

4. Triglav Group strategy and plans

- Strategic risks and business opportunities are regularly assessed based on the challenges and opportunities identified in the rapidly changing business and social environments.
- The Triglav Group's vision, aimed at creating an outstanding user experience, is implemented through development activities. The transition from an insurance-oriented to a service-oriented business model with multiple ecosystems and continued digital transformation are at the fore.
- The challenges of the transition to a low-carbon society are being addressed by adapting business and investment strategies, along with launching new products.
- The Group's performance in 2023 was significantly impacted by one-off events.
- The Group's operations will continue to be profitable in 2024, with further expansion of the business planned.

4.1 Today's challenges and opportunities

The resilience of the Group's business is closely linked to its understanding of risks and risk mitigation strategies. In an ever-changing environment, the Group has maintained a forward-looking perspective, closely monitoring change while identifying new challenges and opportunities, in addition to effectively tackling new risks that are increasingly interlinked. Strategic risks and opportunities are regularly assessed, as well as the relevance of the bases on which the Group's strategy is founded. By constantly upgrading the risk management system, the Group attains profitable, stable and future-oriented business operations. Preparedness is seen as the core of the resilience of the Group's operations, closely linked to effective risk identification and management. This approach enables the Group to maintain its preparedness at a high level, suitable for optimal response even to unexpected events such as those faced in 2023.

The macroeconomic situation and the regulatory framework for the provision of health insurance, the growing importance of sustainability aspects in business, increased business digitalisation and related changes in consumer habits, and the changes resulting from demographic trends were identified as the main trends that are believed to have a significant impact on the Group's business operations today and in the coming years.

4.1.1 Risk related to the macroeconomic and regulatory environment

The year was most marked by persistent high inflation, the Russian-Ukrainian war, disruptions in some supply chains and energy price increases. Higher borrowing costs contributed to a significant decline in economic growth. Geopolitical risks stemming from the Russian-Ukrainian war were compounded in October by new risks from the Gaza war. The rise in interest rates affected the required yields on debt financial instruments and movements in their value. Equity markets, on the other hand, recorded growth for most of the year. For more information on macroeconomic trends and geopolitical risks, see [Section 7. Macroeconomic environment and insurance markets](#). The market risks affected are presented in [Section 2.8 Risk management of the Accounting Report](#). The Group's operations were also significantly affected by the change in the regulatory framework for the provision of supplemental health insurance in Slovenia, which, in addition to challenges, also brings opportunities for the future development of the complementary health insurance market.

The Group's acceptance of challenges and risk management

To manage market risks, the Group companies have established **investment policies** which mainly refer to assets intended to cover future liabilities under non-life and life insurance policies. The investments set out in these policies are made in the best interests of all beneficiaries, taking into account all objectives disclosed in the insurance contracts, and are consistent with the nature and duration of the insurance and reinsurance obligations. This ensures the security of investments while maximising the return on the risks assumed. In managing the remaining assets, the Group pursues the objective of achieving an adequate return, taking into account all the risks assumed and maintaining a high overall credit rating of the investment portfolio.

As part of the investment process, an effective **monitoring system** was developed **for the entire counterparty portfolio** to manage, in a timely manner, the risks of any deterioration in the counterparties' credit quality.

The Group pays particular attention to the timely fulfilment of all obligations, which is realised through adequate liquidity and its management. To achieve profitability, the Group's investments in alternative investments are being increased. The increase in their volume in 2023 was monitored through an upgraded management system and the characteristics of these investments were further captured.

Risks associated with persistent high inflation had a particular impact on fixed-income debt investments. Interest rate risk is managed through a limit system, within which cash flows of assets and liabilities are matched. Other segments of the Group's business were also affected by high inflation. Such increases in claim payments under insurance contracts are managed by adjusting the pricing policy and by regularly monitoring and managing operating expenses. In identifying potential risks, the possibility is perceived that the persistence of high inflation, together with a further rise in interest rates and a consequent contraction in economic activity, could result in a significant reduction in real disposable income, which could lead to a decline in demand for insurance contracts and an increase in liquidity risk. The occurrence of a more significant recession could also lead to higher credit risks.

Geopolitical risks are expected to remain significant in the future, and therefore, the utmost care is exercised in underwriting insurance and reinsurance business in the international market and in the geographic diversification of investments and reinsurers, as shown in [Section 2.8 Risk management of the Accounting Report](#).

