



6 Mission, vision, strategic priorities and goals

OUR MISSION

Through commitment and constant progress, we ensure security and quality of life.

OUR VISION

We are building a customer-centric, flexible and sustainability-oriented insurance group.

OUR VALUES

We build relationships with care, integrity and respect.

We exceed customer expectations by our ongoing effort to make improvements and strengthen relationships.

We are active in relation to our natural and social environment.

Our values are reflected in responsible risk management, the promotion of environmentally and socially responsible practices, and active contributions to the stability and development of the environment in which we operate. Sustainability considerations are becoming an increasingly important part of our strategic decision-making and business policies.

Our fundamental orientation is to build trust among all stakeholders – policyholders, business partners, employees, shareholders and the wider community. We aim to be a recognised provider of comprehensive insurance and reinsurance services in our target markets, operating in a transparent, ethical and professional manner. In doing so, we strengthen stakeholder loyalty and create appropriate returns on capital for our owners.

6.1 Unique corporate culture

In the Sava Insurance Group, we are developing a corporate culture based on responsibility, professionalism, cooperation and a sustainability-oriented mindset. We understand it as a set of shared values, beliefs and behaviours that guide our decisions, relationships and business processes and directly influence the Group's long-term performance. A positive working environment, open communication and

systematic investment in the knowledge and development of employees form the foundation of our organisational culture. By encouraging continuous learning, knowledge exchange and synergies among the companies in the Group, we strengthen innovation and ensure the ongoing development of insurance and reinsurance products and the optimisation of business processes. Our culture of cooperation and

professional excellence is reflected in the quality of our services and the high level of employee commitment.

Insurance as an economic activity is based on creating economic security through the diversification of risk, and it is therefore inseparably embedded in the broader economic and social environment. From this also derives our responsibility for sustainable development.

The corporate culture of the Sava Insurance Group is therefore expressed not only in written values, but above all in everyday behaviour, decisions and relationships. By systematically embedding the values in business policies, HR practices and leadership competencies, we ensure their long-term implementation and strengthen the organisational identity of the Group.



6.2 Strategic priorities of the Sava Insurance Group

The strategy of the Sava Insurance Group sets out strategic goals in two ways, based on its three key focus areas in the 2023–2027 strategy period and based on the Group’s key pillars of business operations.

► **Key pillars of the Group**

Integral risk management

Insurance	Reinsurance operations	Asset management and pensions	Other
Non-life, Slovenia	Non-Group	Mutual funds	Healthcare
Life, Slovenia	Group	Managed accounts	Assistance
Non-life, international		Pensions	
Life, international			

Corporate support functions

For the 2023–2027 period, we have adopted a strategy that will drive the Group forward on three key strategic priorities:

We will take the **customer-at-the-centre** approach to the next level by always ensuring that customers, their wishes and their needs are central to the way business is done. To this end, we have set ourselves three Group-level objectives. The first objective is customer-oriented communication, which is achieved by integrating all communication channels through a centralised customer relationship management system. The second objective is to establish a hybrid sales model that will allow the sales network to focus on more complex types of insurance and on advising customers. The third objective is to set up self-care platforms, such as customer portals, websites, and mobile applications, which will improve customer service during sales, claims handling and other services.

