



Equity Story

March 2023



MAPFRE

We care about what matters to you

1

Company Profile and Strategy

MAPFRE



Your trusted insurance company



We care about what matters to you



vision

To be your trusted insurance company



purpose

To be by your side so you can take assured steps forward, helping to build a more sustainable and caring society



values

Solvency
Innovation
Service
Multicultural and diverse team
Integrity



+31.1 mn
clients



+83,330
distributors



12,387
branches*



+31,293
employees



≈145,000
providers

*Of which: 575 direct, 4,239 delegate and 7,573 bancassurance branches

Solid business model and balance sheet strength



Diversification based on three pillars: geographic, business and balance sheet



Highest ever revenue figure for MAPFRE and largest premium volume in 5 years



ESG management in investments



Technical rigor and **business optimization**



Financial strength and liquidity



Leadership position in strategic markets

NO. 1

SPANISH INSURANCE COMPANY
IN THE WORLD

LEADING INSURANCE
COMPANY IN LATAM

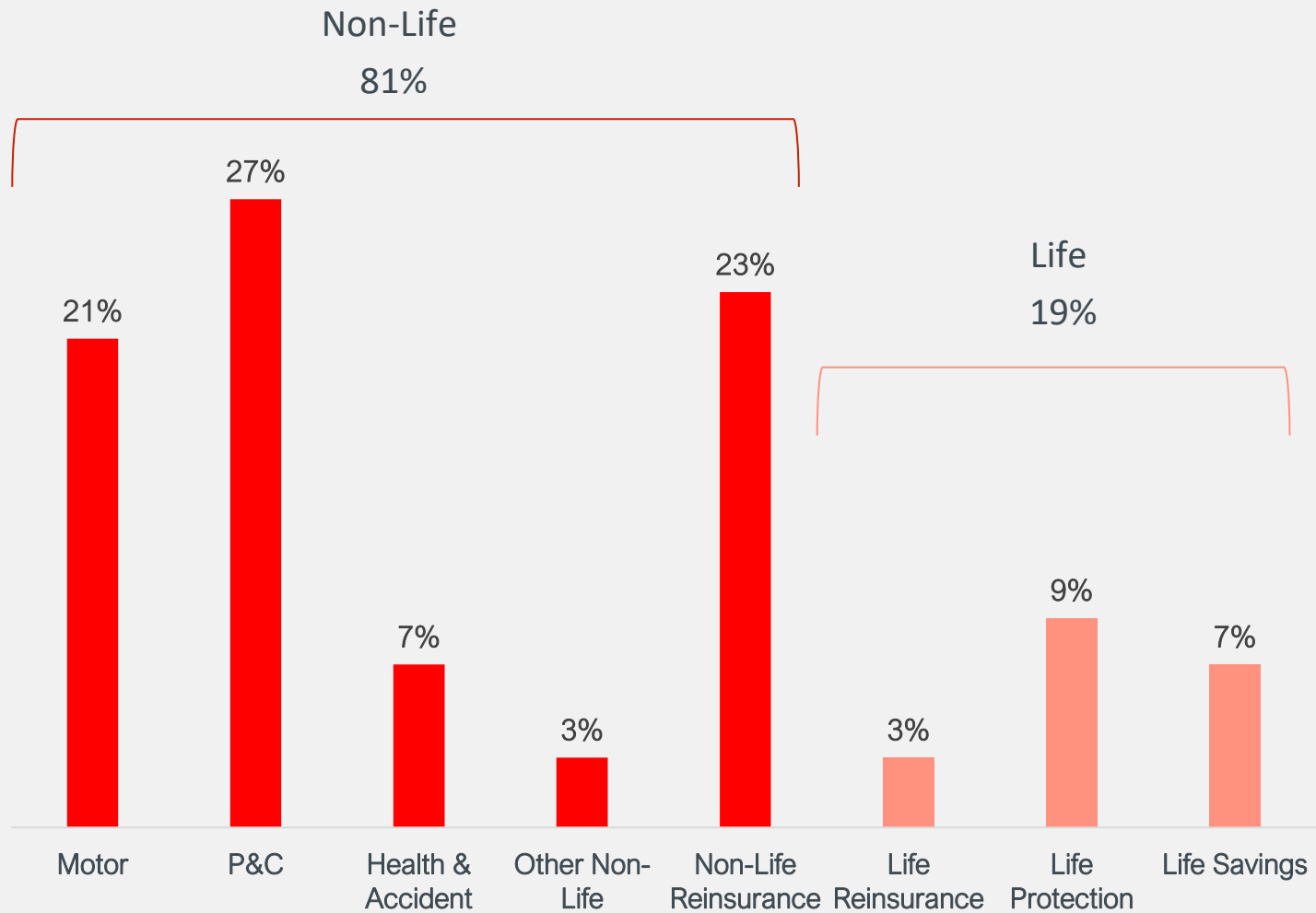
TOP 10
NON-LIFE EUROPE

TOP 20
GLOBAL REINSURERS

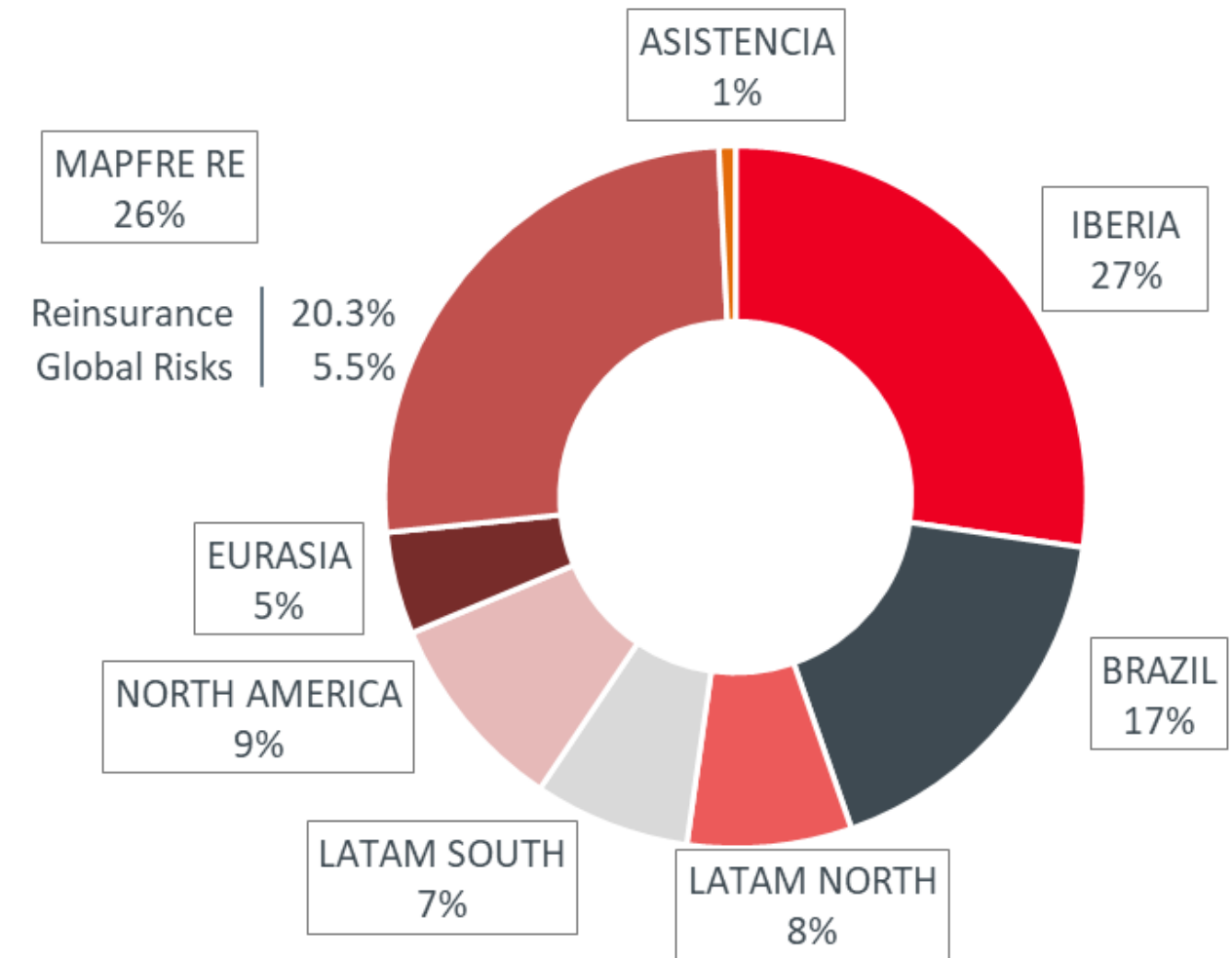


Our business is well-diversified by:

Line of business



Business unit





PILLARS

GROWTH

EFFICIENCY
AND PRODUCTIVITY

TRANSFORMATION

ASPIRATIONAL OBJECTIVES

GROWTH



PREMIUMS

Average growth for remainder of the period (2023-2024)

5% - 6%

On a like-for-like basis