4.1.2 Climate change and sustainable development

The year 2023 was characterised by natural disasters of a significantly higher magnitude and severity than the long-term average. The physical risks of climate change, which are associated with an increase in the severity and frequency of extreme weather events, especially impact the insurance business. In the region where the Group operates, more frequent and severe floods, drought periods and hailstorms due to climate change are of particular concern in the long run. Demand for insurance cover is expected to increase, bringing new opportunities to expand the volume of business and challenges to increase the required reinsurance covers.

Climate risks also include the risk of transition to a low-carbon economy. The transition is associated with policy changes, changes in consumer habits, reputational risk, market sentiment, legal and technological risks, and also includes adapting business operations to reduce greenhouse gas emissions. Given the nature of the business, the indirect impact through the investment and insurance portfolios (GHG Scope 3) is more important for the insurance sector than the direct carbon footprint (GHG Scope 1 and 2) in the transition to a low-carbon economy. Transition risk could manifest through a significant impact on the value of investments in more exposed issuers, while shifts in environmental policies and consumer habits might substantially affect policyholders and insurance products. In addition, there is an opportunity to proactively influence issuers and policyholders through investment and insurance activities to promote a faster transition to sustainable business practices.

Global population growth and economic development have resulted in overconsumption of natural resources. The need for balanced social development that reduces inequality and improves the situation of the most vulnerable social groups is becoming increasingly important. Rising average atmospheric temperatures may increase mortality, the spread of infectious diseases and the likelihood of new epidemics/pandemics, which may increase the demand for, and the supply of, life and health insurance products. More widespread and prolonged disease outbreaks may have a negative impact on social and economic stability.

Climate change is therefore a key long-term challenge for the insurance sector, but it is only a part of the sustainability aspects of its business. The insurance sector may contribute to a higher level of financial security in terms of physical risks and other sustainability risks and thus to a better economic situation, notably by offering insurance products and other services to mitigate climate change effects, in addition to an investment policy that promotes sustainable development in both the economy and society.

The Group's acceptance of challenges and risk management

The Triglav Group's mission, summarised in the message "*creating a safer future*", is put into practice through its sustainability focus. The opportunities and risks of sustainable development are identified, and global sustainability best practices are integrated into the Group's business. The goal is to carry out the Group's core activities, i.e. insurance and asset management, in a way that will provide long-term economic, social and environmental value to all stakeholders.

As part of the own risk and solvency assessment process, particular attention was again paid to the identification and assessment of the Group's climate risks. A qualitative assessment of climate risks was conducted for both assets and liabilities. Climate risks are anticipated to be material for the investment segment of the Group's business in the medium and long term. The Group has assessed that transition risk has no material impact on its business in the short term in the insurance portfolio, but if legal and technical risks materialise, transition risk may increase in the medium to long term and become a material risk.

A stress scenario, covering risks that could already be deemed material in the short term, was performed based on a qualitative assessment of climate risks. These are mainly physical risks within the insurance portfolio. Continued focus will be on ensuring adequate protection for clients, taking into account the modification and limitation of reinsurance terms and conditions.

Sustainability risks are also related to the Group's reputational risk, especially with the growing awareness of society and the importance of sustainability for our stakeholders. Such potential risks can be realised over a long period of time and affect all key business processes, acquisition and retention of business and personnel.

The increased role of sustainability also brings many new business opportunities due to both the need for additional insurance coverage and rapid technological progress and innovations in sustainable technologies.

See [Section 11. Sustainable development at the Triglav Group](#) for more information about sustainability aspects.

4.1.3 Digital transformation and cyber security

The digital transformation of insurers has accelerated since the COVID-19 pandemic. Insurers are following the trend of business digitalisation, implementing new technological solutions and innovative business models, while ensuring safe products and an outstanding user experience. Advanced analytics, the use of cloud services, the Internet of Things, cognitive computing, mobile network development, process automation and robotisation, and machine learning are all on the rise. More recently, the use of artificial intelligence (AI) in business processes has been accelerating.

