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VIG sets ambitious targets for next three years with new evolve²⁸ Group strategy Focus on growth, higher profit and continuously increasing dividends

Following the previously announced outlook upgrade for the full year 2025, Vienna Insurance Group (VIG) is now sharing its plans for the next three years. As part of the new strategic Group programme, evolve²⁸, five quantitative targets were defined that set the guidelines for the next three years. These targets focus on the consistent expansion of the Group's market leadership in Central and Eastern Europe, a significant increase in premiums and profit, and on the local strategies of the Group's 50 companies.

Based on the outstanding Q1–Q3 Group result before taxes of EUR 873 million (a year-on-year increase of more than 30%), VIG increased the range for the 2025 profit before taxes to EUR 1.10 billion to EUR 1.15 billion in November. This result also creates the foundation for the financial targets for the next three years.

Overview of the 2028 targets (without taking into account the planned acquisition of NÜRNBERGER Beteiligungs-AG):

- + **Gross written premiums:** at least EUR 20.0 billion (+23% compared to 2025 forecast)
- + **Profit before taxes:** at least EUR 1.5 billion (+30% compared to 2025 forecast)
- + **Net combined ratio:** maximum 91%
- + **Operating return on equity:** at least 17%
- + **Solvency ratio:** 150% to 200%

Hartwig Löger, CEO of Vienna Insurance Group, on the ambitious KPIs: *“Our planning provides a very clear picture of the growth trajectory we will pursue over the next three years, and this will be further increased once the regulatory approvals for the Nürnberger acquisition have been obtained. We are driving forward the expansion of our market leadership and plan to significantly grow our premiums and profit while remaining true to our principle of local entrepreneurship. We chose evolve²⁸ as the name for the strategy because it represents a strategic approach that focuses on continuous development rather than changing everything at once. We build on proven success factors and adapt our business model flexibly and resiliently to the dynamic environment.”*

In contrast to most multinational companies, VIG does not consider itself as a centrally controlled corporation, but rather as a Group that relies on strong self-responsibility of its local companies. This positioning will be consolidated by the strategy programme planned for the next three years. With its evolve²⁸ strategy, VIG does not impose a corporate strategy, but forms a framework with four strategic elements within which the local companies can align themselves individually.

The following four elements form the framework of evolve²⁸:

- + Values & Principles
- + Country Portfolio & Company Strategies
- + Group Programmes
- + CO³ (Communication, Collaboration, Cooperation)

The **Values & Principles** describe the positioning of VIG Group and thus provide the foundation for the strategic interaction. The five Group values are “**Plurality**”, “**Entrepreneurship**”, “**Responsibility**”, “**Excellence**” and “**Passion**”. The principles describe how VIG embodies its Group philosophy, the role of the Holding company and how collaboration works within the Group. They address factors such as the deeply rooted multi-brand strategy, the focus on local entrepreneurship and the differentiation between special markets and core markets.

The **local strategies of the around 50 companies** form the core element of the new strategic programme. They were developed by each company based on a structured market and trend analysis and then consolidated at Holding company level. Structured knowledge sharing will be established next year to address topics from within the local strategies that are of Group-wide relevance. These include: expanding the customer base, strengthening distribution, expanding the product offering, operational improvements to processes and structures, as well as prioritising employees and corporate culture.

The **five Group programmes**, as a further strategic element, are also embedded across the Group and managed by the Holding company with the involvement of local companies. They underpin the implementation of individual corporate strategies and build on the trends of the coming years. A member of the VIG Managing Board will be responsible for each programme. The five Group programmes are: **Sustainability**, **Capital Management**, **Banking Cooperation**, **Artificial Intelligence** and **Health**.

More intensive exchange within the Group is orchestrated by **CO³** as the fourth framework element. This abbreviation represents the interconnection of **Communication**, **Collaboration & Cooperation**, and aims to strengthen collaboration within the Group, create synergies and foster transparency. This is achieved through established and new personal formats, on the one hand, and through the increased use of digital channels, on the other. The structured exchange of best practices generates economies of scale.

Dividend policy

Vienna Insurance Group confirms its existing dividend policy and aims to achieve a dividend per share of at least the same level as the previous year. Depending on the operating result, the Group’s objective is to continuously increase the dividend per share.

Vienna Insurance Group (VIG) is the leading insurance group in the entire Central and Eastern European (CEE) region. More than 50 insurance companies and pension funds in 30 countries form a Group with a long-standing tradition, strong brands and close customer relations. Around 30,000 employees in VIG take care of the day-to-day needs of around 33 million customers. VIG shares have been listed on the Vienna Stock Exchange since 1994, on the Prague Stock Exchange since 2008 and on the Budapest Stock Exchange since 2022. VIG Group has an A+ rating with positive outlook from the internationally recognised rating agency Standard & Poor's. VIG cooperates closely with Erste Group, the largest retail bank in Central and Eastern Europe.

Disclaimer

This release contains forward-looking statements that concern future developments in Vienna Insurance Group (VIG). These statements are based on current assumptions and forecasts made by the management. Changes in general economic developments, future market conditions, capital markets and other circumstances could result in actual events or results differing significantly from these forward-looking statements. VIENNA INSURANCE GROUP AG Wiener Versicherung Gruppe assumes no obligation to update these forward-looking statements or modify them based on future events or developments.

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