We expect growth to be 5%-6% for the remainder of the period considering 2022 figures (+8.7%)



ROE

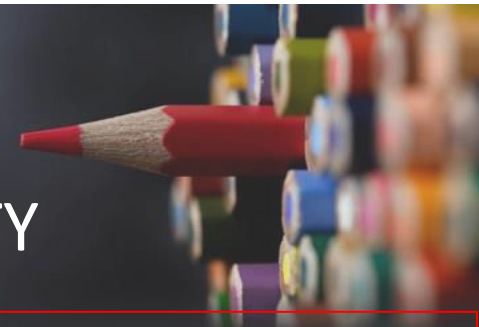
Average

9% - 10%

Stripping out non-recurring and catastrophic items



EFFICIENCY AND PRODUCTIVITY



NON-LIFE COMBINED RATIO

Outlook updated with respect to the 94%-95% set in the Strategic Plan 2022-2024

Average for the remainder of the period (2023-2024)

≈ 96%

Stripping out non-recurring and catastrophic items



TRANSFORMATION: PEOPLE AND SUSTAINABILITY



GENDER PAY GAP

+/-1% by 2024



ESG INVESTMENTS

90%

ESG-rated investment portfolio in 2024



REFERENCE FRAMEWORK 2022-2024

SOLVENCY RATIO

175%– 225%



PAYOUT

≥50%



LEVERAGE RATIO

23% - 25%



We will continue working at the intersection of operational efficiency and improving the customer experience through innovation

insur_space
mapfre

Automatic appraisal and claims automation using AI

⊕ CESVIMAP

Benchmark for R&D+i
Second Life

alma
mundiventures

Benchmark Insurtech Fund in
Europe

+2.5 million customers benefitting





Fundación **MAPFRE**

€610mn
invested
over 10 years

+ 6.8mn
beneficiaries
of our programs
and activities

6,000
people
with intellectual disabilities
found employment

+ 5,000
volunteers
in 27 countries



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Sustainability Plan

2022-2024

90 ANOS **MAPFRE**

Sustainability is strategic for MAPFRE, and fully integrated into the business



Reaching 99.6% compliance of the Sustainability Plan in the first year

—



Main public commitments:

2024: emission neutrality for core countries

2030: global neutrality

- Inclusive labor policies: people with disabilities making up 3.5% of the workforce
- 100% of providers in the MAPFRE Auto, Homeowners, Health and procurement network approved with ESG criteria in the main countries
- We will not invest in or insure coal, gas and oil companies without an energy transition plan
- Remuneration linked to compliance with sustainability commitments
- 90% ESG-rated investment portfolio in 2024
- Gender pay-gap +/- 1% by 2024

Assessment of positive impact on the SDGs

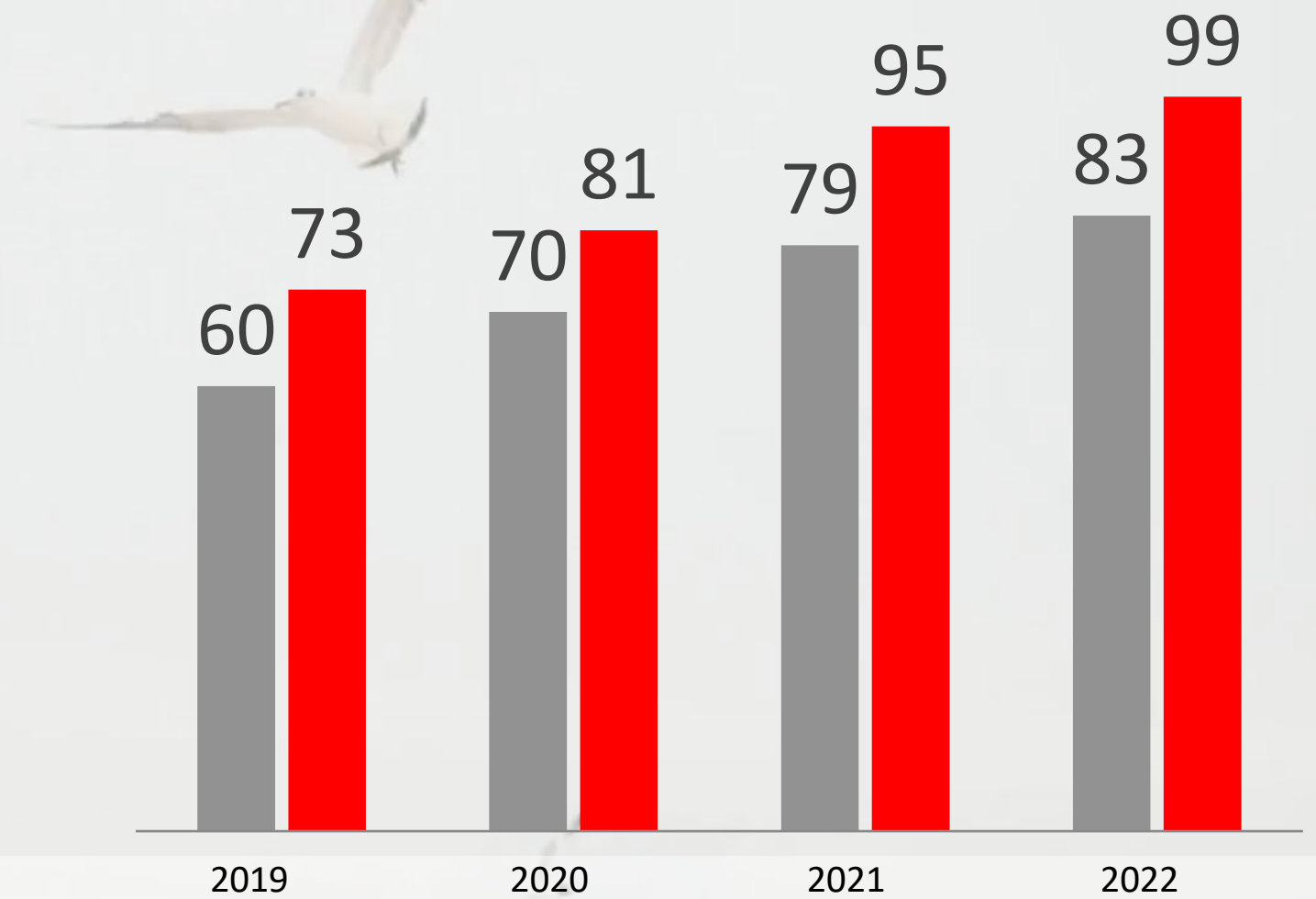
% of Excellence



SUSTAINABLE DEVELOPMENT GOALS

% of portfolio that generates positive externalities

■ BONDS ■ SHARES



Initiatives and rankings where we are present

#PlayingOurPart

UNITED NATIONS
GLOBAL COMPACT



2030 AGENDA
AND SDGS



PARIS PLEDGE FOR
ACTION



UN ENVIRONMENT PROGRAM
FINANCE INITIATIVE



PRINCIPLES FOR
RESPONSIBLE
INSURANCE



RESPONSIBLE
INVESTMENT
PRINCIPLES



UN WOMEN'S
PRINCIPLES AND
LGTBI STANDARDS
OF CONDUCT



BLOOMBERG GENDER
EQUALITY INDEX



FTSE4GOOD INDEX
SERIES



SUSTAINABILITY
YEARBOOK 2022



CPD



ILO GLOBAL BUSINESS
AND DISABILITY
NETWORK (GBDN)



UN NET-ZERO
INSURANCE ALLIANCE
(NZIA)