It is becoming increasingly challenging for insurers to adapt rapidly to new market opportunities while maintaining cost-effective, cyber-resilient and compliant operations. Ensuring that employees have appropriate competences, skills and knowledge for such digitalised processes, and even more so for the development and maintenance of advanced digital technologies, is particularly challenging, therefore cooperation and integration with external providers is being strengthened.

Digitalisation creates great opportunities for business optimisation, while bringing a number of new threats and risks. These stem mainly from a lack of understanding and consideration of new technologies and their impact on business, and from the increasing connectivity of businesses and their dependence on information and communication technology (ICT) service providers. They increase the vulnerability of insurers to business disruptions and interruptions, as well as the need to ensure compliance and information security, especially against cyber-attacks. Effective risk management and continuous improvement of digital resilience through regular testing are among the critical factors for successful business performance and maintaining clients' confidence in secure data processing. This is also underlined by the new Regulation of the European Parliament and of the Council on digital operational resilience for the financial sector (DORA), which is expected to become effective in January 2025.

While the AI Regulation will define minimum requirements in the European Union to tackle the risks and challenges associated with AI. As announced, the financial sector will be required to comply with the revised Regulation on electronic identification and trust services for electronic transactions in the internal market (eIDAS 2.0), which refers to the use of the EU Digital Identity Wallet by citizens to access online services and carry out electronic transactions.

The Group's acceptance of challenges and risk management

The Triglav Group is continuously adapting to environmental changes, accelerating business digitalisation and implementing innovations to support the achievement of its strategic development goals. An omni-channel sales approach, paperless operations and remote business are being effectively implemented. The Group is well prepared for the digital transformation thanks to the rapid deployment of solutions such as remote signing, video identification, the use of electronic identities and remote inspection of the object insured. The digitalisation process is continuously being expanded, enhanced and upgraded. See [Section 10.2 Transformation and digitalisation](#) for more information on development activities.

New solutions are evaluated before being implemented and regularly tested in terms of security and business continuity. Client satisfaction with new solutions is also checked, and the services offered are further improved based on their feedback. Productivity tools, including the use of AI, are introduced to drive innovation and increase the efficiency of business processes. The Group's risk management processes were upgraded with additional rules and controls to comprehensively and systematically identify, assess and manage the risks posed by new technological solutions.

The Group cooperates with ICT service providers who are committed to high security standards and whose solutions comply with information security and data protection legislation. Tailored cyber protection insurance products and assistance services are offered to clients to better deal with the challenges of remote business and cyber threats.

The information security and security controls management system is continuously upgraded, and **information security**, business continuity plans and recovery procedures are **regularly reviewed at various levels**. Tools and processes to manage all types of operational risks, including information (cyber) risks, are also regularly upgraded. These are consistently incorporated into stress scenario tests, whereby information security is analysed and measures are taken to make further improvements.

Employees are regularly made aware of information security risks and trained on the safe use of IT. Their level of awareness is also regularly assessed, and additional measures and new approaches are implemented.

Information security is an essential aspect in the design of the Group's processes, information systems and controls. In 2023, Zavarovalnica Triglav underscored its importance by obtaining ISO/IEC 27001:2013 certification for its information security management system.

4.1.4 Demographic and human resource risks

Population ageing, as a consequence of increasing life expectancy and declining fertility rates, is one of the key challenges of the more mature European economies. It is also reflected in labour shortages, which will have a significant impact on future economic development and growth. International migration is mitigating these trends to some extent. In most European countries, young age groups typically have a lower average income, which means that public social welfare systems are funded less and the need for social security and its funding is greater. The awareness that health, lifestyle and environmental aspects are interconnected is growing noticeably.

Employment in the EU is at an all-time high, with demand for workers surpassing supply in many sectors and industries. The shortage of skilled workers is particularly acute for profiles which are in high demand due to the rapidly advancing business digitalisation and the need to combine IT skills and good knowledge of specific topics. For these profiles, it is all the more important that employers succeed in attracting and retaining them. The COVID-19 pandemic has markedly reshaped the labour market and encouraged several forms of hybrid work. Employers who are better able to adapt to new demands and expectations have a better chance of attracting and retaining suitable staff, which also raises salary costs.

Furthermore, the impact of the external environment on economies worldwide is increasingly evident with regard to the Fourth Industrial Revolution, particularly in the field of AI.

