

Antonio Huertas

Chairman and CEO
of MAPFRE

COVID-19

A year of living with the **pandemic**



STRATEGIC PLAN

2019-2021



REVENUE

€25,419M

-10.7% -2.2%*

ROE 7.6%

*Excluding goodwill writedown

DIGITAL BUSINESS PLAN

OUR CLIENTS ARE INCREASINGLY DIGITAL, JUST LIKE MAPFRE.

€1,126_M

DIGITAL BUSINESS
PREMIUMS

7%

OF TOTAL

4.8_{MILLION}

CLIENTS

SELF-DIRECTED CLIENTS
AROUND THE WORLD



Growth in LIFE



NEW OPERATING MODEL

NEW TECHNOLOGY PLATFORM



QUALITY PERCEIVED BY CLIENTS

BEST
NPS[®] IN 82%
OF OPERATIONS

% of businesses that exceed the market average.



CLIENT EXPERIENCE

Distribution channels

Hybrid digital and face-to-face model

AUTOMOBILE INSURANCE

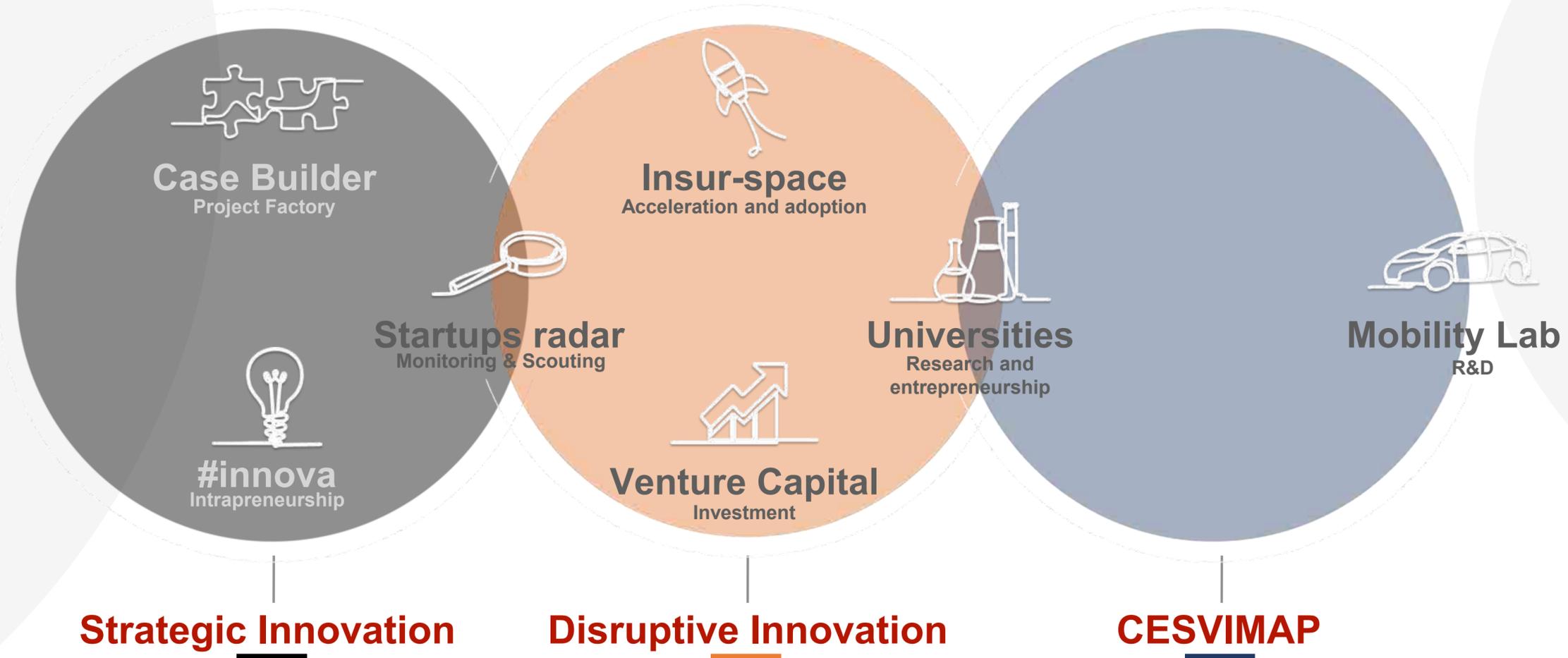
ADAS

PAY-PER-USE

ON/OFF INSURANCE



MAPFRE Open innovation



700,000
Clients
benefitted



Insurtech



**Artificial
Intelligence**

**COMBINED
RATIO**
94.8%



Excellence
IN TECHNICAL
AND OPERATIONAL MANAGEMENT

GLOBAL OPERATING EFFICIENCY MODEL



REMOTE WORKING
RATIOS

>90%

CUSTOMER
SERVICE CENTER

60 million
calls

ADVANCED DATA ANALYTICS

Predictive models

**Very satisfactory progress
in Spain and the USA.**

TECHNOLOGY



**New technology platforms
Remote work facilitated for +30,000 employees**

CYBER SECURITY

WE REPELLED WITH THE AUGUST CYBER ATTACK

CYBER RESILIENCE PLAN





TARGET
GENDER
EQUALITY



46.3% Gender
EQUALITY

84%
CULTURE
and TALENT Index



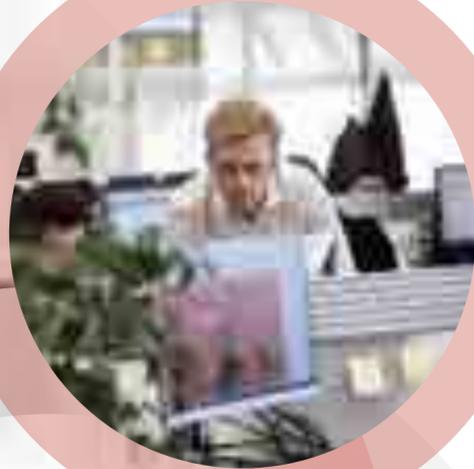
TARGET
GENDER
EQUALITY



3.3%

WORKFORCE WITH **DISABILITIES**

1,025 EMPLOYEES



#Digitalchallenge

- **AGEING PROJECT**



IBERIA

Business STRATEGY

Help for clients, mediators
and providers



7 million clients in Spain

Family program

SMEs and self-employed

Delegate and agent network

Profitable growth in local currency

Excellent performance 

CHALLENGE: Improve technical result

Focus on channels and products with better profitability



BRAZIL

Business STRATEGY



LATAM NORTH

MEXICO

Growth, productivity and digitalization