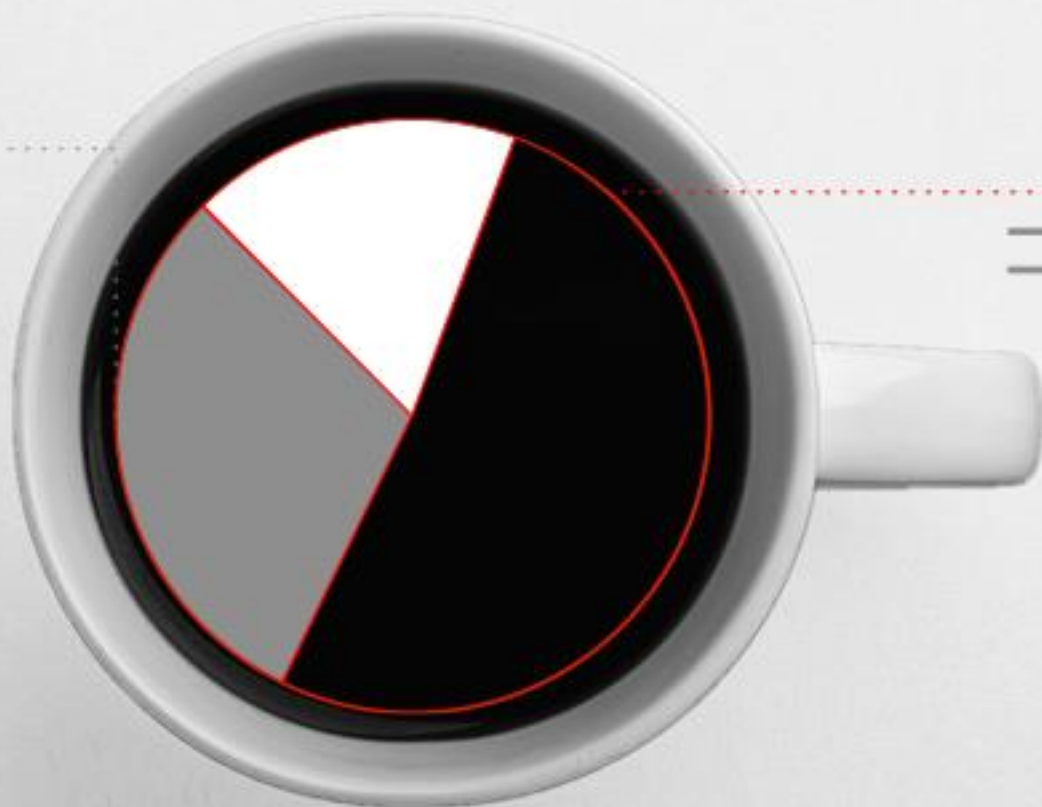
TASK FORCE ON
CLIMATE-RELATED
FINANCIAL DISCLOSURE





3

Results 12M 2022



In a challenging market context

MAPFRE has faced many challenges during 2022 . . .

- 🦠 Covid-19 post-pandemic environment
- 🔄 Inflation and supply chain disruption
- 📈 Rising interest rates and market volatility
- 🌐 Ongoing geopolitical risk
- 🚗 Pressure on margins in Motor markets

. . . supported by a solid business model and balance sheet strength

- 🌍 Diversification based on three pillars: geography, product and balance sheet
- 🏆 Leading market positions
- 🌟 Technical excellence
- 🔄 Streamlined business
- 👑 Financial strength and cash generation
- 🏛️ Prudent investment and ALM strategies

2022 highlights

We have met significant milestones in 2022 ...

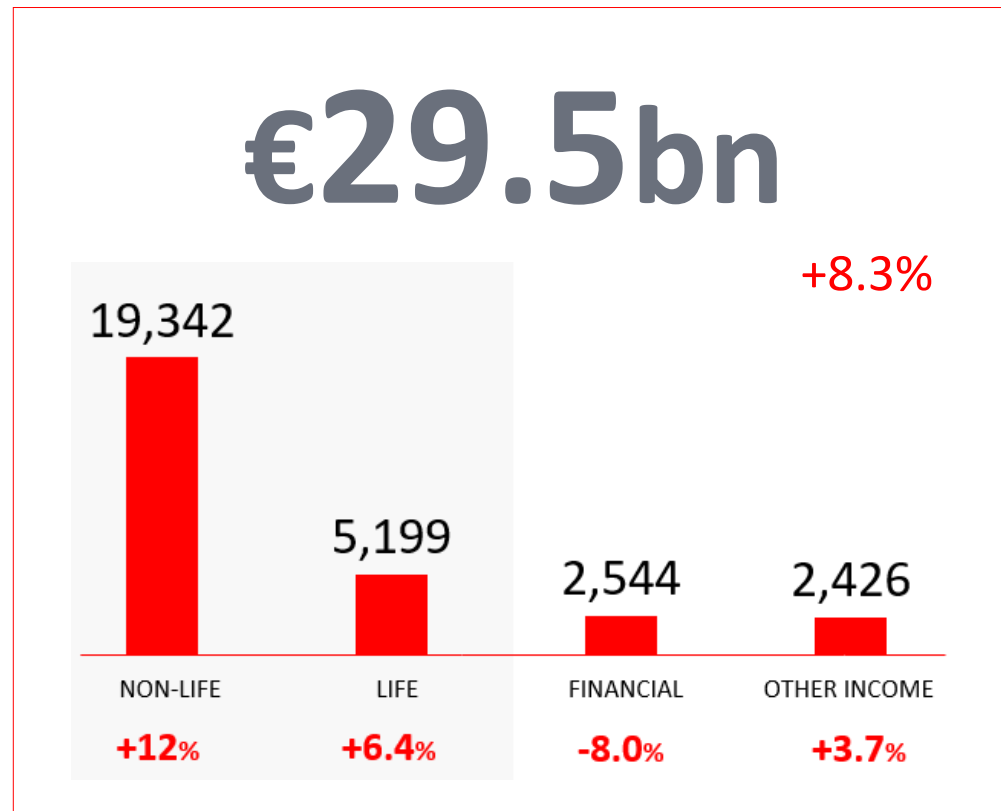
- **Solid premium growth** – resilient trends in Spain, strong performance in LATAM and rising reinsurance rates
- Strong profit contribution from **IBERIA (>€375 mn)** despite difficult Motor context
- Turnaround in **LATAM** with **>€300 mn (+€145 mn yoy)** profit contribution
- Solid contribution from **MAPFRE RE (>€140 mn)** despite a costly NatCat year
- **Technical performance in Non-Motor** – helped offset Motor headwinds
- **Higher underlying financial income**, especially in LATAM
- **Transformation** – main restructuring goals have been achieved
- **Solvency II historic high** – well positioned to weather uncertainty and leverage growth opportunities