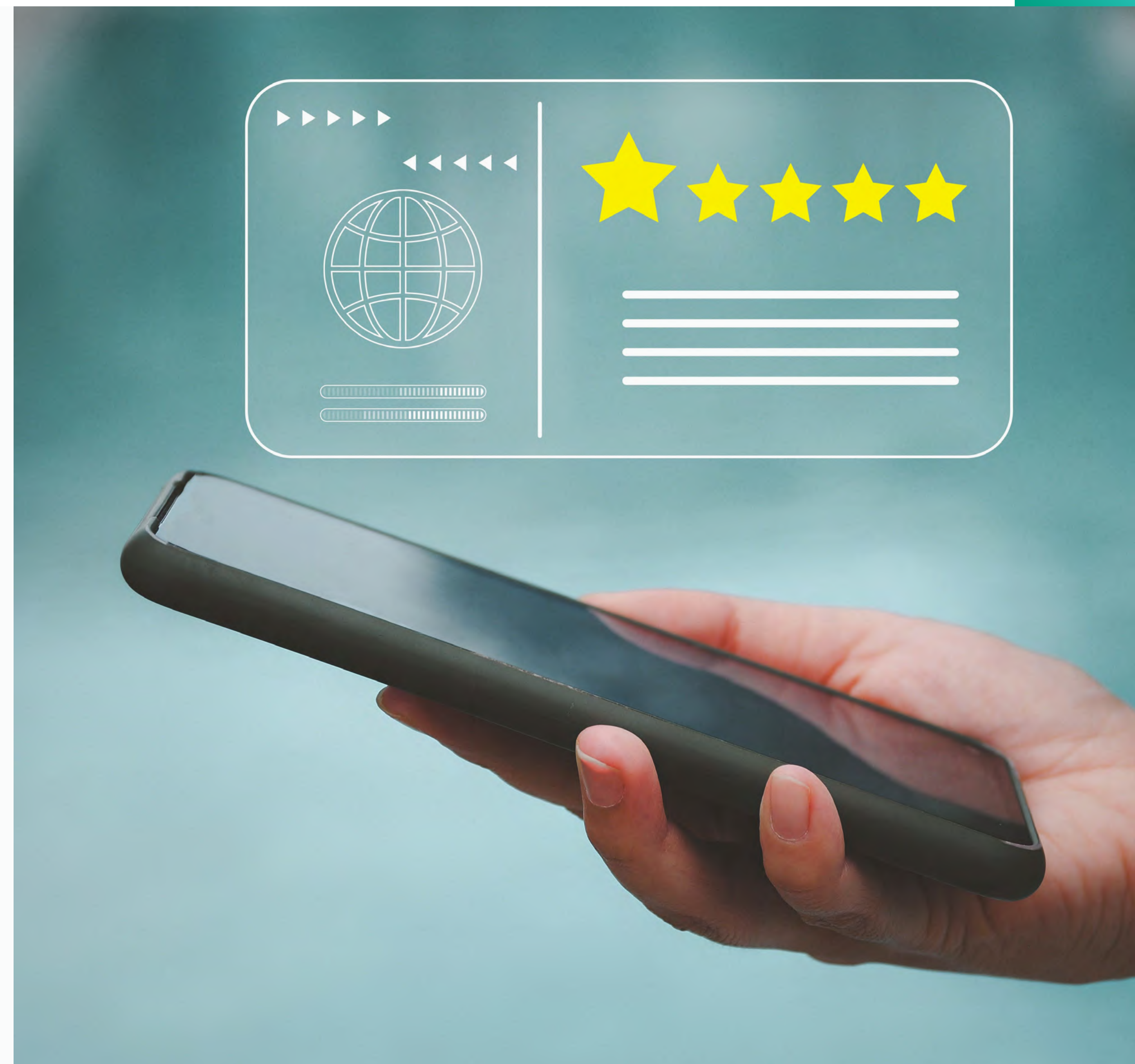
Optimising business processes within the Group enables us to achieve two key objectives: to speed up and simplify customer service and internal processes. This will also help achieve cost efficiency, which will play a more important role in the next strategy period than in the past, given the changed macroeconomic environment.

To achieve this strategic priority, the Group will undertake a comprehensive review of its processes to identify opportunities for improvement. Processes will then be redesigned, and any other necessary changes will be made to align the organisation with these new processes.

We will pursue **sustainability**²² in all key aspects: environmental, social and governance. We will continue to support global sustainability trends and focus on goals related to climate change and the health and well-being of our customers, employees and the wider community.