The Group's acceptance of challenges and risk management

Demographic trends are monitored on an on-going basis in all Group markets. The need to adjust insurance terms and conditions and calculation factors is checked, in addition to identifying opportunities for new insurance covers and products. The coverage of risks that the compulsory social security scheme covers inadequately or does not cover at all is ensured by a range of complementary insurance products. The Company is expanding its life, pension and health insurance product range, thereby increasing the security of clients at all stages of life. It is exposed to longevity risk in products with lifetime annuity or pension payouts. Especially long-term risk, which requires special attention, is managed by developing dynamic models of the policyholders' life expectancy and setting appropriate premium rates and provisions.

The changing insurance preferences and needs of younger generations offer opportunities for innovation and product adaptation. Awareness among young people is being raised to ensure their financial security through new insurance products, and they are being engaged through omni-channel offers and innovative approaches in advertising and information.

The Group is aware that healthcare will continue to grow in social significance. It is increasing its range of healthcare services in order to provide its policyholders – at health centres – with timely and, at the same level of quality, more affordable healthcare services than its competitors on the market. The Group is transforming from a traditional health insurance provider into a health partner and provides clients with comprehensive lifelong services. By offering additional health insurance products and services, it reduces the risks of a healthcare reform and the consequences of the termination of supplemental health insurance in Slovenia.

The Group recognises the key role of employees in achieving its ambitious business objectives. The current shortage on Slovenia's labour market affects new employees with specialist skills and competences, especially in IT, digitalisation, business intelligence, risk management, actuarial science, etc. The risk of key staff leaving is also a current concern.

Efforts are being made to reduce the risk of unwanted turnover through good working conditions. The Group is strengthening its brand of a development-oriented and responsible employer and building up its recognisability as a desirable employer, being able to attract and motivate new highly qualified and highly skilled workers and young people. Young people are actively involved in various initiatives before they are hired through company scholarships, work placements, and company and business presentations. Substantial investments are made in the professional and general training of employees.

Where the nature of the work allowed, hybrid work was enabled to employees of Group companies during the pandemic. The hybrid model was not only preserved but made available on an even larger scale in some companies in 2023, which could be the Group's competitive advantage. See [Section 8.5 Investment in own-use real property and equipment](#) for more information on the hybrid workplace as a strategic pilot project.

A centre of excellence for business developers has been set up to provide ongoing training for employees in the use of new technologies. This is discussed in more detail in [Section 10.2 Digital transformation](#).

Employee satisfaction within the Group is regularly monitored by measuring the organisational climate. According to the results, the Group is effectively adapting to changes, communication is open and effective, and the Group remains an attractive working environment. See [Section 11.3.2 Responsibility to employees](#) for more information about care for employees.

4.2 Triglav Group Strategy for 2022–2025⁷

At the Triglav Group, stakeholder value creation relies on aligning its mission, business strategy and sustainable development policy. Integrating relevant sustainability aspects into all levels of business planning and execution is a key building block for the Group's long-term sound performance and for upgrading its risk management, as well as for the development of its internal culture and relationships with its clients and other stakeholders.

Triglav Group's mission, vision and values



Mission

We build safer future.

- We are client-centred.
- We support development of our partners.
- We provide development- oriented environment for our employees.
- We are stable, safe and profitable investment for our investors.



Vision

We set standards of outstanding client experience – anytime, anyplace.

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.



Values

Responsiveness, simplicity and reliability are reflected in our day-to-day operations



