



 **MAPFRE**

# ANNUAL GENERAL MEETING\_2019

**Antonio Huertas**

Chairman and CEO of MAPFRE  
March 8, 2019

**#WeAreMAPFRE**

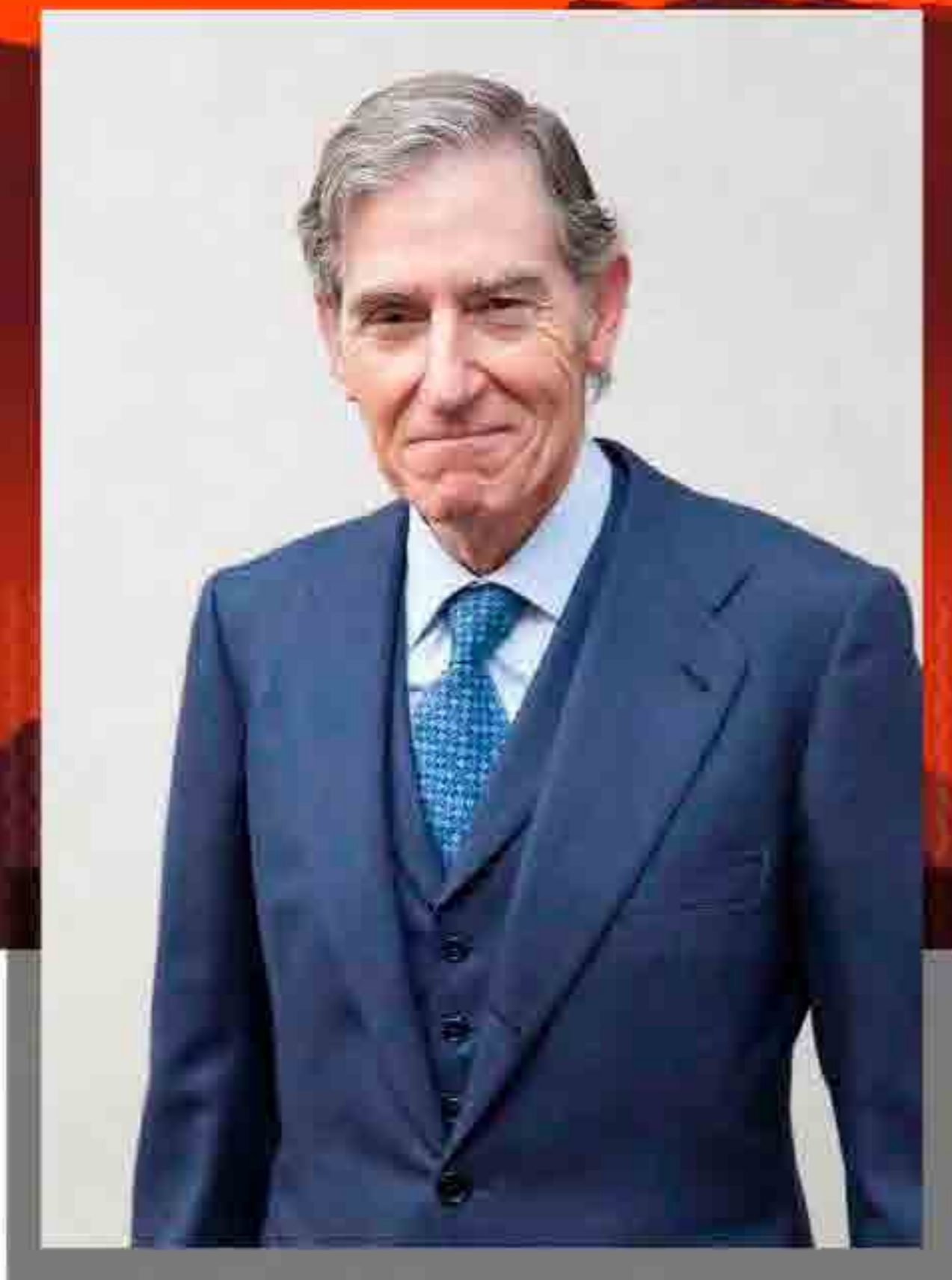


We work  
to earn your

**TRUST**



**ANTONIO NÚÑEZ**



**RAFAEL MÁRQUEZ**



**JOSÉ MANUEL MURIES**

# SUSTAINABILITY

- ▶ GROWTH
- ▶ RESULTS

2017

€700<sub>M</sub>\*

2018

€702<sub>M</sub>





**COMPLEX ECONOMIC  
ENVIRONMENT**

**HIGHER FREQUENCY OF  
EXTREME WEATHER EVENTS**



**WE'RE  
TRANSFORMING**

to tackle present and  
future challenges



We are maintaining  
our remuneration to

shareholders

DIVIDEND FOR THE PERIOD

0.145€  
per share

€447<sub>M</sub>  
in total

€1,341M  
fully in cash  
2016-2018

€2,911M  
fully in cash  
2012-2018

STRATEGIC PLAN

2016-2018

FOCUS ON PROFITABLE  
GROWTH

# MEETING STRATEGIC OBJECTIVES

2016-2018

## Financial

### REVENUES

€26,590M

€2,800M in premiums at constant exchange rates\*  
€1,300M in non-renewed premiums via 80/20  
program

### ROE

8.6%

Three-year average\*