Long-term strategic targets:

- Over a five-year period, we will achieve a return on equity (excluding accumulated other comprehensive income) of between 9.5% and 10.5%.
- For the period 2023 to 2027, the solvency ratio at the level of the Sava Insurance Group will be between 170% and 210% (within the optimal capital range).
- Non-life (re)insurance operations will achieve an underwriting combined ratio not exceeding 95%.
- The return on the Group’s investment portfolio, net of subordinated debt expenses, will reach 2.2% in 2027.





6.3 Business plan of the Sava Insurance Group for 2026

In 2026, the Group will continue to advance its business strategy across its three key strategic priorities.

- It will expand digital and self-service solutions for customers, enhance customer interaction management and encourage wider use of digital communication channels.
- The Group will continue to drive intensive optimisation of customer-facing and internal processes. In both areas, it will also gradually and in a controlled manner introduce solutions enabled by artificial intelligence.
- In sustainability, the Group will further implement its policy, grounded in a commitment to environmental protection, social responsibility, and the development of innovative, sustainability-driven products and services.

The Group has set the following financial targets for 2026.

All financial targets achieved

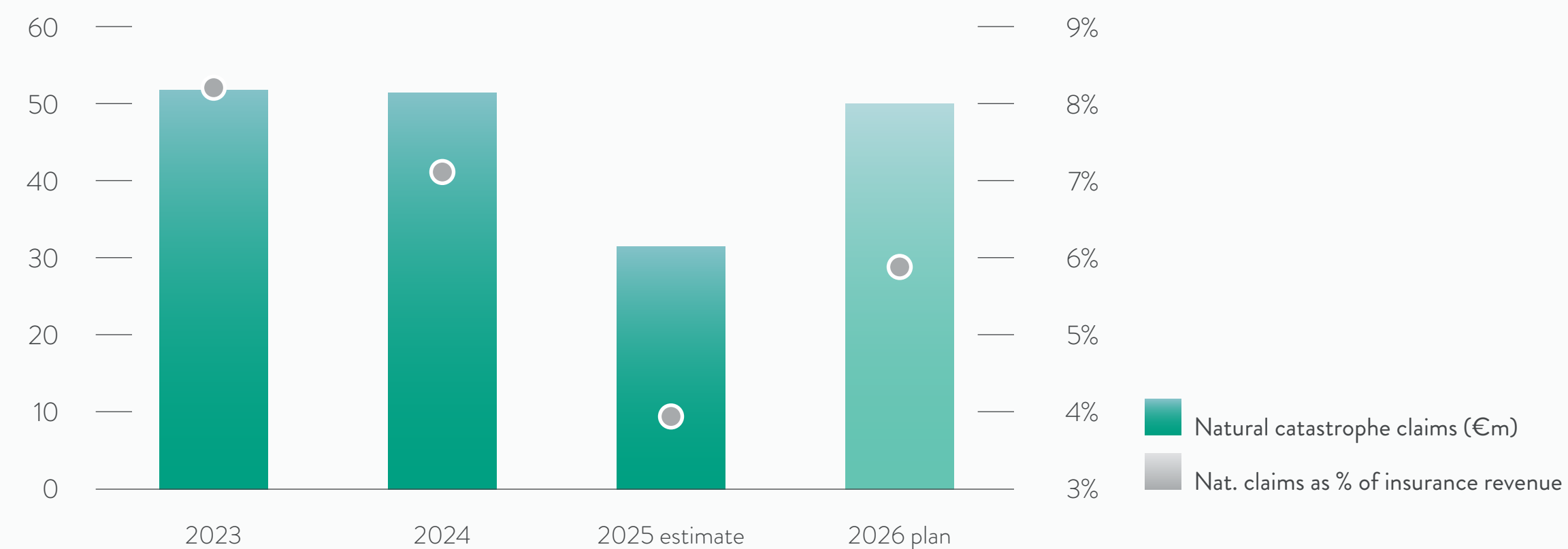
► Key targets for 2026

	2026 plan
Business volume growth	> 5%
Profit, net of tax	> EUR 95 million
Return on equity	> 12%
Combined ratio	< 93%