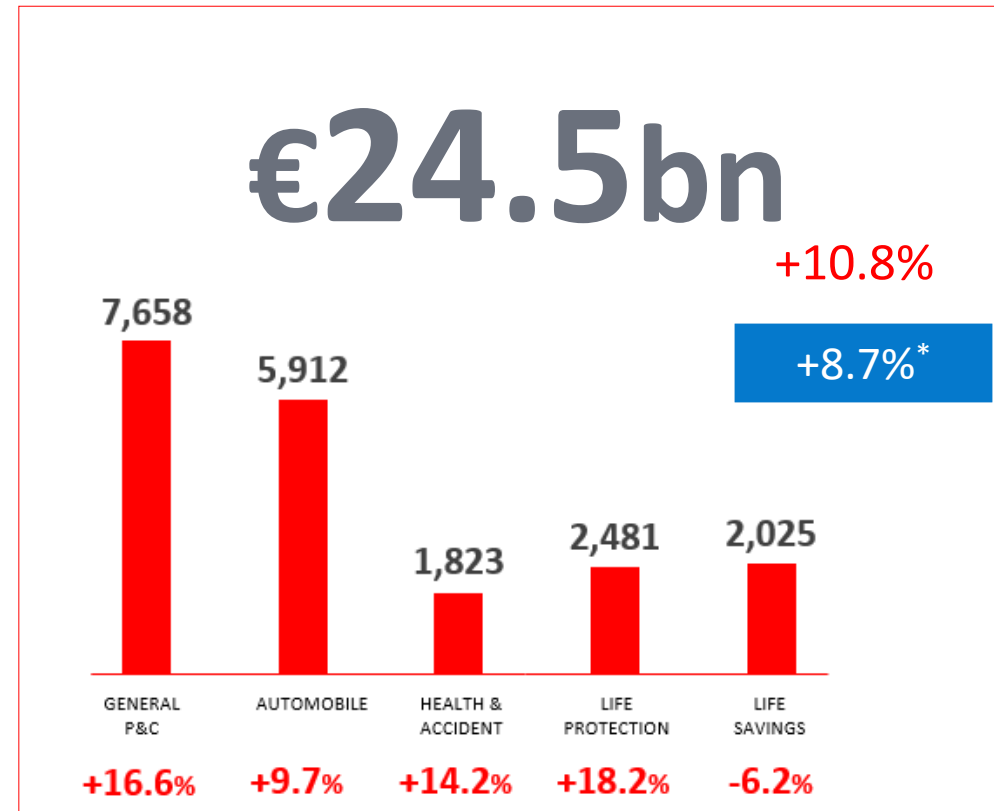
... while we need to continue focusing on:

- Implementing the initiatives of our 2022-24 Strategic Plan
- Improving Motor profitability
- Applying a cautious approach in businesses where we have limited risk appetite
- Continuing to leverage growth opportunities

