

10. Development activities

- High-quality assistance services are complemented by hybrid service systems and integrated ecosystem solutions based on collaborative platforms.
- The user experience of Triglav's TRIA virtual assistant was improved by using artificial intelligence. This innovation has positioned the Company as a leader in the use of artificial intelligence in the insurance industry.
- The twelve mutual funds were redesigned so as to take into account the sustainable aspects of investments.
- New software solutions were implemented to optimise the inspection and assessment processes of non-life insurance claims, facilitating the calculation and payment of compensation following an inspection.
- The own sales network was reorganised and the decision-making process was streamlined through a leaner organisational structure.



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The strategic guidelines define the Group's development activities in both activities: insurance and asset management. Their common denominator is a client-centric approach that guides the development of the Group's processes, products and services across all markets. Data management is being strengthened through advanced analytics, and the digital transformation is being continued, with the automation of processes and the use of artificial intelligence as essential components, along with the planned migration of key systems to the hybrid cloud. All these elements converge in our flexible client approach, which is becoming progressively personalised. Client services are being streamlined, with added value provided through the development of service ecosystems where the Company assumes a leading role, as well as by integrating its services into the offerings of partners in other industries, such as banking and retail.

Through process automation, diversified channels and a flexible internal organisation, the Company effectively supports its clients even in extreme circumstances.

In the insurance activity, significant emphasis is placed on preventing loss events through preventive action, which is described in [Section 11. Sustainable development at the Triglav Group](#).

As part of the asset management activity, alongside business digitalisation, particularly with respect to sales processes, sustainable aspects of management and investment policies are being implemented in line with the Group's Sustainable Development Policy, as described below.

10.1 Enhancing the client-centric approach

Modern digital solutions are used to make it easier for clients to report and track a claim as well as to receive comprehensive information. Cooperation with contractors, including both service providers and suppliers of goods, is being expanded. The Company is recognised as the provider of high-quality assistance services, which are complemented by hybrid service systems and integrated ecosystem solutions based on **collaborative platforms**.

Service-oriented business models and integrated ecosystems

Excellent client experience is prioritised when utilising the strengths of the **Triglav Dom** (Triglav Home) platform. The platform provides assistance with comprehensive repair services by organising and supervising their execution and reimbursing contractors. These contractors are selected based on the qualifications, responsiveness and quality of services.

The network of veterinary clinics in the **Triglav Male živali** (Triglav Pets) ecosystem was further expanded.

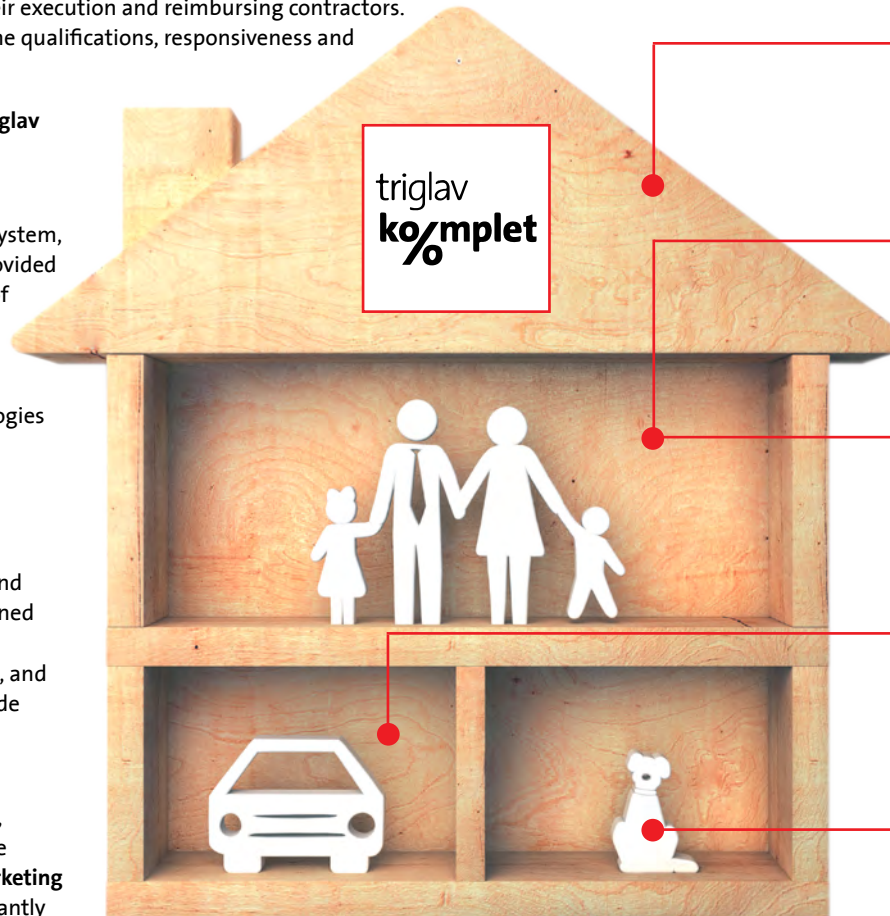
In the **Triglav Zdravje** (Triglav Health) ecosystem, comprehensive healthcare services are provided to meet the needs of clients at all stages of life. New partners – healthcare providers were added. Existing partnerships, the range of assistance and healthcare services, and the use of advanced technologies were upgraded.