# PRINCIPAL STRATEGIC OBJECTIVES

2016-2018

## Client orientation

### MEASURING PERCEIVED QUALITY



NPS  
**70%**

MAPFRE beats its main competitors' average in more than 70% of its businesses

### MARKET SHARE



Improvement in

**62%**

of the businesses we operate in

# PRINCIPAL STRATEGIC OBJECTIVES

2016-2018

## Digital transformation

### DIGITAL BUSINESS

 +51%

 MAPFRE

 verti

 INSUREANDGO

### DIGITAL TRANSACTIONS

 +65%

# PRINCIPAL STRATEGIC OBJECTIVES

2016-2018

## Excellence in technical and operational management

GROUP COMBINED RATIO



97.7%

96.8%  
Average combined  
ratio w/o  
catastrophes

AFFECTED  
BY NATURAL  
DISASTERS

EXPENSE RATIO



27.5%

ACCUMULATED  
SAVINGS  
€195M

PROVIDER MANAGEMENT



+78%

DIGITAL  
DISPATCH

AUTOMATION



21

Million  
TRANSACTIONS



# PRINCIPAL STRATEGIC OBJECTIVES

2016-2018

## Culture and talent

### WORKPLACE SATISFACTION INDEX



GPTW  
**76%**

Best Workplace  
in Brazil, Mexico, Peru,  
Guatemala, Costa Rica,  
Nicaragua and Ecuador