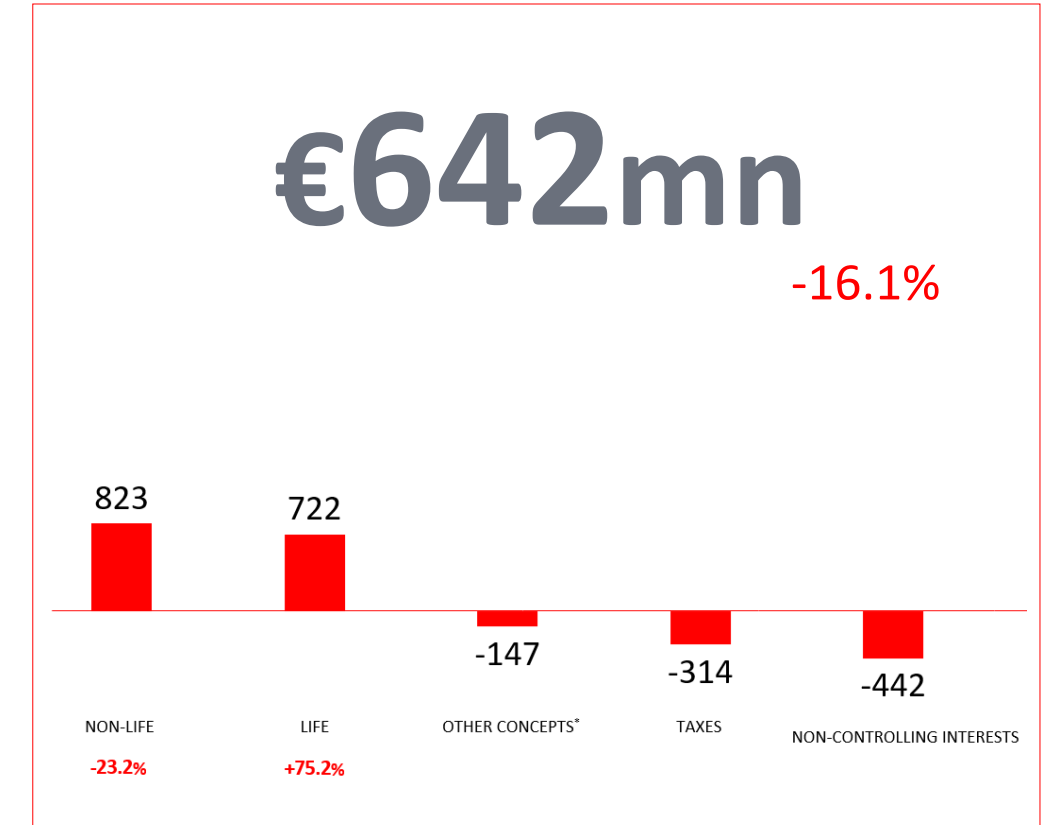
REVENUE



PREMIUMS



ATTRIBUTABLE EARNINGS



98%

**NON-LIFE
COMBINED RATIO**

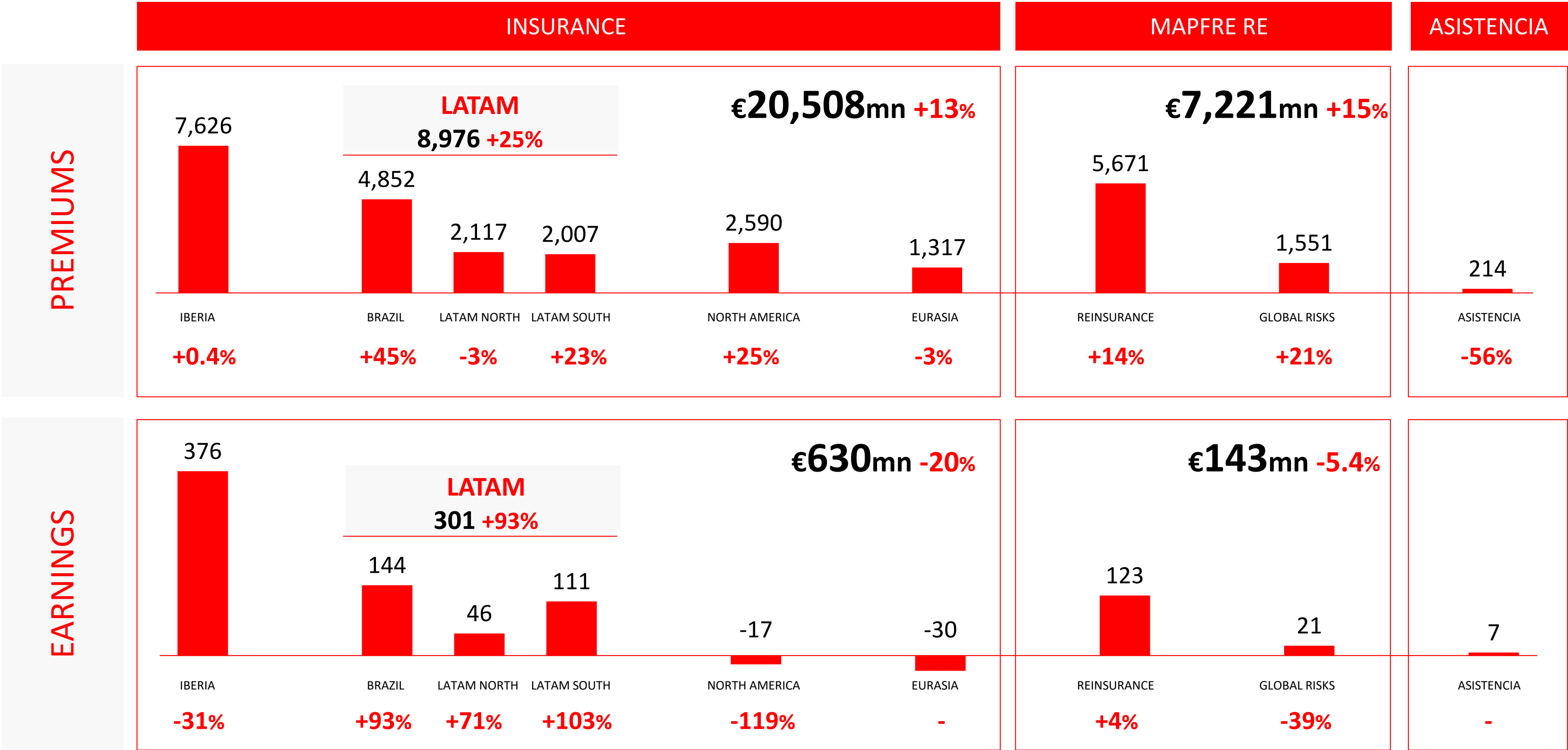
8.2%

ROE

201.2%

SOLVENCY II RATIO

PREMIUMS AND EARNINGS BY BUSINESS UNIT

