CIG PANNÓNIA
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Investor Professional Event

07/11/2025

Strategic goals 2021

- Establishment of a composite operating model (EMABIT relaunch)
- Strengthening our presence in the retail market
- Stable market position in the corporate segment
- Expansion of product portfolio

Priority objective

achieving "medium-sized" insurer status

Global market leaders	• Revenue exceeding 150 billion HUF • Global presence • Composite product portfolio
Mid-sized insurers	• Revenue between 50-150 billion HUF • Strong players entering the region through acquisitions or domestic mid-sized insurers • Composite product portfolio
Niche insurers	• Revenue below 50 billion HUF • Insurers focusing on a single product or client segment within the life or non-life insurance sector

Evaluation of the Growth Strategy 1.0

(2021-2024)

Key Focus Areas of the Growth Strategy (2021)

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The strategic vision of CIG Pannónia

- Innovative products and services
- Prudence
- Customer- and employee-focused approach
- Flexible internal operation
- Increasing profits and stable dividends

Short-term strategic focus areas

Laying the foundations — 2023

Based on domestic market needs CIG Pannónia should focus on developing non-life insurance products with which they can quickly enter the market supported by strong marketing and sales activities, thus creating a composite product portfolio and the stable organizational and IT foundations which are necessary for growth.

Strategic playing fields

Strategic areas for action

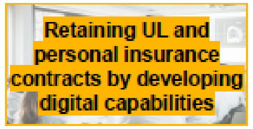
- Laying the foundations for composite operations
- Strengthening the retail and corporate market presence
- Developing a composite product portfolio

Long-term strategic focus areas

Entering the growth stage — 2026

Following the creation of the foundations of the composite operation, CIG Pannónia will be able to enter into the growth stage, while further expanding its product portfolio within the retail segment and continuously increasing customer value through the implementation of advanced digital solutions and customer management capabilities.

Strategic playing fields



Strategic areas for action

- Expansion in the retail segment
- Developing advanced customer management capabilities
- Client- and partner-side digitization

Implementation of strategic areas 1.
(2021-2024)

- **Bank insurance model** established in strategic cooperation with MBH Bank and Euroleasing

- Continuous growth in the areas of **public procurement and large corporate insurance**, both in personal and property insurance.

- **Expansion of sales channels:**
  The number of sales channels has decreased (due to the termination of the tied sales network); however, the number of accessible customer segments and sales partners has expanded significantly in the recent period

- **Establishing strategic partnerships**

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Short-term strategic focus areas

Laying the foundations 2023

Based on domestic market needs CIG Pannónia should focus on developing non-life insurance products with which they can quickly enter the market supported by strong marketing and sales activities, thus creating a composite product portfolio and the stable organizational and IT foundations which are necessary for growth.

Strategic playing fields

Strategic areas for action

Laying the foundations for composite operations	Strengthening the retail and corporate market presence	Developing a composite product portfolio

Implementation of strategic areas 2. (2021-2024)

- **Diversified product portfolio**
- Different products have been developed for each sales channel and sales partner. **Since 2021, nearly 100 product launches or updates have been implemented.**
- **Group insurance solutions** for corporate clients have been implemented
- Review of RPA developments aimed at **improving digital capabilities**
- Development of innovative boxed products' sales

Long-term strategic focus areas

Entering the growth stage — **2026**

Following the creation of the foundations of the composite operation, CIG Pannónia will be able to enter into the growth stage, while further expanding its product portfolio within the retail segment and continuously increasing customer value through the implementation of advanced digital solutions and customer management capabilities.