### GENDER EQUALITY



**40.8%**

WOMEN IN POSITIONS OF  
RESPONSIBILITY

### FUNCTIONAL AND GEOGRAPHIC MOBILITY



**11%**

Three-year average

# PEOPLE MANAGEMENT

Employees of  
91 nationalities

and 5 generations

INCLUSION



2.5%

902 employees with  
disabilities in the Group



# SUSTAINABILITY

## Agenda 2030 SDGs

### SUSTAINABLE DEVELOPMENT GOALS



## REDUCTION IN CARBON FOOTPRINT



51%

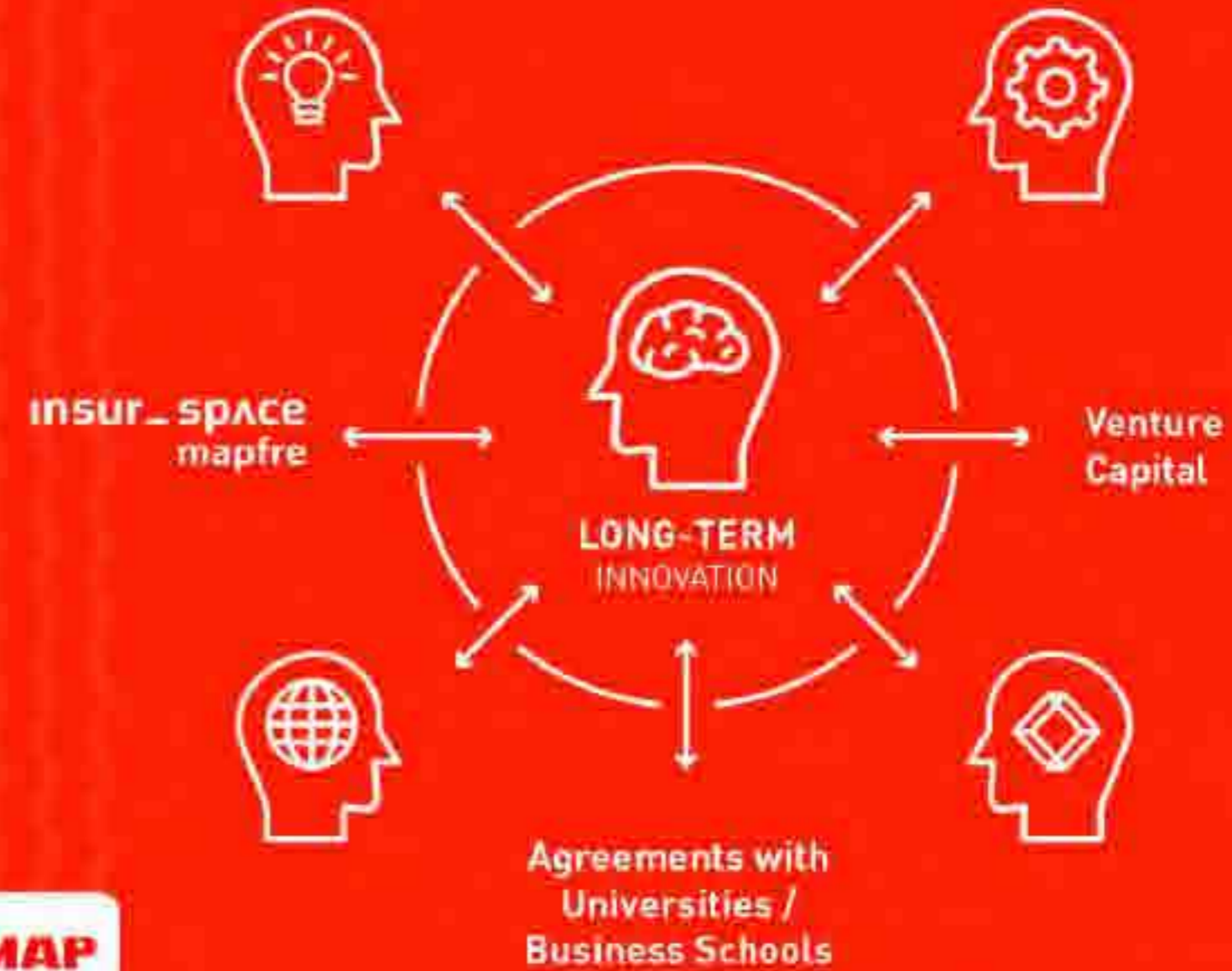
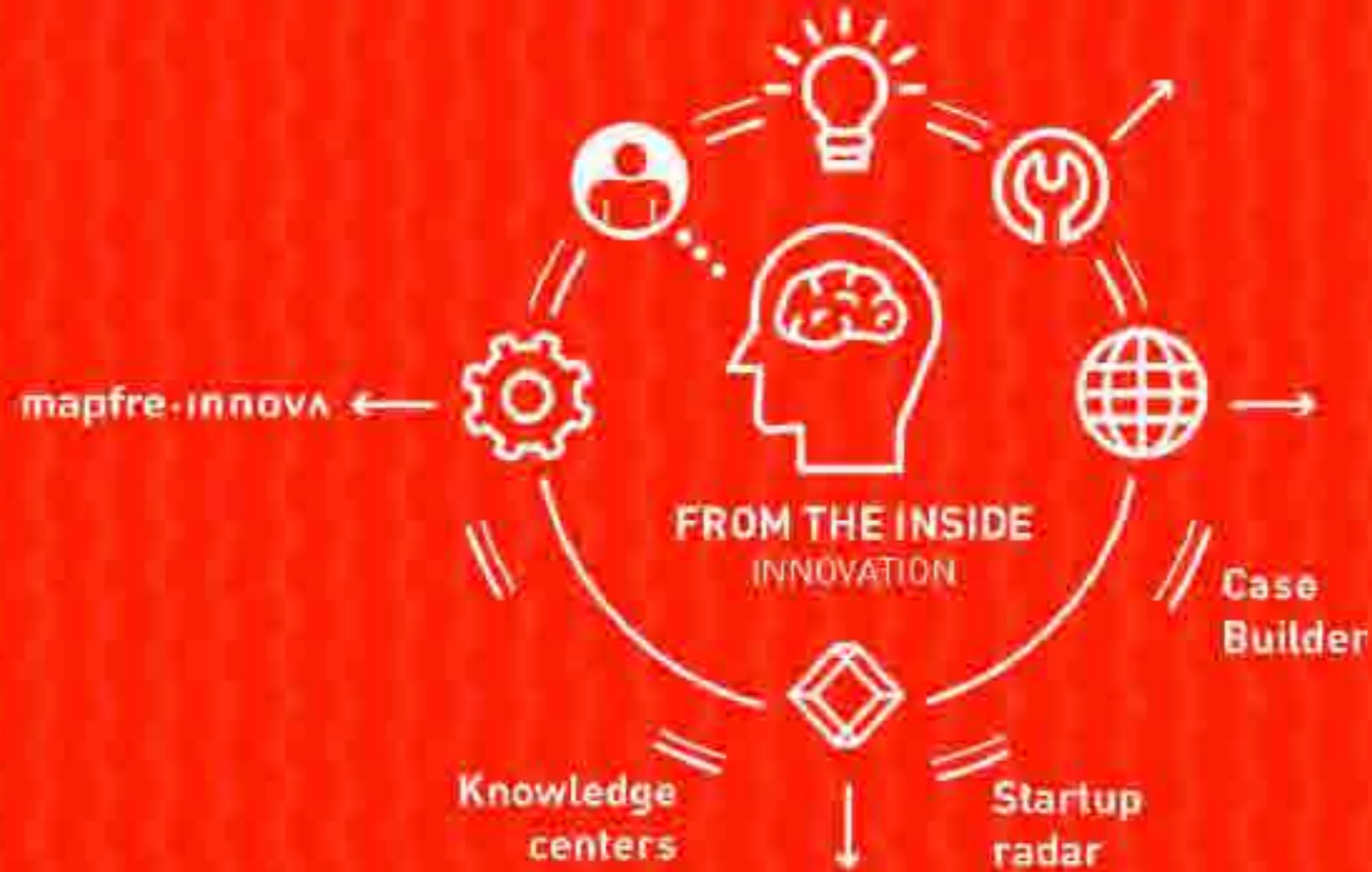
# INNOVATION