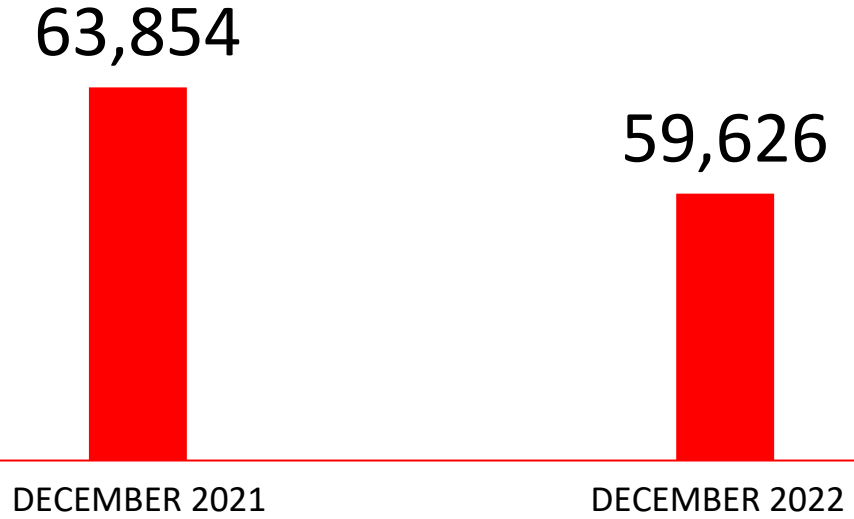


Million euros / Data without consolidation adjustments

BALANCE SHEET

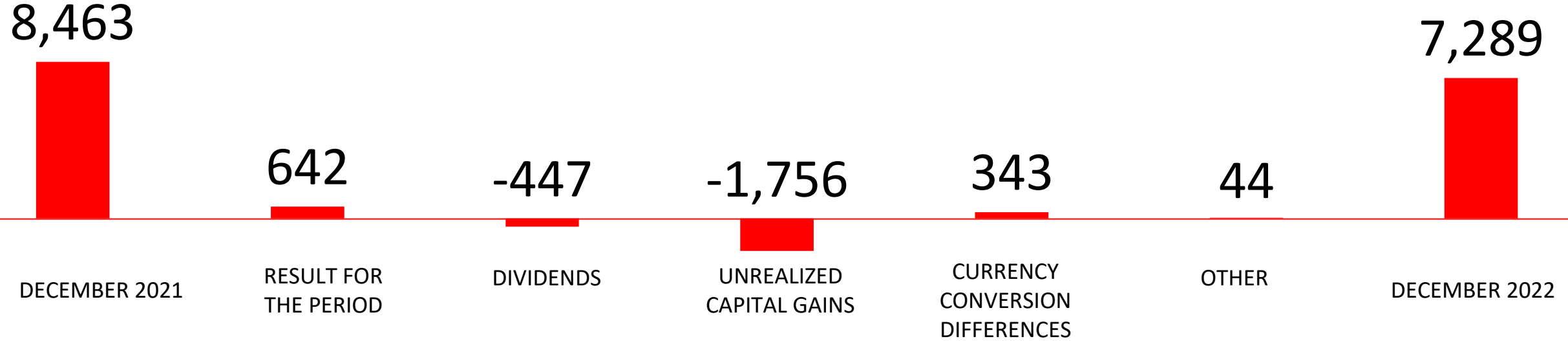
TOTAL ASSETS

€59,626mn
-6.6%



SHAREHOLDERS' EQUITY

€7,289mn
-13.9%



INVESTMENTS AND CASH

INVESTMENT PORTFOLIO

€41,388mn