Strategic playing fields

- Group personal insurance for corporate partners
- Retaining UL and personal insurance contracts by developing digital capabilities
- Innovative standardized retail products in domestic and foreign markets

Strategic areas for action

- **Expansion in the retail segment**
- **Developing advanced customer management capabilities**
- **Client- and partner-side digitization**

Domestic insurance market 2020-2024

CIG Pannónia had a market share of 1.86% in the insurance market (13th position)

CIG Pannónia's market share rose to 3.28% by 2024

Insurer	Premium income (HUF Million)	Market share(%)
GENERALI	263 568	14,83%
ALLIANZ	252 669	14,22%
GROUPAMA	220 078	12,39%
ALFA	210 344	11,84%
UNION	125 159	7,04%
UNIQA	117 107	6,59%
NN	105 027	5,91%
K&H	101 747	5,73%
SIGNAL IDUNA	67 506	3,80%
CIG Pannónia	58 357	3,28%
MAGYAR POSTA	57 224	3,22%
MetLife	49 222	2,77%
GRÁNIT	39 298	2,21%
KÖBE	22 738	1,28%
MEDICOVER	20 755	1,17%
GENERTEL	19 404	1,09%
GRAWE	12 085	0,68%
Agrár Biztosító	11 922	0,67%
BNP Paribas CARDIF	11 346	0,64%
EUB	6 080	0,34%
LEGITIMO	3 646	0,21%
MÜBSE	1 564	0,09%
Total	**1 776 846**	**100,00%**

Source: MABISZ Annual Reports (2020-2024)

Above-average growth in an expanding insurance market

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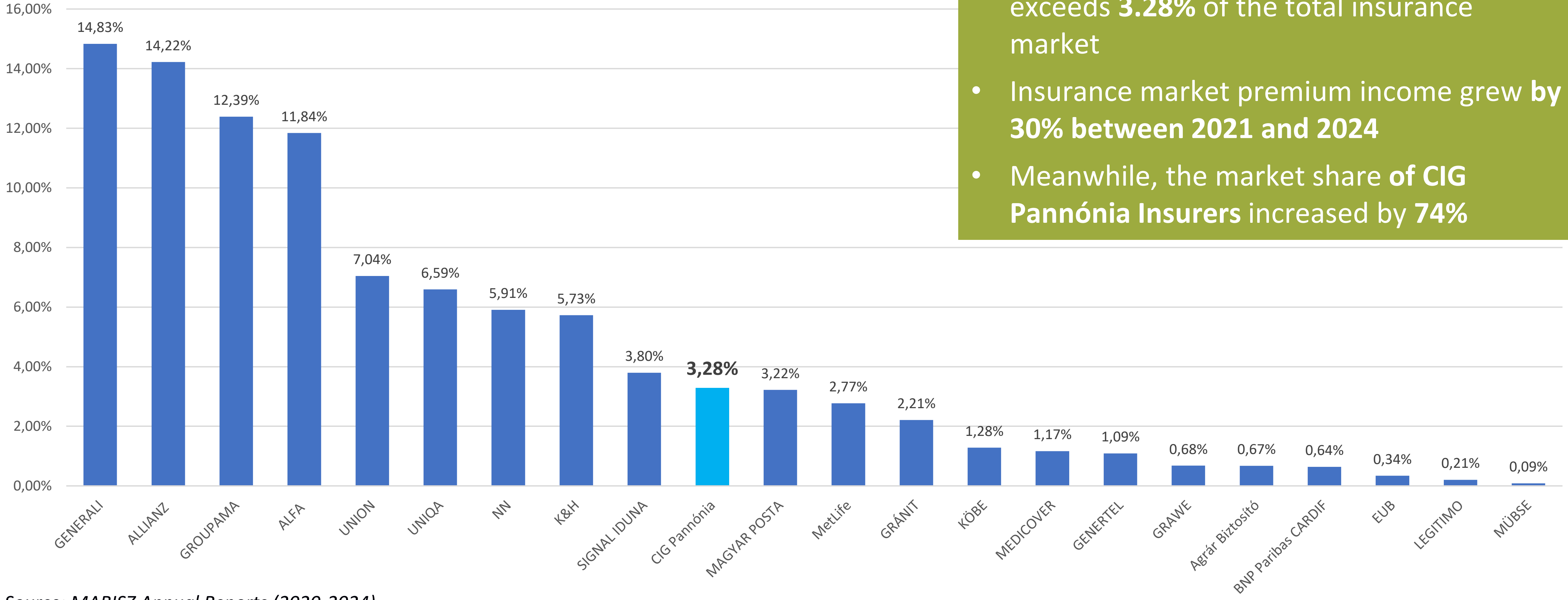
Market share of insurers, 2024 (%)