## MAPFRE Open Innovation



STRATEGIC INNOVATION

DISRUPTIVE INNOVATION



CESVIMAP

VR in auto damage assessment

DriveSmart

Drone insurance

AI in auto risks



Forecasts for the

# BUSINESSES



# MACROECONOMIC ENVIRONMENT

## IBERIA

**GDP**  
forecast  
2019

**+2.3%**

Economic slowdown  
Political instability

Persistent low  
interest rate  
environment

# BUSINESS STRATEGY

## IBERIA

Grow and improve profitability

Strengthen the MAPFRE network

Reinforce bancassurance channel

Distribution channels

Improve client experience

Family-oriented strategies

Companies



# MACROECONOMIC ENVIRONMENT

## LATIN AMERICA

**GDP**  
forecast  
2019

**+2.2%**

Reactivation of  
Brazil and Mexico

Growth of  
insurance  
sector

# BUSINESS STRATEGY

## BRAZIL

Optimistic about business development in Brazil

New agreement with  BANCO DO BRASIL

Final stage of business restructuring process

Better discipline and technical control

Strengthened management team



# BUSINESS STRATEGY

## LATAM NORTH

### Mexico

Growth in most profitable lines

Boosting agency and digital network

Bancassurance agreements

### Central America and Dominican Republic

Double-digit growth in issuing  
and earnings





# BUSINESS STRATEGY

## LATAM SOUTH

Focus on the client

Reduced Combined Ratio

LIFE business

Multichannel

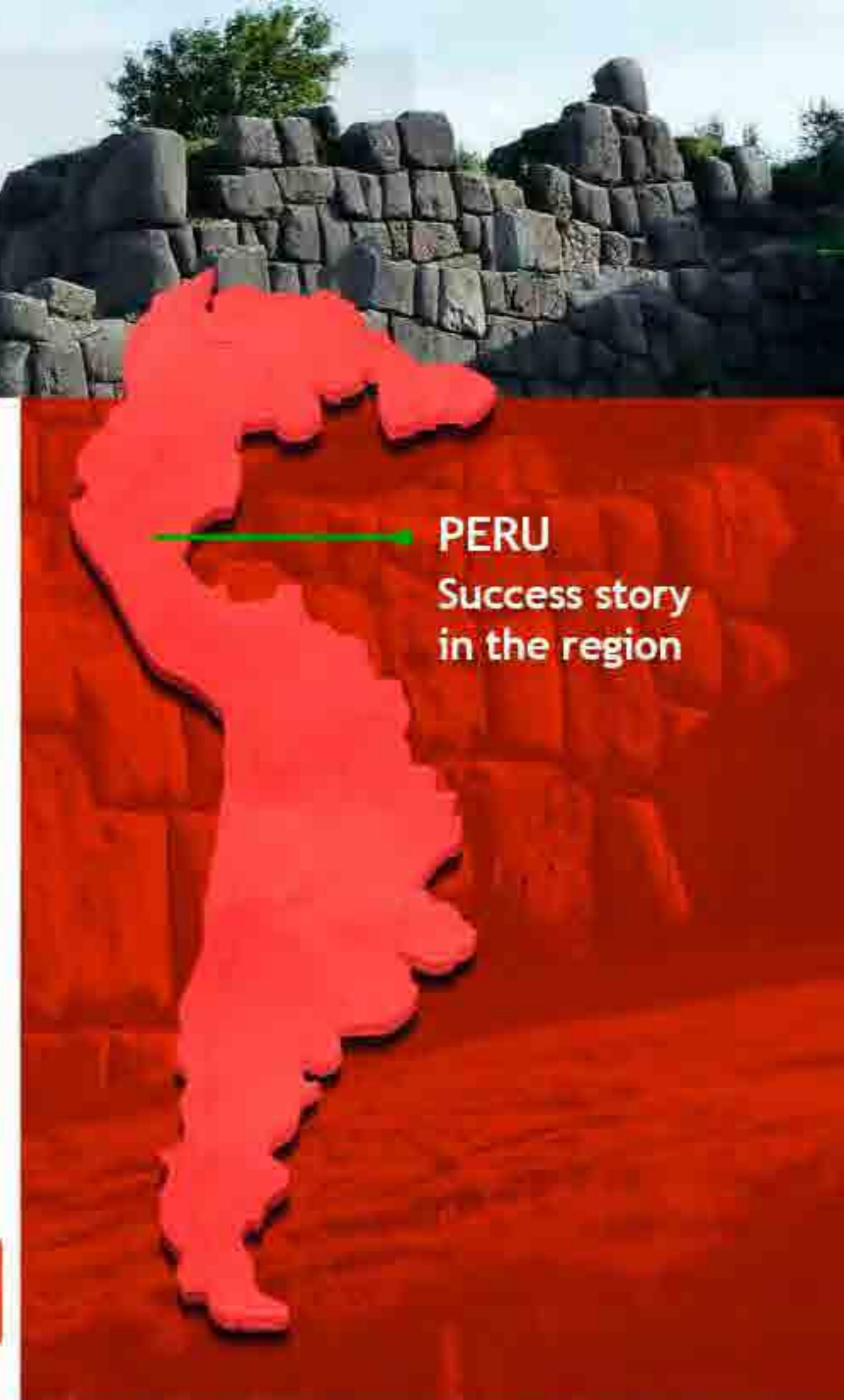
New sales agreements

Digital services and self-direction

Insurance and assistance synergies

Multichannel

Diversification  
of product  
portfolios



PERU  
Success story  
in the region



# MACROECONOMIC ENVIRONMENT

## NORTH AMERICA

GDP forecast 2019

**+2.5%**

**Positive outlook**

for development in the  
insurance sector



# BUSINESS STRATEGY

## NORTH AMERICA

Leadership in Massachusetts

Profitability in key states

Digital business

New technology platform

PUERTO RICO

Digitalization of operations





# MACROECONOMIC ENVIRONMENT

## EURASIA

Lower economic  
growth in  
**Europe**

Political and  
economic **risks**

# BUSINESS STRATEGY

## EURASIA

### Italy and Germany

- > Boosting the Verti brand

### Turkey

- > Diversification of products and channels
- > Improved technical profitability

