



**MAPFRE** 2020  
ANNUAL GENERAL MEETING

**Antonio Huertas**

Chairman and CEO of MAPFRE

**#WeAreMAPFRE**

March 13, 2020



# Sustainability

of our operating  
results

## ECONOMIC situation

...and COVID-19

## POLITICAL and SOCIAL context

...instability, uncertainty

## WEATHER events

- Intensity
- Frequency

# FOCUS ON THE BUSINESS

Profitable growth

Bolstering technical foundations

Risk diversification



**Strategic Plan**

**2019-2021**

**Profitable**  
GROWTH

**REVENUE**

✓ **€28,472M**

REVENUE GROWTH 7%  
PREMIUMS: €23,044M +2.2%



**Profitable  
GROWTH**

**Growth**  
in DIGITAL BUSINESS

 **+17%**

**PREMIUMS €1,300M**  
**700,000 PURELY DIGITAL  
POLICIES**



**Profitable**  
**GROWTH**

**ROE**

**8%**

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Without taking goodwill  
writedowns into account



# Growth in Life



**Profitable**  
GROWTH



**9.2%**

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**LIFE PROTECTION**



**CLIENT  
ORIENTATION**

**NPS®**



**86.3%**

**FOCUS ON THE CLIENT  
DISTRIBUTION CHANNELS**

% of businesses with an NPS® higher than the market average



**CLIENT  
ORIENTATION**



**No. of MOI Clients**

 **244,723**

**MAPFRE INNOVA  
INSURSPACE  
CESVIMAP**



**Excellence**  
IN TECHNICAL AND  
OPERATIONAL  
MANAGEMENT

**NON-LIFE**  
**COMBINED**  
**RATIO**

**97.6%**



**Excellence**  
IN TECHNICAL AND  
OPERATIONAL  
MANAGEMENT

**Automated  
transactions**



**+5.3M**

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**Global efficiency model  
Advanced Analytics**



GENDER  
EQUALITY



48.3%

# Culture and TALENT



CULTURE AND  
**Talent**



**81%**

Digital Challenge  
AGING Project

## WORKFORCE WITH DISABILITIES



CULTURE AND

Talent



2.9%





**BUSINESS  
STRATEGY**

**Banco Santander agreement**

**MAPFRE for the Family**

**Personal lines client strategy**

**Large Cities**

**Businesses**

**Self-employed**

**Savia**

**IBERIA**



Improved technical result

Life Protection

Businesses



BUSINESS  
STRATEGY

BRAZIL

# BUSINESS STRATEGY

**MEXICO:** Agent networks, banking agreements, digital channel

**CENTRAL AMERICA:** Shared services

**DOMINICAN REP.:** HEALTH

# LATAM NORTH

Reduced combined ratio

New trade agreements

LIFE business



BUSINESS  
STRATEGY

LATAM SOUTH



**BUSINESS  
STRATEGY**

Massachusetts leadership

Focus on key states

Northeast region

California

AAA

**PUERTO RICO:**

Digital transformation

Control of catastrophic risk

**NORTH AMERICA**

## Turkey

- ▶ Technical profitability

## Germany

- ▶ Digital business growth

## Italy

- ▶ Efficiency and profitability

**BUSINESS  
STRATEGY**

**EURASIA**



## MAPFRE | RE

- SOLVENCY
- CATASTROPHE PROTECTION
- BUSINESS MODEL STRENGTH
- IMPROVED PORTFOLIO

## MAPFRE Global Risks

- BUSINESS MODEL:  
MAPFRE Client

MAPFRE | ASISTENCIA

Focus on strategic

**MARKETS FOR  
MAPFRE**

Strategic priority:  
Complement MAPFRE's  
value proposition





**solunion**



**NEW  
STRATEGIC  
PLAN  
20/21**



**Continue to grow  
IN SPAIN  
Consolidate presence  
IN LATAM**



**Review of aspirational objectives**

**2019-2021**



# IN PROFITABLE GROWTH

**CREATING VALUE** FOR  
SHAREHOLDERS

ROE **8%** - **9%**  
three-year average

GROW IN A SUSTAINABLE  
AND PRUDENT WAY

REVENUE  
**€28,000** - **30,000M**

# CLIENT ORIENTATION

Measurement of quality  
perceived by the client

NPS®

73%

% of businesses with an NPS® higher than the market average



Excellence  
in **TECHNICAL**  
and **OPERATIONAL**  
**MANAGEMENT**

Non-Life  
**COMBINED**  
**RATIO**

**96%** - **97%**

Three-year  
average

# CULTURE AND TALENT

WORKFORCE WITH  
DISABILITIES

3%

CULTURE AND  
TALENT INDEX

75%

VACANCIES IN  
MANAGERIAL POSITIONS

45%  
filled  
by WOMEN

# Transforming MAPFRE

to make it happen



More  
competitive



More  
profitable



More  
committed



**TOGETHER**





**Financial  
dividend**

**VS.**

**Social  
dividend**





# COVID-19 CORONAVIRUS



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