► Planned business volume growth for 2026

	2026 plan
Non-life, EU	> 3%
Life, EU	> 2%
Reinsurance	> 10%
Non-life, non-EU	> 10%
Life, non-EU	> 15%
Pensions and asset management	> 10%

► Natural catastrophe claims





6.4 Objectives achieved in the year 2025

6.4.1 Targets achieved in 2025

The Sava Insurance Group performed exceptionally well in 2025, exceeding all financial targets. The Group increased its business volume by 9.5%, almost double the planned amount. All business segments exceeded their targets for business volume. The target profitability was also

exceeded, as the achieved combined ratio was much better than planned. Net profit for the year was EUR 114.1 million, significantly exceeding the Group's expectations. This marked an important milestone in the Group's business performance, as it passed the EUR 100 million net profit threshold for the first time. The target return on equity was also significantly exceeded at 15.9%.

► Actuals versus targets in 2025

€m	2025	2025 plan	As % of plan
Business volume growth	9.5%	> 5%	✓
– Non-life, EU	6.3%	> 5%	✓
– Life, EU	4.8%	> 3%	✓
– Reinsurance	23.2%	> 4%	✓
– Non-life, non-EU	14.9%	> 8%	✓
– Life, non-EU	13.7%	> 10%	✓
– Pensions and asset management	15.0%	> 9%	✓
Return on equity	15.9%	> 11%	✓
Profit, net of tax	114.1	> 84	135.8%
Solvency ratio	215%–221%	170%–210%	✓
Combined ratio	87.4%	< 94%	✓

6.4.2 Achievement of strategic goals

Goals achieved in the Group's key strategic priorities

Customer at the centre

We continued to implement activities related to our customer-centric strategy, with a strong emphasis on optimising processes in insurance and investment contracting, as well as in the reporting and handling of customer claims across various touchpoints. We adapted our processes to include the collection and cleaning of customer contact details, as well as the acquisition of consent for business communication via digital channels. These steps are essential for the successful strategic digitalisation of customer communication activities.

We also expanded the systematic monitoring of customer satisfaction – based on regular feedback collection and the implementation of improvements informed by the results – into several decision-making processes. This included product development, the introduction and management of digital solutions for customers,

and the execution of back-office processes that influence customer experience.

We expanded the customer interaction management system to additional Group companies and broadened its use within larger companies by integrating new processes and functionalities, ensuring greater consistency and efficiency across the Group.

Activities included the introduction and upgrading of self-service portals for customers (both individuals and legal entities) and the development of other digital solutions for individual and business customers. These solutions included the option of taking out insurance and paying insurance premiums online.

In 2025, we concentrated on elevating the user experience and boosting the performance of our solutions by deepening the integration between digital tools and back-end systems, while refining our technical infrastructure to support reliable operation as system demands increased. In addition, at Zavarovalnica Sava, we upgraded our automated e-communication solution with customers, which now enables better use of data for automated customer notifications.



Process optimisation

Our primary focus is on implementing process optimisations to simplify business operations for our clients, change internal processes to increase efficiency and agility, enable greater synergies and enhance the Group's digital maturity.

In 2025, we optimised the call centre's operations, shortening response times and reducing the number of return calls. This directly led to greater user satisfaction. By introducing additional digital channels, we have enabled customers to choose the method of communication that suits them best. We also simplified the process of obtaining consent for electronic communication, thereby reducing paper consumption and speeding up procedures from the preparation of offers to the settlement of claims.

In the claims handling process, we provided customers with a clearer insight into the progress of their claims, reducing the need for additional explanations. We introduced an online system for scheduling damage surveys, which has significantly reduced waiting times and improved the organisation of assessment centres. We further

eased the customer journey by automating the retrieval of data from official databases and registers, such as vehicle permits and financial information, saving customers time and reducing the need for additional documentation.