Diverse and streaming sales and communication channels

The own sales network was reorganised and the decision-making process was streamlined through a leaner organisational structure. Parts of the sales process were centralised, and a support department was set up to provide quick and efficient support to sales staff.

Sales campaigns were conducted through a multi-channel and coordinated approach, utilising both the agent network and online channels. **The automated execution of marketing campaigns** in direct marketing was significantly enhanced. Over 15,000 new verified users were recorded using the *i.triglav* digital office.

In **digital sales**, the foundations for operational sales processes were established, encompassing the entire sales funnel from lead generation to after-sales activities.



Triglav Group's business ecosystems

Triglav Home

An ecosystem of assistance services in the elimination of damage, access to the services of verified contractors and solutions and systems for remote assistance, control and home security.

Triglav Financial Security

A central point for planning and creating an individual's financial security in all periods of life – from savings to pension, access to advisors (financial, tax) or the use of various financial instruments.

Triglav Health

Assistance to clients with acute and chronic illnesses, health prevention and provision of care.

Triglav Mobility

Ensuring various forms of safe and sustainable mobility.

Triglav Pets

For the well-being of pets, help with their acute illnesses and traumas, and insuring the owners' personal liability when caused by their pet.

The Triglav Group single platform

Customer data management, ensuring security, personalization of the offer, loyalty program, evaluation of providers, gamification, shared digital technologies (e.g. image and speech recognition, AI/ML, bots, geolocation services, AR).

A digital marketing and sales automation module, along with machine learning models, were introduced to predict the most suitable products and the risk of abandonment.

New, upgraded and integrated insurance products and application interfaces

Geographic information system (GIS) functionalities were enhanced to allow agents to view flood, hail and earthquake risk classes. This allows them to provide clients with a broader understanding of their exposure to these risks, which can help them make the right insurance decision.

As part of a successfully completed project to optimise **online insurance sales**, six insurance products were redesigned, leading to an improved user experience.

A variety of development activities were also carried out **in the Group's insurance companies outside Slovenia** to enhance the client experience.

- **Croatia:** A life insurance sales portal was launched, online sales of health insurance that includes assistance were revamped, and a new underwriting tool was introduced.
- **Serbia:** To enhance the efficiency of selling health insurance with assistance, a paperless sales portal was developed, the e-invoicing process for clients was customised, and the call centre's health insurance support processes were upgraded.
- **North Macedonia:** A mobile app was launched for reporting claims for comprehensive insurance, along with the option to inspect a vehicle before insuring it and to carry out remote inspection for motor vehicle claims settlement.
- **Federation of BiH:** Online underwriting of health insurance was launched, communication options with clients via digital channels were expanded, and automated notifying for life insurance was enabled.
- **Montenegro:** Additional entries in the transaction system for the own sales network were enabled, facilitating underwriting.

The focus is on **integrating insurance products into the product range of our partners**. Products and services that complement theirs were offered in joint sales and promotional campaigns.

Across the Adria region, cooperation with existing partners in mass schemes was increased, and partnerships with car dealerships, financial institutions and insurance intermediaries were strengthened.