- The market share of CIG Pannónia Group exceeds **3.28%** of the total insurance market
- Insurance market premium income grew **by 30% between 2021 and 2024**
- Meanwhile, the market share **of CIG Pannónia Insurers** increased by **74%**

Source: MABISZ Annual Reports (2020-2024)

Significant growth in a slightly expanding market for life insurance companies

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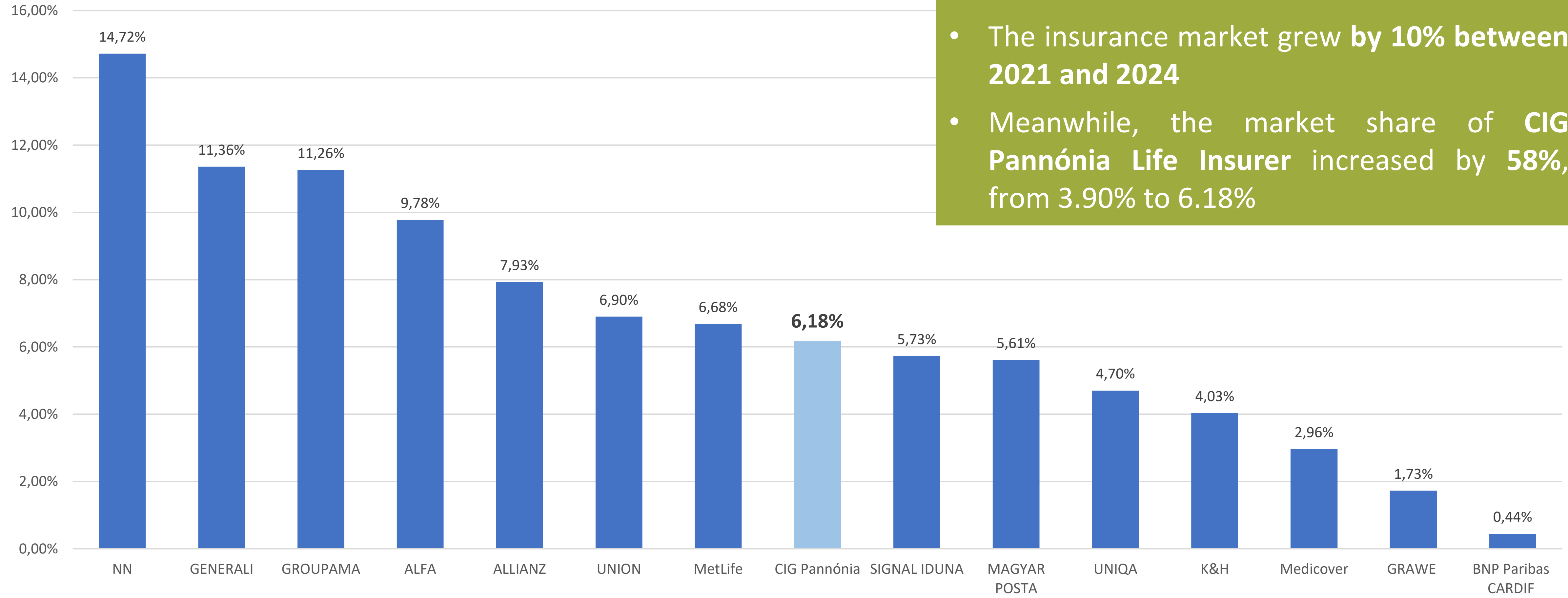
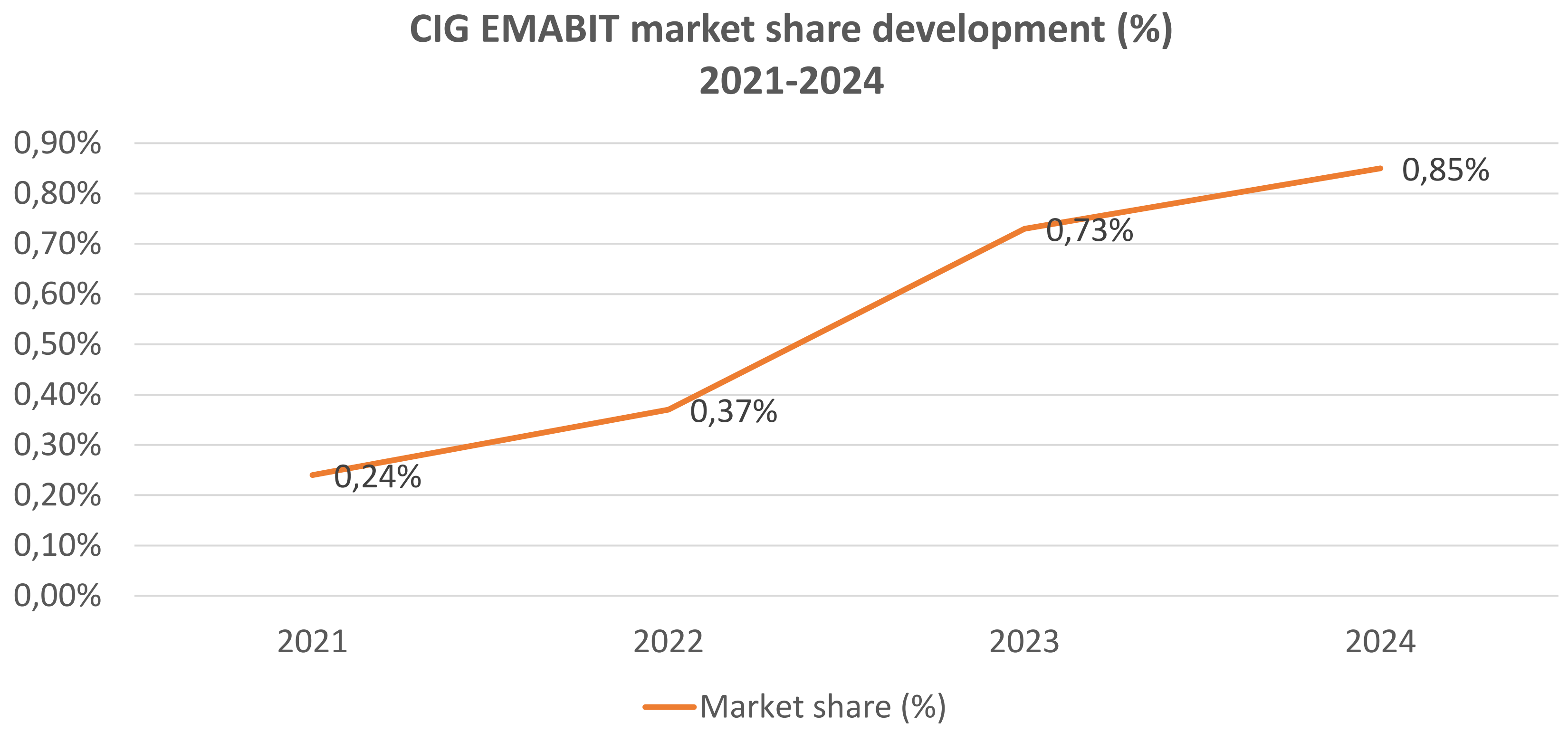
- CIG Pannónia Life Insurer's market share is **6.18%**
- The insurance market grew **by 10% between 2021 and 2024**
- Meanwhile, the market share of **CIG Pannónia Life Insurer** increased by **58%,** from 3.90% to 6.18%

