investors who invest in the Group's mutual funds. This activity is performed by the life insurers of the Group, Triglav Skladi d.o.o., Triglav, Upravljanje nepremičnin d.d. and Triglav d.o.o.

#### 2.6.4 Structure of the Triglav Group

##### Subsidiaries of the Triglav Group directly involved in or supporting the Group's core business lines

	Insurance	Asset management	Other
 <b>Slovenia</b>	<ul style="list-style-type: none"> <li>▪ Zavarovalnica Triglav d.d.</li> <li>▪ Pozavarovalnica Triglav Re d.d.</li> <li>▪ Triglav, Zdravstvena zavarovalnica d.d.</li> <li>▪ Skupna pokojninska družba d.d.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Triglav Skladi d.o.o.</li> <li>▪ Triglav, Upravljanje nepremičnin d.d.</li> <li>▪ Triglav d.o.o.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Triglav INT d.d.</li> <li>▪ Triglav Svetovanje d.o.o.</li> <li>▪ Triglav Avtoservis d.o.o.</li> <li>▪ Triglavko, d.o.o.</li> </ul>
 <b>Croatia</b>	<ul style="list-style-type: none"> <li>▪ Triglav Osiguranje d.d., Zagreb</li> </ul>		<ul style="list-style-type: none"> <li>▪ TRI-LIFE d.o.o.</li> </ul>
 <b>Serbia</b>	<ul style="list-style-type: none"> <li>▪ Triglav Osiguranje a.d.o., Belgrade</li> </ul>		<ul style="list-style-type: none"> <li>▪ Triglav Savetovanje d.o.o.</li> </ul>
 <b>Montenegro</b>	<ul style="list-style-type: none"> <li>▪ Lovćen Osiguranje a.d., Podgorica</li> <li>▪ Lovćen životna osiguranja a.d., Podgorica</li> </ul>		<ul style="list-style-type: none"> <li>▪ Lovćen Auto a.d.</li> </ul>
 <b>Bosnia and Herzegovina</b>	<ul style="list-style-type: none"> <li>▪ Triglav Osiguranje d.d., Sarajevo</li> <li>▪ Triglav Osiguranje a.d., Banja Luka</li> <li>▪ Društvo za upravljanje Evropskim dobrovoljnim penzijskim fondom a.d., Banja Luka</li> </ul>	<ul style="list-style-type: none"> <li>▪ PROF-IN d.o.o.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Triglav Savjetovanje d.o.o.</li> <li>▪ Triglav Auto d.o.o.</li> <li>▪ Autocentar BH d.o.o.</li> <li>▪ Unis automobili i dijelovi d.o.o.</li> </ul>
 <b>Macedonia</b>	<ul style="list-style-type: none"> <li>▪ Triglav Osiguruvanje a.d., Skopje</li> <li>▪ Triglav Osiguruvanje Život a.d., Skopje</li> </ul>		

The Triglav Group and Zavarovalnica Triglav in 2017

### The Triglav Group

# 1<sup>st</sup> place

in the Adria region

### Slovenia

# 35.6

 % market share\*

## 1<sup>st</sup> place

\* market share of Zavarovalnica Triglav, Triglav, Zdravstvena zavarovalnica and Skupna pokojninska družba