TECHNOLOGICAL  
TRANSFORMATION AND  
PROCESS MODERNIZATION



# **MAPFRE | RE**



**Minimize  
volatility of the  
catastrophe  
business**



**Capacity for  
growth,  
maintaining  
efficiency**



**Europe and  
LATAM:  
benchmark  
reinsurer**



**Group  
reinsurance  
manager**



**Better capacity  
after MGR  
reorganization**

# MAPFRE Global Risks

Transformation of   
**INTERNAL**  
STRUCTURE



Aspires to  
**EXCELLENCE**  
with  
**MAPFRE clients**





Focus on  
**strategic markets**  
for **MAPFRE**



New phase of  
**PROFITABLE**  
**GROWTH**





 solunion

**EXCELLENT  
OUTLOOK**  
in credit insurance



Development of  
**SURETYSHIP BUSINESS**  
in Spain and LATAM



Strategic plan

2019-2021



Strategic plan  
2019-2021

**We're transforming  
for growth and improved  
profitability**





# vision

MAPFRE aims to be the most trusted global insurance company



# mission

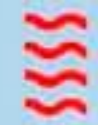
We are a multinational team that strives tirelessly to **improve** our services and ensure the best possible relationships with our clients, distributors, providers, shareholders and society in general



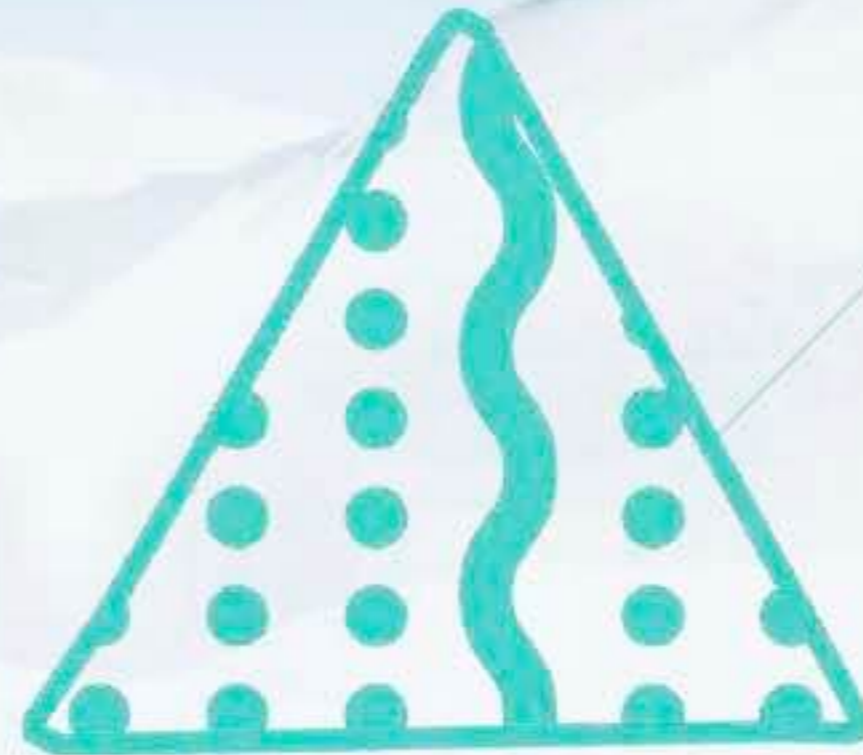
# values



**Solvency**  
**Integrity**  
**Vocation for Service**  
**Innovation for Leadership**  
**Committed Team**



# STRATEGIC PILLARS



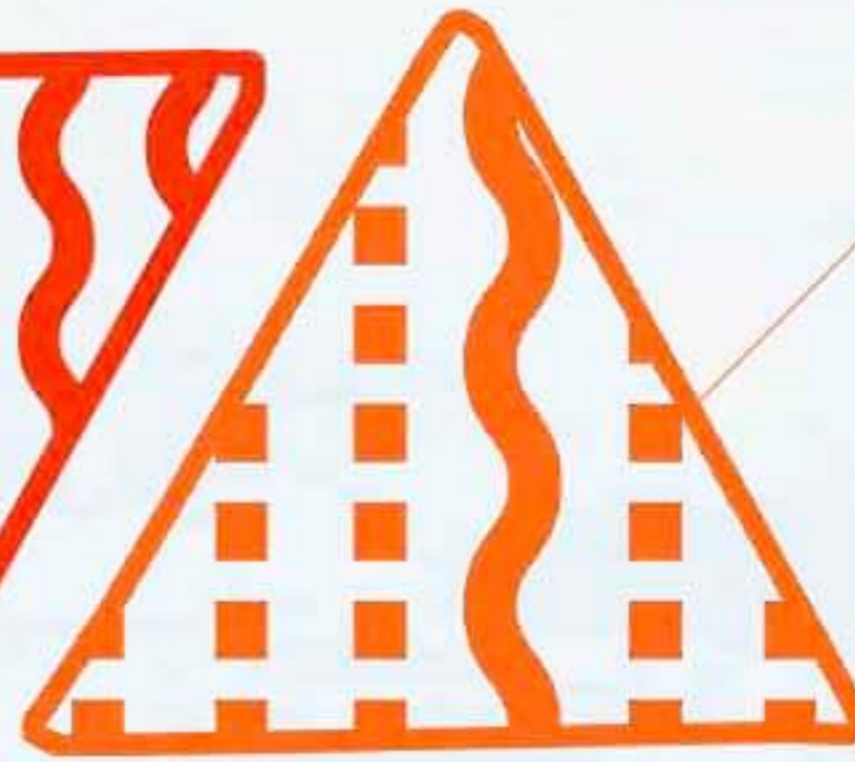
TRANSFORMATION



Client  
orientation



Excellence in  
technical and  
operational  
management



Culture  
and talent



# STRATEGIC

# INITIATIVES





# ASPIRATIONAL OBJECTIVES

2019-2021





# ASPIRATIONAL OBJECTIVES

2019-2021

# PROFITABLE

## Growth



### CREATION OF VALUE

ROE  
average **10%**

**€30BN**  
revenues by 2021

Premiums **+5%** Annual  
average

### GROWTH

Boost the  
**LIFE**  
business