Strategic activities

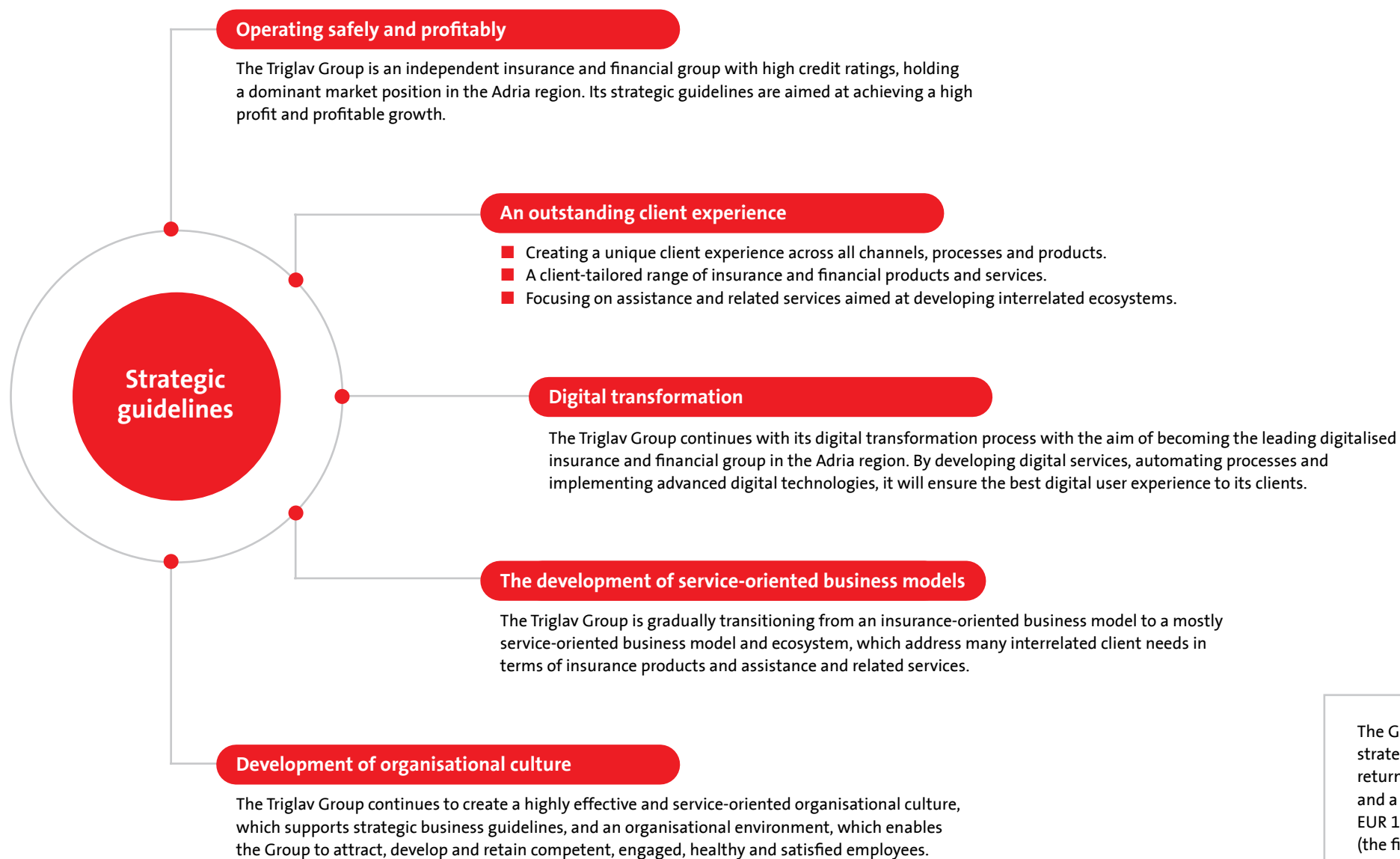
Insurance

- Non-life
- Health
- Life
- Pension
- Reinsurance

Asset management

- Own insurance portfolio (asset backing liabilities and backing funds)
- Mutual funds and individual asset management
- Pension funds

Triglav Group will remain leader in all its core businesses in Adria region.



The Group's 2022–2025 strategy aims to achieve a net return on equity (ROE) of 10% and a total revenue exceeding EUR 1.6 billion annually (the figures are set in accordance with the previous IFRS 4 reporting framework).

4.3 Implementation of the Triglav Group strategy in 2023⁸

The Group is focused on safe, profitable, and client-centric operations. In 2023, the Group's strategic guidelines to 2025 were consistently implemented and built upon for further growth and development.

The Group continued both strategic activities, business digitalisation and transformation, with the aim of establishing leadership in the sector and the region. Advanced tools were implemented in business processes, and innovations such as artificial intelligence were used to create system solutions. Business partnerships and ecosystem services were expanded.

The implementation of strategic guidelines that deepen client focus enables the Group to achieve business resilience and provides it with the ability to operate responsively and reliably even in challenging circumstances, while streamlining solutions for greater simplicity. All of this is reflected in a high level of employee engagement, a multi-channel approach to clients and an increasingly flexible organisation.