Market share of life insurers, 2024 (%)



Source: MABISZ Annual Reports (2020-2024)

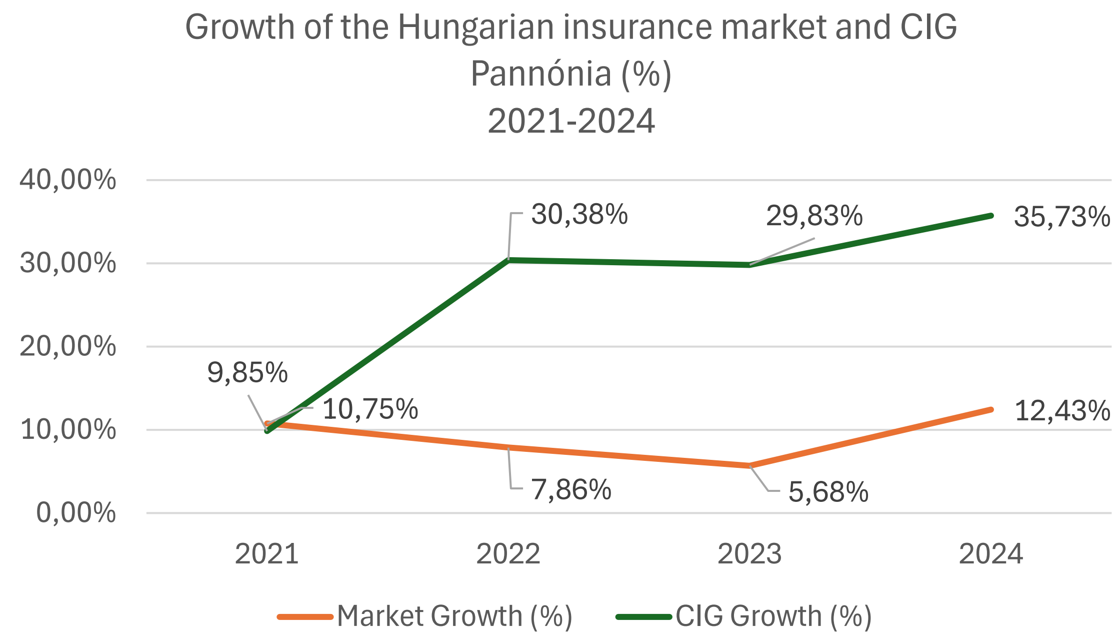
CIG EMABIT also achieved above-market growth

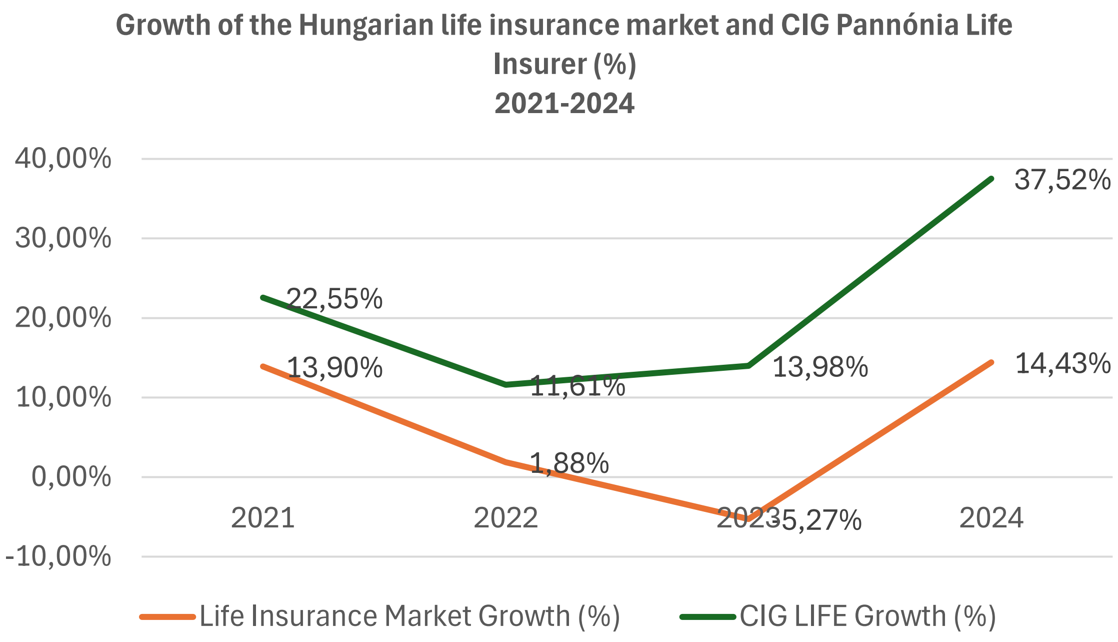


CIG EMABIT's market share **more than tripled** during the period under review!