### Croatia

# 4.4

 % market share

## 9<sup>th</sup> place

### Serbia

# 5.8

 % market share\*

## 5<sup>th</sup> place

\* Q1-3 2017

### Montenegro

# 38.2

 % market share\*

## 1<sup>st</sup> place

\* market share of Lovćen Osiguranje and Lovćen životna osiguranja

### Bosnia and Herzegovina

# 7.8

 % market share\*

## 5<sup>th</sup> place

\* market share Triglav Osiguranje, Sarajevo and Triglav Osiguranje, Banja Luka

### Macedonia

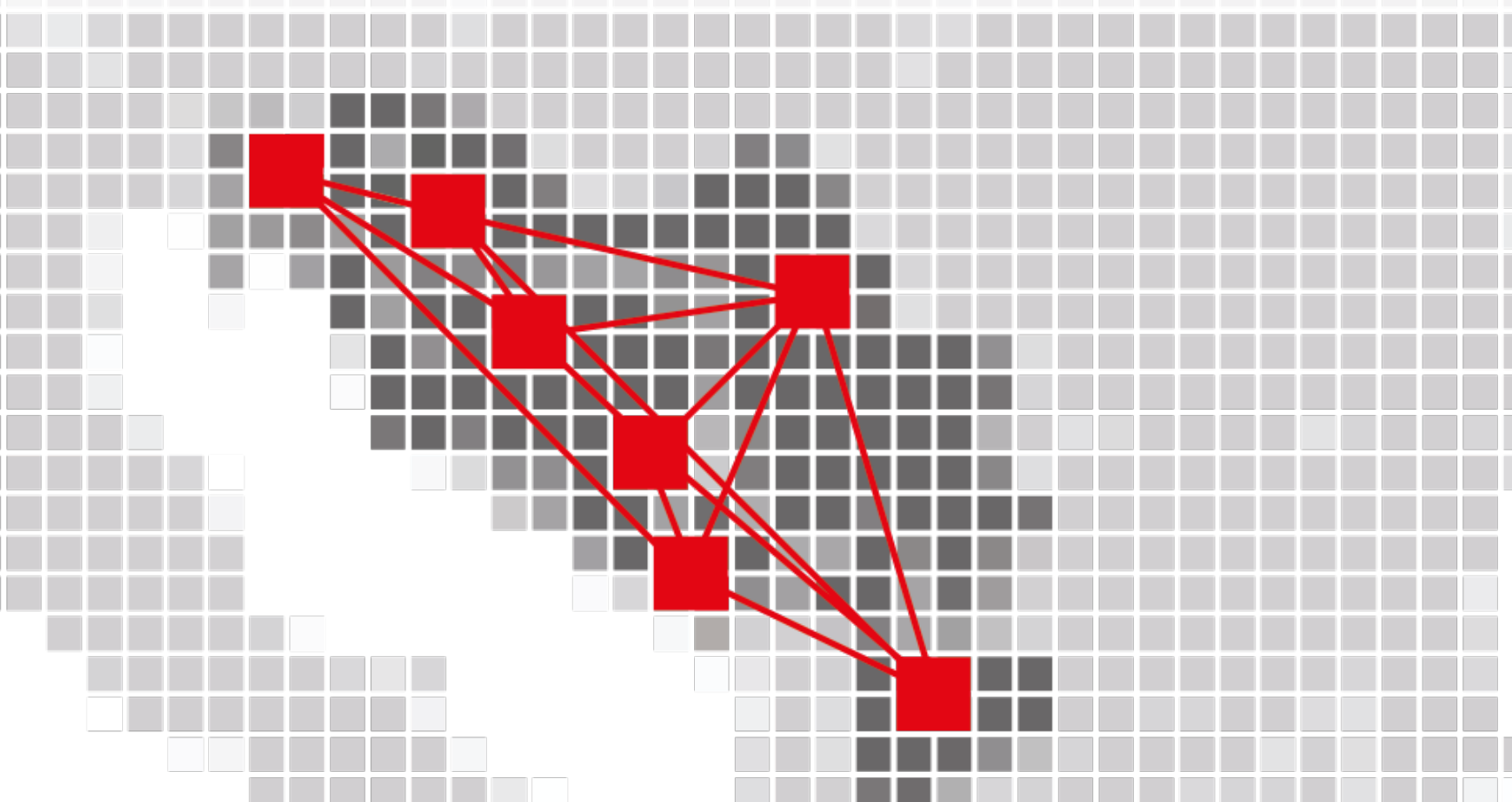
# 17.5

 % market share\*

(non-life insurances)