Through its sustainable operations, the Group has affirmed itself as a development-oriented environment for its employees and a stable investment for investors. Below is the summary of the key results in the implementation of the strategic guidelines. Under *Delivering on ESG strategic ambitions*, key steps towards achieving a climate-neutral and climate-resilient circular economy are outlined. See [Section 11. Sustainable development](#) for further information.

Operating safely and profitably

■ Profitable operations and credit rating

- Earnings before tax: EUR 21.1 million
- Return on equity (ROE): 1.8%
- Dividend: paid out in line with the dividend policy in the total amount of EUR 56.8 million or EUR 2.50 gross per share
- Credit rating: re-affirmed »A« credit rating with a stable medium-term outlook
- The impact of CAT claims that deviated significantly from the long-term average on the achievement of the Group's planned annual result: limited by adequate reinsurance protection

■ Growth in business volume

- Gross written premium: +12%
- The Group's market share in the Slovenian insurance market: +0.6 percentage point
- Total revenue: +11%
- Seized opportunities for expanding the business within the region based on new business models and partnerships
- The position in South-East Europe: the largest insurance group in terms of written premium

■ Capital adequacy and capital allocation

- Prudent implementation of the capital management policy
- Consistent monitoring of market capital and assessment of risks by individual activity (insurance business, investment management, capital management): financial strength and maintained capital adequacy, which remains within the target range

■ Safe operations and compliance

- Implementation of the new accounting standards IFRS 9 and IFRS 17
- Internationally renowned audit firm (Big 4)
- Upgraded network and server infrastructure
- Centralising the Group's IT infrastructure and setting up a hybrid cloud

■ Internal synergies and productivity growth

- Business productivity: increased by 11%
- Gross written premium per employee: EUR 353 thousand
- Transferring good practices and leveraging the Group's internal potential

An outstanding client experience

■ Client satisfaction and loyalty

- Significantly more users of the i-triglav digital office and clients who gave their consent to do business electronically
- High client satisfaction score with Group services (Net Promoter Score): 73
- Improved understanding of our products and services
- Implemented a new comprehensive bonus system

■ Comprehensive and client-tailored services and an omni-channel approach

- Implementation of advanced underwriting tools, personalisation of products and services
- Simplification and digitalisation of remote underwriting and sales processes
- Client-tailored innovations in sales promotion through the banks' call centre with insurance distribution
- Enhanced automation of marketing campaigns in direct marketing
- Expansion of international reinsurance and partner network in markets outside the Adria region

■ Increased number of active clients and higher insurance coverage of each client

- The total number of clients up by 10%
- Implementation of artificial intelligence and cognitive services into process automation
- Development of a new universal AI assistant
- Core solutions for the complete digitalisation of the sales process

■ Actions following CAT events caused by natural disasters

- Intensive client information and support on how to report claims
- Promoting the remote reporting of claims

Development of service-oriented business models and digital transformation

- **Advanced service-oriented business models**
 - A central entry communication point for clients
 - Business ecosystems: new services and partnerships (mobility, home, pets and health)
- **Digitalisation, optimisation and automation of business processes**
 - Sales: completed project to optimise online insurance sales
 - Claims: simplified claim reporting procedure by implementing an omni-channel step-by-step reporting approach
 - Marketing: machine learning models implemented to predict new products
 - Client communication: increased transparency using Dynamics 365

Development of an organisational culture

- **Realisation of the Group's key values**
 - Organisational culture: acting in line with our values of responsiveness, simplicity and reliability
 - The promotion of teamwork, intergenerational cooperation and a healthy lifestyle
 - Raising awareness of responsible, client-centred behaviour
- **Digitisation of HR services and automation of Group processes**
 - Processes: upgrading and streamlining HR processes
 - HR information system: system unification
 - Development modules: implemented in Gecko HRM
- **Employee acquisition, development and retention**
 - Employer brand: redesign at Group level
 - Satisfaction and engagement: a high value of the strategic indicator
 - General competences: training sessions on taking initiative
 - Digital competences: training of sales staff
- **Development of key, promising staff and young people**
 - Succession: setting up succession systems for the management of Group companies
 - Leadership: training for leaders (B-1) to promote the competences of promising employees
- **Organisation**
 - Organisational structure: adapting to modern processes and optimising staffing
 - Hybrid forms of work: introducing hybrid workplaces in several locations