Source: MABISZ Annual Reports (2020-2024)

Continuous development

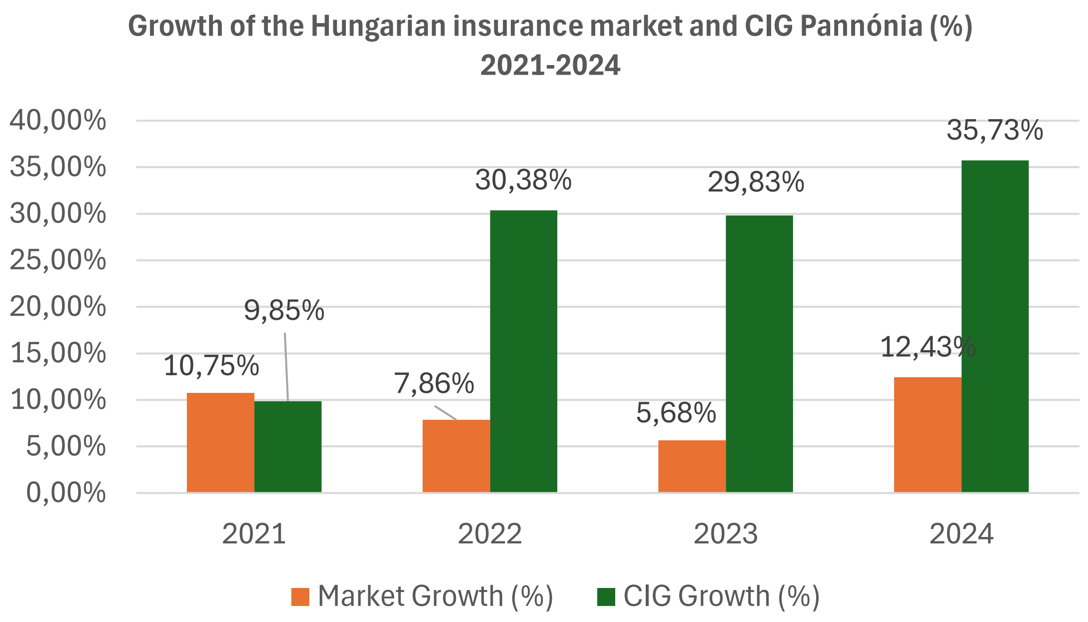


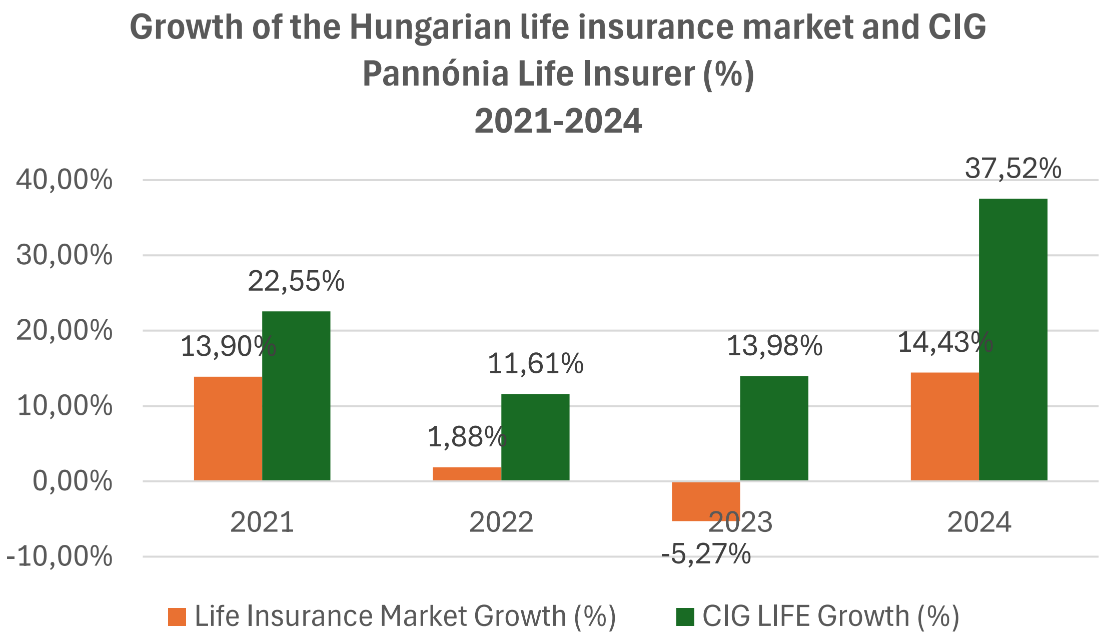


By the end of 2024, CIG Pannónia Insurers had become one of the insurance companies with **premium income exceeding HUF 50 billion**, thus ranking