Life Risk premiums  
**+8%** Annual average

### OPERATIONAL MANAGEMENT

COMBINED  
RATIO  
Non-Life

**96%**  
Average



# Excellence in TECHNICAL and OPERATIONAL management

10 MILLION AUTOMATED TRANSACTIONS

OPEN AND FLEXIBLE TECHNOLOGY

ADVANCED ANALYTICS PLATFORM

SOLVENCY RATIO +/- 200%

PAYOUT 50-65%



ASPIRATIONAL OBJECTIVES  
2019-2021

# CLIENT Orientation

DIFFERENTIATED VALUE PROPOSITION

CLIENT EXPERIENCE

NPS 

73%

DIGITAL  
BUSINESS  
Premiums

41%  
Three years

 **mapfre**  
open  
innovation

SOLUTIONS

FOR 1  
MILLION  
CLIENTS

 **MAPFRE**



ASPIRATIONAL OBJECTIVES  
2019-2021



# CULTURE AND TALENT

**MORE COMMITMENT**

**EMPLOYEES WITH BETTER CAPABILITIES**

**SUSTAINABILITY, INNOVATION AND TRUST**

CULTURE AND  
TALENT INDEX

 **75** % by  
2021

**3%** of workforce  
comprising people  
with **DISABILITIES**  
by 2021



ASPIRATIONAL OBJECTIVES  
2019-2021

# GENDER Equality

POSITIONS OF RESPONSIBILITY

 **45** %  
covered by  
WOMEN



# SUSTAINABILITY, INNOVATION AND TRUST

ASPIRATIONAL OBJECTIVES  
2019-2021

FIGHT AGAINST CLIMATE CHANGE



All MAPFRE companies

with headquarters in Spain and Portugal  
will be **CARBON NEUTRAL**  
by **2021**



Reduction of **61%**  
in current Group  
emissions worldwide

# ||| SUSTAINABILITY, INNOVATION AND TRUST



We will not invest  
in companies  
deriving **30%**  
or more of their revenues from  
coal-fired energy sources



We will not insure the  
construction of new  
**electricity generation**  
plants that are coal-fired, nor will we  
insure new mines





# SOCIAL and environment commitments



CAMPAÑA  
PARA LA  
PREVENCIÓN  
DEL INFARTO  
EN LAS  
MUJERES



[www.mujeresporelcorazon.com](http://www.mujeresporelcorazon.com)

**MAPFRE**



# 250,000

people around  
the world

## #WeAreMAPFRE







#WeAreMAPFRE