In markets where the Group is not directly present, existing partnerships with insurance agency companies are being deepened, and new partnerships are being established to expand the Group's product range. Even greater emphasis was placed on expanding the Group's international reinsurance business, achieved through collaboration with international brokerage companies and contractual agency cooperation. In this segment, the Group's high-quality, safe and flexible services are gaining increasing international recognition.

Products and services were developed with a focus on responsiveness, simplicity and reliability. The transfer of good practices within the Group continued, achieving synergistic effects between Group companies backed by a unified market presence.

- **Property and interest in property insurance:** A new solar power plant insurance product was launched. The geographic information system was upgraded to underwrite risks for flood and landslide hazards. Our products were continually adapted to address new risks (such as cyber risks and mandatory statutory insurance) and meet evolving client needs.
- **Motor vehicle insurance:** The approach to commercial discounts for retail clients was streamlined, and the treatment of the highest-risk policyholders was revised. New solutions were developed for leasing and roadworthiness test providers, as well as vehicle importers.
- **Agricultural insurance:** A personalised approach to fruit and hops insurance was introduced. Additionally, new coverage for the transport of small animals was offered, and a product to cover their medical costs is currently under development.
- **Credit insurance:** The focus in selling insurance through banks was on implementing a new underwriting programme. In addition, the general terms and conditions of suretyship insurance were revised.
- **Life and accident insurance:** Work incapacity life insurance was transformed into complementary insurance, allowing to better tailor the coverage to the client. Accident insurance for children and young people was redesigned. The insurance product range and underwriting of life insurance for young people are being adapted. The choice of funds included in unit-linked life insurance strategies, as well as the funds themselves, is regularly updated to achieve set financial objectives.
- **Health insurance:** The content and covers of *Specialisti* (Specialists), *Specialisti+* (Specialists+), *Zobje* (Dental) and *Zobje+* (Dental+) health insurance products were upgraded. Additional providers were included in the system for direct ordering of healthcare services, and the range of services that can be ordered electronically at any time was expanded. The sales process for group health insurance products was overhauled. Triglav zdravje asistenca, the Group's specialist provider of healthcare and assistance services, launched a self-pay family medicine clinic, which also provides home care services.
- **Pension insurance:** The age brackets of the pension funds managed by Triglav, pokojninska družba and Zavarovalnica Triglav were harmonised.

Enhanced business analytics is used to monitor and analyse the sales results of all savings products of the supplemental voluntary pension insurance of the Group in Slovenia.

CRM B2B was revamped to plan and analytically monitor sales and after-sales activities with employers funding the Group's pension schemes in Slovenia.

10.2 Digital transformation

The deepening of the Group's client focus is facilitated by the acceleration of its business digitalisation in 2023, which streamlined the Group's processes through innovative solutions.

A significant milestone was reached in the **use of artificial intelligence (AI)** in the Company and the Slovenian insurance industry with the innovative upgrade of the TRIA virtual assistant. Mechanisms based on OpenAI technology were implemented, playing a key role in enhancing the user experience. This upgrade improved service quality by providing clients with a more natural, flexible and interactive communication experience. This innovation has positioned the Company as a leader in the use of AI in the insurance industry.

The Group's development activity in the field of AI is diversified. Automated solutions were implemented for replying to emails using OpenAI ChatGPT, which are updated alongside the knowledge base and administrative procedures, and automatically generate a summary of the recorded conversation between the client and the agent. Additionally, the distribution of emails from the incoming email address to the relevant back-offices was automated. A new universal AI assistant is being developed, which will possess multi-disciplinary skills and will be accessible through various channels and formats. Furthermore, a coherent AI strategy is being developed to enable the use of

Multi-channel communication and distribution of services are growing

2021–2023

75% ↘ 57%

of conventionally reported claims



2023/2021

+ 124%

i.triglav
fully registered
users

Automated marketing activities attracted a large number of new users to the i.triglav digital office. The benefits of digitalised procedures and internal processes were also evident in the mass CAT claims settlement. A total of 14% of claim reports were already processed digitally, resulting in shorter turnaround times for both billing and claim payouts.

the same building blocks and solutions across multiple departments.

Robot programming techniques are being introduced to back-office staff, in addition to automating work processes. Several bots are already handling queries for internal and external data. The status of recovery procedures is monitored using an upgraded Power BI reporting system.