among the **TOP 10** domestic insurance companies!

Source: MABISZ Annual Reports (2020-2024)

Continuous development





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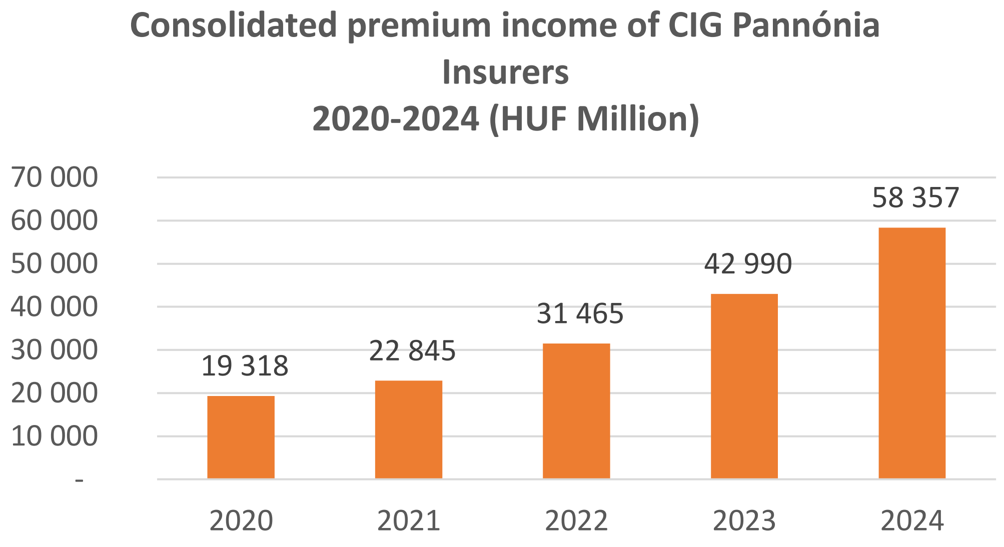
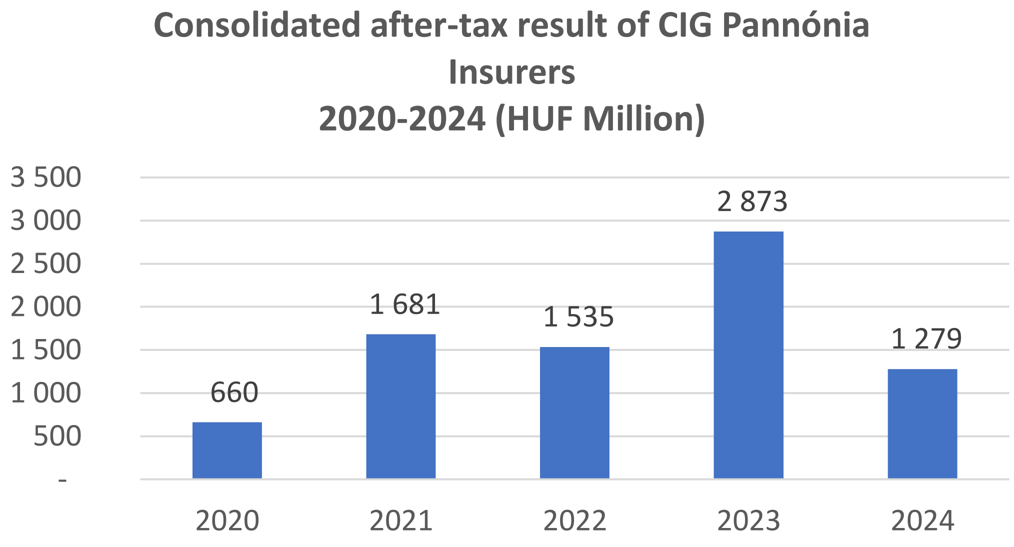
Source: MABISZ Annual Reports (2020-2024)