## 1<sup>st</sup> place

\* Q1-3 2017



#### 2.6.4.1 Changes to the Triglav Group composition in 2017<sup>6</sup>

- In February 2017, Zavarovalnica Triglav and KGAL Beteiligungsverwaltungs GmbH (hereinafter: the KGAL Group) established the company TRIGAL d.o.o., Ljubljana. The share capital of this company amounted to EUR 1 million. With a payment of EUR 499,000 of Zavarovalnica Triglav, the Company became a 49.9% owner of Triglav. As at the reporting date, the capital increase procedure started. The Triglav share capital was increased by EUR 7,350,000. Zavarovalnica Triglav paid in EUR 3,667,650 and thus maintained its 49.9% equity stake. The capital increase was entered into the Companies Register on 10 January 2018.
- Triglav INT acquired a 19.0% equity stake from non-controlling interest holders of Triglav Osiguranje, Sarajevo, thereby becoming its 88.0% owner. The acquisition price amounted to BAM 8,756,665 or EUR 4,477,212. Triglav Osiguranje, Sarajevo purchased 4,156 shares from non-controlling interest holders or 10% of treasury shares. The purchase price amounted to BAM 4,594,458 or EUR 2,349,109. The stake of non-controlling shareholders dropped from 31.0% to 2.0%, thereby reducing the value of minority interest by EUR 3,316,564. As at the 2017 year-end, the company reduced its share capital by decreasing its own stake, thereby increasing the equity stake of Triglav INT to 97.78%.
- Triglav INT acquired a 0.09% equity stake from non-controlling interest holders of Triglav Osiguranje, Zagreb, thereby becoming its 100% owner. The acquisition price was HRK 100,570 or EUR 13,625.
- Together with Penzijski rezervni fond Republike Srpske from Banja Luka (The Pension Reserve Fund Of Republic of Srpska a.d. Banja Luka), the European Bank for Reconstruction and Development (EBRD) and the Enterprise Expansion Fund (ENEF), Skupna pokojninska družba established Društvo za upravljanje Evropskim dobrovoljnim penzijskim fondom a.d., Banja Luka. The share capital of this company amounted to BAM 4,400,000. With the payment of BAM 1,496,000 or EUR 764,893, Skupna pokojninska družba acquired a 34.0% equity stake of the said company.
- Triglav INT acquired a 0.12% equity stake from non-controlling interest holders of Lovćen Osiguranje, Podgorica, thereby becoming its 96.59% owner. The purchase price equalled EUR 10,540.
- Triglav INT acquired a 6.56% equity stake from non-controlling interest holders of Triglav Osiguranje a.d., Skopje, thereby becoming its 79.94% owner. The acquisition price of the equity stake amounted to BAM 57,769,440 or EUR 942,000.

- Triglav INT and Triglav Osiguranje, Skopje established a new life insurance company, Triglav Osiguranje Život, a.d., Skopje on the Macedonian market. The share capital of the company amounted to MAK 307,572,900 or EUR 5,000,000. With the payment of EUR 4,000,000, Triglav INT became an 80% owner of the new insurance company. A 20% equity stake was acquired by Triglav Osiguranje, Skopje with the payment of MAK 61,627,500 or EUR 1,000,000. Triglav Osiguranje Život, a.d., Skopje was entered into the Companies Register on 4 October 2017 and was included in the annual consolidated financial statements of the Triglav Group for 2017 for the first time.
- On 26 July 2017, Zavarovalnica Triglav and its subsidiary Salnal d.o.o. signed an agreement on the sale of equity stakes in Geoplin d.o.o. and Plinhold d.o.o. with Petrol d.d. and the Republic of Slovenia. The Triglav Group holds a 7.8% stake in the said companies. The total purchase price amounted to EUR 14.5 million. The agreement was signed under suspensive conditions which must be met prior to its validity.
- Following the simplified procedure without liquidation, Salnal d.o.o. was stricken out from the Companies Register in December 2017. After Salnal was removed from the Companies Register, its total assets were transferred to and taken over by its sole shareholder, Zavarovalnica Triglav.

Changes in the Triglav Group are discussed in greater detail in [[→ Section 2.7 of the Accounting Report](#)].

**Subsidiaries and associated companies of the Triglav Group as at 31 December 2017 and their equity stake**



**Shareholder**  
█ Zavarovalnica Triglav d.d.  
█ Subsidiary  
█ Two or more subsidiaries  
→ Equity stake