The Group is **systematically expanding the capabilities** of fully supported multi-channel operations **for receiving claims**. By standardising data recording when reporting a claim in the CRM system, clients are able to switch between reporting channels during the claims reporting process. Electronic signing of claims documentation was introduced. Assistance cases can now be reported without the need for a telephone call. Additionally, clients can report motor vehicle insurance liability claims to individual contractors, and email and text message notifications were upgraded to include functionality for providing additional documents.

New software solutions (GSM-GIS modules) were implemented to optimise the inspection and assessment processes of non-life insurance claims, facilitating calculation and payment of compensation following the inspection. By implementing digitalised solutions to mitigate risks during periods of CAT claims, clients were able to receive information via the web portal and upon receipt of a claim report. These notifications provided guidance on appropriate actions to take and outlined follow-up steps to be taken after a claim was reported.

A new platform for promoting insurance sales through digital channels enabled segmented client treatment as well as automated sales and after-sales campaigns.

Online underwriting of comprehensive car insurance was launched, with the possibility to inspect vehicles remotely, and support for online underwriting of motorcycle insurance. The Company was the first insurer in Slovenia to enable remote inspection for online home insurance.



“We have adapted our claims reporting processes to prioritise client needs and enhance their experience,

ensuring consistency across all contact points. Streamlining the entire claims settlement process serves as the foundation for further enhancing client satisfaction.”

Gregor Kovačič, Executive Director of Digital Operations and Client Experience, Zavarovalnica Triglav

By establishing the new IT – User Empowerment Department, an IT-related **organisational unit**, comprehensive implementation of modern technologies such as robotic process automation, low-code development of software solutions and the integration of artificial intelligence into internal business processes was ensured. Moreover, the activities of the Council of Architects and the Council of Security Experts were combined to more effectively implement the target IT system architecture and manage cyber risks.

As part of the digital transformation, a new data warehouse solution was implemented, and activities commenced to transfer parts of the data platform to subsidiaries. The network and server infrastructure was upgraded to ensure the stable, efficient and secure operation of information systems and services. Projects to centralise the IT infrastructure continued, aiming to increase equipment utilisation across the Group, reduce maintenance costs and implement additional security mechanisms. As part of this process, 11 companies will be included in the Group's hybrid cloud by 2025.

Core and support IT systems were upgraded for reporting under the new IFRS 17 accounting standard and for the digitalisation of non-insurance documents.

10.3 Asset management development

An important development step was taken by renewing Triglav Skladi's product range. The twelve mutual funds managed by Triglav Skladi were redesigned so as to take into account the sustainable aspects of investments. This change means a significant upgrade of the Company's and the Group's investment solutions focused on sustainable development. The company's mutual funds are also effectively sold in the context of the Group's unit-linked life insurance products. Triglav Skladi's competitive position was strengthened by providing a more advanced and user-friendly experience to internal and external users of the company's services. In early 2023, Triglav Skladi launched a comprehensive digital marketing and sales development project, encompassing more effective digital marketing initiatives, a sales performance monitoring tool and sales support tools. Also, sales through its own channels will be accelerated with the development of a new mobile app for digitally-enabled sales. The complex implementation of the new IT solution for fund management and discretionary mandate services was continued to ensure the effective digital implementation of business processes.

Triglav, pokojninska družba, updated its management rules and investment policy statements. The most significant changes involve an increase in investment limits for transferable equity securities and equity investment funds in the following pension funds: *Delniški Skupni pokojninski sklad* and *Mešani Skupni pokojninski sklad*. This adjustment in the strategic allocation of these funds, which do not guarantee returns, aims to enable the two guarantee funds to achieve higher risk-adjusted long-term returns and align more closely with the Group's investment policies. In line with the Group's strategic guidelines, Triglav, pokojninska družba adopted the Sustainable Development Policy, Sustainable Investment Policy and Statement on principal adverse impacts of investment decisions on sustainability factors. In the context of the latter, a list of sensitive economic activities was defined that reflect the Group's views on the protection of the environment, society and respect for human rights, as it pays particular attention to these aspects.

With respect to the **platform for investing in alternative investments**, which is developed by Triglav, the activities planned to increase the assets under management continued. In 2023, a new alternative real estate fund (Triglav RE Fund) with no maturity was launched in Slovenia and offered to Slovenian investors.