We identified broader synergies and risks related to artificial intelligence and automation across several companies in the Group, which led us to establish a central project programme at the Group level. Its purpose is to ensure the professionally robust implementation of such solutions, supported by high security standards and full compliance with legislation. In this way, we have unified our approach, both organisationally and professionally, to ensure a more optimal deployment with significantly reduced risks.

In line with technological developments, we are taking special care to strengthen our integrated IT ecosystem. At the Group level, we are directing the introduction of new technologies and the planned upgrade of our data centre to support the secure management and processing of data flows across all Group companies.

Sustainable development

We contribute to the transition to a low-carbon economy and the creation of an inclusive and fair society by responsibly managing sustainability impacts, risks and opportunities. This is why sustainable business remains one of the Group's key strategic priorities.

In 2025, we implemented measures to decarbonise our operations and increased the share of energy from renewable sources. We also continued the digitalisation of processes within the companies and the training and awareness-raising of employees regarding the efficient use of energy and other resources.

We achieved progress in the decarbonisation of the value chain, particularly through the consistent exclusion of sectors with the most significant negative environmental impacts from the investment portfolio. We systematically integrate sustainability criteria into investment decisions, supplier selection and evaluation procedures, and product development. At the end of 2025, the share of ESG investments was 24.8%, which is in line with the target of 25%.

However, as responsible investors, we will continue to strive for further growth in ESG investments. The Group companies are continuing to expand the range of investment opportunities that promote environmental and social characteristics.

We also create positive impacts on consumers and the community through socially responsible initiatives at the Group level, such as A Heart for the World and Never Alone. We strengthen long-term relationships with the community and develop a sustainable organisational culture through sponsorships, donations, prevention programmes and volunteer activities.

Last year, as a CSRD-compliant entity, the Sava Insurance Group published its first audited sustainability report, prepared in accordance with European Sustainability Reporting Standards (ESRS). The report provides a comprehensive disclosure of our key environmental, social and governance impacts, as well as financial impacts. This significantly enhances transparency and comparability in reporting on our sustainability goals and their achievement.



Achievement of strategic goals by key business pillar

Non-life insurance

In 2025, we advanced our strategic goals primarily by streamlining our operations, accelerating the digitalisation of processes, and continuously enhancing and adapting our insurance products. We further strengthened profitability, with a particular focus on developing (new) banking sales channels, expanding alternative distribution channels, and increasing the automation of acquisition and claims processes. Alongside this, we also made significant progress through improved data analytics, which increasingly supports the effective management of our insurance portfolio.

We continued to expand and refine our product offering and sales channels within our bancassurance models, while also renewing our vehicle own-damage insurance products, home insurance, and solutions for small and medium-sized enterprises.

As part of our profitability and pricing policy management, we implemented targeted premium and tariff adjustments, introduced new tariff models and bonus schemes, and updated policy

terms and conditions and underwriting rules, particularly for health, home and property insurance.

At the same time, the further development of underwriting processes was closely aligned with efficiency gains and operational optimisation. We improved the consistency and speed of decision-making while strengthening collaboration and unlocking synergies across claims, sales, underwriting and actuarial functions, ensuring a more integrated and responsive approach. We also optimised our acquisition processes by implementing more frequent targeted monitoring and automating approvals. This enabled better load management and faster decision-making.

In terms of digitalisation and reducing paper-based business, we continued to introduce paperless processes and encourage online insurance purchases and claims reporting using e-signatures. We increased our use of digital sales platforms and strengthened online sales, which are increasingly becoming the predominant sales channel in several insurance segments.

In the area of claims process automation, we introduced numerous improvements aimed at increasing efficiency and shortening response

times. These included the introduction of automatic registration of certain claims, automated assignment of claims, classification and triage of claims, and customer appointment calendars. We overhauled the claims reporting process and continued to implement machine learning modules in specific areas. We also upgraded our protocols for handling mass claims and our network of external contractors.