Increasing premium income and profitability

- **Consistently positive results**
- **Dividend policy:** the commitment to distribute generated profits remains unchanged, but this objective may be overridden by potential acquisitions or other investments (promoting significant growth) and the utilization of these opportunities (dividend payments: 2021, 2022, 2023, — prior to that, only once over a 10-year period…)
- An insurer is **a mid- to long-term** investment target





Outstanding corporate results

Business
• Launch and ramp-up of the retail and corporate property business line • Bank insurance business line • Unique reinsurance background • Improving claims ratio, continuous claims ratio management • Key and strategic partnerships - MBH, Euroleasing, Vista, Telekom

Outstanding corporate results

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Organizational

- Flexible organizational development
- Reducing fluctuation (28% >> 11%)
- Alongside a dynamic growth (90/210 employees) stable organizational structure and background development
- Outstanding professional background

Outstanding corporate results

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Operational
• Implementation of IFRS 17 • Prudent operation • Integration of control processes and strengthening control functions • Digitization of business processes • Establishing ESG processes • Full implementation of responsible corporate governance standards in the premium category

Strategic update 2025

Characteristics of the domestic insurance market
Insurers and intermediaries

- The average age of advisors is rising, recruiting new advisors is difficult

- The insurance market is growing nominally year on year in terms of premium income, while insurance penetration (as a proportion of GDP) is declining

- Market players constrained by strict frameworks, continuous tightening of regulations by regulators and supervisory bodies, which affect companies' profitability and increase the complexity of processes

- There is currently no real innovation on the market and the digitalization of the sector is low (primarily in the areas of customer service and claims settlement).

- A paradigm shift is needed across the entire insurance market ➔ both in products and business processes!

Key areas of Growth Strategy 2.0

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In order to achieve its growth targets, CIG Pannónia Insurers must focus on significantly improving its internal operational efficiency, continuously renewing its product range, and exploiting the opportunities offered by digital transformation to increase customer and employee satisfaction

- For renewal and further development, CIG Pannónia Insurers need **to renew their IT infrastructure and begin digital transformation**
- Organizational development, in order to respond more dynamically and quickly to rapidly changing market processes
- **Increasing name and brand awareness, and strengthening the trust of customers and partners**
- **Enhancing customer experience** throughout the entire customer journey by ensuring that the products and services developed are always focused on satisfying customer needs at the highest level

The Insurer's short- and medium-term tasks

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To realize its strategic vision, CIG Pannónia must focus on seven main areas of action

ESG

- Innovation
- Prudence
- Brand building
- Flexible internal operation
- Growing profit, stable dividend

Sustainable and future-proof solutions (2025-2027)		Expansion and optimization (2028-2030)	
Developing solutions or upgrading existing ones that will enable the Insurer to become and remain at the forefront of the market in terms of technology, organization, and efficiency over the next 10-15 years.		Focus on business consolidation and growth, in order to be able to respond as quickly as possible in the changing environment.	
Developing strategic and key partnerships	Developing digital skills, with a particular focus on customer service	Revision of outsourcing and reinsurance cooperation, expansion of core activities	Expansion of retail product portfolio, recommendations based on customer characteristics
IT ecosystem renewal	Product mix renewal and maintaining its profitability	Complete transition to a unified core system	

Summary of strategic playing fields

2025-2027
Sustainable and "future-proof" solutions

- Development of strategic and key partnerships (bank insurance, affinity)
- Product mix renewal and maintaining its profitability
- IT ecosystem renewal
- Developing digital skills, with a particular focus on customer service

2028-2030
Expansion and optimization

- Revision of outsourcing and reins. cooperation, expansion of core activities
- Expansion of retail product portfolio, recommendations based on customer characteristics
- Complete transition to a unified core system

Thank you for your attention!

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