Delivering on ESG strategic ambitions

- **Insurance and asset management**
 - The share of green, sustainable and social impact bonds in the investment portfolio: an increase from 9.9% to 11.1%
 - Triglav Skladi's mutual funds: sustainability aspects of investments incorporated into the management of 12 funds
 - Income from insurance products that promote general social and environmental benefits: an expanded product range and an increase in written premium in the insurance business
- **Business processes**
 - Reduction of the Group's carbon footprint for Scope 1 and 2: a decrease of 6%
 - Energy saving and sustainability: raising awareness among employees
 - Sustainable mobility: a higher share of electric and hybrid vehicles in the fleet from 8% to 12%
- **Responsible stakeholder engagement**
 - Active relations with shareholders and investors and compliance with Ljubljana Stock Exchange Prime Market terms and conditions
 - Delivering on the SDGs: continuing the Insure Our Future project with partners
- **Effective corporate governance**
 - Standards: high standards of corporate governance
 - Policies: implementation of the Group's Sustainable Development Policy, Sustainable Investment Policy and Statement on principal adverse impacts of investment decisions on sustainability factors
 - Global alliances: joining the United Nations Principles for Responsible Investment (UN PRI) and the Partnership for Sustainable Economy (CER)
 - Compliance: monitoring and implementing ESG regulatory changes through committees in the risk management system

4.4 Implementation of the Triglav Group's business plans in 2023

In a challenging year marked by extreme CAT events, changes in the healthcare system and inflation, the Triglav Group achieved **earnings before tax of EUR 21.1 million**, or 80% less than planned (see [Section 8. Operations of the Triglav Group and Zavarovalnica Triglav](#) for further information).

Total written premium rose by 12% to EUR 1,653.7 million, exceeding the planned figures, which is slightly above the target of EUR 1.5–1.6 billion. Despite fierce competition, an increase was seen in all insurance markets, with the exception of Croatia, and in all insurance segments. Premium growth was 9% in the Slovenian market, 7% in the other markets of the Adria region and 28% in the international market.

The Group's **combined ratio in non-life and health insurance** stood at **101.6%**. It increased by 1.9 percentage points compared to the previous year, due to the negative effects of changes in supplemental health insurance and a deterioration in the claims ratio. See [Section 8. Operations of the Triglav Group and Zavarovalnica Triglav](#) for more information.

The credit rating agencies S&P Global Ratings and AM Best re-affirmed the Group's **»A« credit rating with a stable medium-term outlook**, thereby confirming the Group's **strong financial stability, capital adequacy and profitability**. Achieving an »A« credit rating ensures an appropriate competitive position of the Group in insurance, reinsurance and financial markets as it confirms its financial strength and sound performance. See [Section 6.6 Credit rating of the Triglav Group and Zavarovalnica Triglav](#) for more information.

4.5 Plans of the Triglav Group for 2024

In 2024, the Triglav Group anticipates a moderately favourable macroeconomic situation. Business operations will be influenced by financial market developments, the termination of supplemental health insurance in Slovenia, reinsurance coverage and the development of potential in the markets where the Group operates.

Earnings before tax of EUR 100–120 million are planned, as a result of expected normalisation of business conditions compared to 2023. In the insurance business, the Group plans to operate profitably and record a **total business volume** of around EUR 1.6 billion, as well as achieve **the combined ratio** of non-life and health insurance at around 95%. In the health segment, the termination of supplemental health insurance is anticipated, while the development and provision of complementary health insurance products will continue.

Strategic guidelines will be consistently implemented. By continuing its digital transformation and developing service-oriented business ecosystems, the Group will further pursue its main strategic objective – an outstanding and uniform client experience. As the leading insurance and financial group in Slovenia and the Adria region, the Group will further strengthen its market position, while seeking opportunities according to the principle of free movement of services and through partnerships.

It will strive for cost optimisation and effectiveness (productivity gains, automation, digitalisation and centralisation). Priority objectives include effective risk management, maintaining financial stability and preserving high credit ratings from renowned rating agencies. The Company's dividend policy remains unchanged, and every effort will be made for the ZVTG share to remain a profitable, safe and stable investment for investors. The pursuit of the sustainable development strategy, as outlined in the Group's policies and ambitions, will remain a key focus.