In individual insurance segments, we began laying the groundwork for an environment that will support enhanced data analytics and improve the user experience across different stages of the insurance cycle. Taking into account strategic objectives related to the use of artificial intelligence, we identified areas with the greatest potential for introducing processes supported by artificial intelligence.

Life insurance and pensions

In 2025, the Group continued to develop and adapt its range of life and pension insurance products. We placed particular emphasis on upgrading insurance products, modernising business operations and complying with regulatory requirements in the insurance industry.

In the protection insurance segment, we overhauled our bancassurance products in the EU markets and adapted our credit life insurance products to meet the needs of our partner banks. In our non-EU markets, we developed and upgraded our bancassurance product portfolio through partnerships, introducing new additional coverages across life, health and accident insurance. These improvements have enabled us to provide our customers with more tailored and comprehensive insurance protection.

The unit-linked life insurance segment was also significantly modernised in 2025. In our EU markets, we supplemented our offering with policies that include a minimum guaranteed rate of return, enabling customers to adopt a safer investment strategy. In our non-EU markets, we increased the diversity of investment options by including new Invest funds.

To further improve productivity and cost efficiency, we introduced new technological solutions and optimised business processes across the Group. In the markets outside the EU, we upgraded our underwriting procedures and increased insurance limits to enable more efficient underwriting.



In EU markets, we have adapted our underwriting procedures in line with the right to be forgotten act, thereby ensuring equal access to insurance for those who have suffered from serious illnesses in the past. At the same time, we have incorporated machine learning technology into our back-office claims handling processes, resulting in faster and more cost-effective claim processing.

In the area of pension insurance, we adjusted the age limits for insured persons to switch between life cycle funds. This further optimises investment strategies based on the age of pension clients. We also adapted our operations to changes in pension legislation that will affect pension savings and annuity payment plans.

Reinsurance

The events of 2025 were greatly affected by the global situation, which was characterised by numerous crisis hotspots around the world, including the ongoing tensions in Ukraine and the Israel–Gaza region, as well as new or intensifying risks. These include the consequences of climate change, such as droughts, floods and other extreme weather events, as well as cyber risks and challenges related to the development of artificial intelligence. These issues now have a significant impact on the global economy and security.

While these factors had a significant impact on the reinsurance industry in the past, they were insufficient to maintain the hard market in 2025. Global reinsurance companies have performed exceptionally well in recent years, leading to an influx of additional capital and greater reinsurance capacity. This contributed to a change in the cycle and a shift in reinsurance trends towards greater competition, resulting in a softening market.

At Sava Re, we continued to prudently restructure our portfolio, focusing primarily on maintaining an appropriate balance between proportional and non-proportional contracts. At the same time, we paid special attention to achieving appropriate geographical diversification. By 2025, we had significantly increased the diversity of the portfolio by exploiting new business opportunities in markets where Sava Re's presence was previously limited and by adjusting our overall exposure in individual major markets.

We expect further market softening in terms of both prices and conditions in the future. In reinsurance underwriting, our key guideline remains to carefully monitor global trends and adapt quickly to changes. Only by taking a responsible approach and maintaining the right degree of flexibility can we ensure the required profitability while keeping long-term portfolio volatility low.

Asset management

In 2025, asset management once again achieved strong growth in the value of its umbrella fund, driven by favourable capital market conditions and substantial net inflows. In terms of sales, the company maintained or strengthened its position in key channels while upgrading its investor monitoring and support processes. The company also continued to implement activities to strengthen information security and optimise and digitise back-office processes.

Assistance services

The year 2025 saw the continuation of activities that had been initiated the previous year. The introduction of a new information system brought us closer to achieving a higher level of process automation. We started implementing artificial intelligence and consolidating our business with other Group companies.

We strengthened our business by establishing new partnerships and deepening our collaboration with existing partners. With this positive momentum, we expect to achieve our goals even more effectively.