CENTRAL AMERICA

Shared service centers

DOMINICAN REPUBLIC

Synergies in P&C and health

Business STRATEGY

Cost adjustment plan and technical improvements

Brokers and bancassurance

Digital business



**LATAM
SOUTH**

**Business
STRATEGY**

NORTH AMERICA

Business STRATEGY

Massachusetts:
excellent results

New technology platform

Focus on key states

AAA

PUERTO RICO:
Return to profitability



Turkey

- > Technical control of Automobiles and Health



Germany

- > Auto manufacturers distribution agreements



Italy

- > Cost reduction and efficiency improvement plan



Malta

- > Technological transformation



EURASIA

Business STRATEGY



MAPFRE | RE

ABILITY TO ABSORB
EXTRAORDINARY EVENTS

2021: RETURN TO CONTRIBUTING
TO GROUP EARNINGS



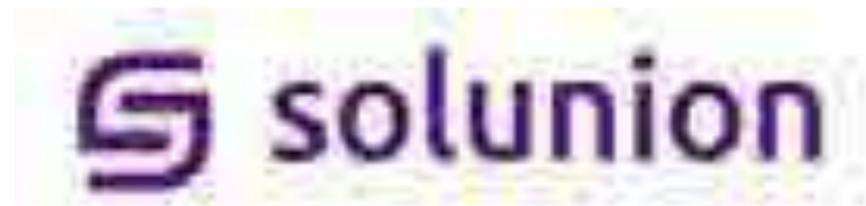
MAPFRE Global Risks

BUSINESS MODEL: MAPFRE CLIENT



RESTRUCTURING PROCESS

FOCUS ON STRATEGIC MAPFRE MARKETS



OUTSTANDING 2020 IN SPAIN AND LATAM

PRUDENT RISK CONTROL

In summary...



EXCELLENT RESULTS IN ALL COUNTRIES



DIVIDEND COMMITMENT



HIGH LEVEL OF SOLVENCY AND LIQUIDITY



ADEQUATE STRATEGIC PROGRESS

COMMITMENTS 2021



8.5%

ROE

+€700M

NET
OPERATING
RESULT

+3%

INSURANCE
PREMIUMS

95%

COMBINED
RATIO

RESULTS

2 FOR THE FIRST MONTHS 2021

€4.228M
+2,3%*

PREMIUMS

94,6%

**COMBINED
RATIO**

€99M
+41,2%

**NET ATTRIBUTABLE
RESULT**

*At constant exchange rates



PATH TO MODERATE PROFITABLE GROWTH



DIGITAL AND CULTURAL TRANSFORMATION

THE

MAPFRE

SHARE

WE STRIVE EVERY DAY TO EARN AND RETAIN YOUR **TRUST.**





THE HEARTBEAT THAT DRIVES US



"There is no sustainable or profitable business in the medium- and long-term if we do not work every day to improve the environment and quality of life for the communities where we operate and live."





@ahuertasmejias

www.linkedin.com/in/antoniohuertasmejias

@ahuertasmejias

AGM 21 Annual General Meeting  **MAPFRE**

THANK YOU

Antonio Huertas
Chairman and CEO of MAPFRE

#WeAreMAPFRE