-10.3%

78.6%

FIXED INCOME AND
OTHER

10.2%

EQUITIES
AND FUNDS

6.2%

CASH

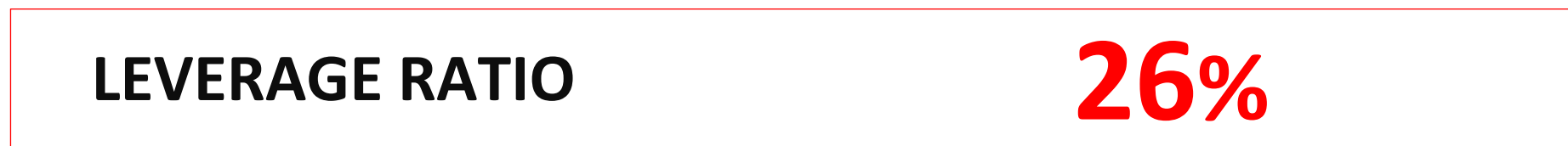
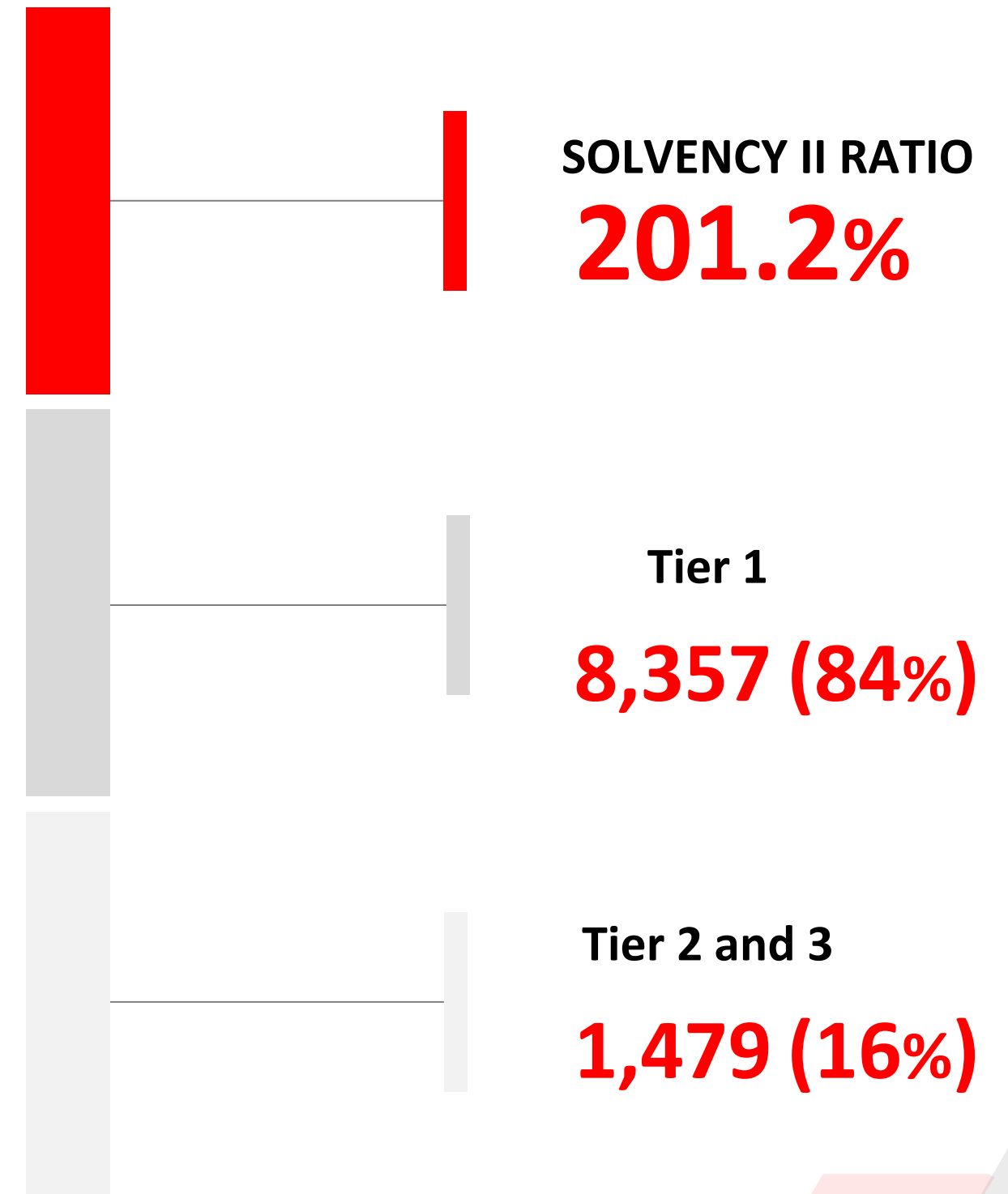
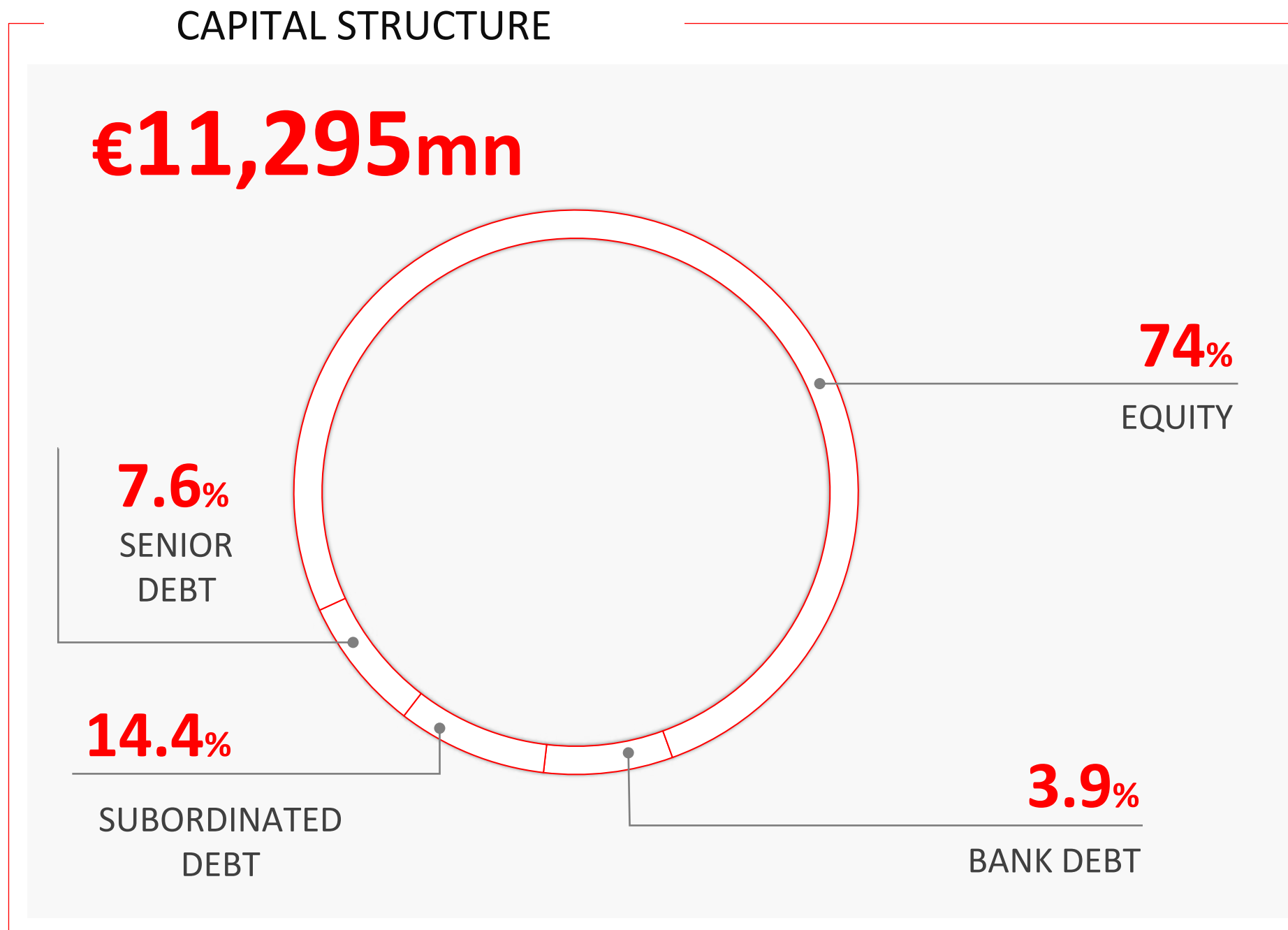
5%

REAL ESTATE

FIXED INCOME	27,185
SOVEREIGN DEBT	19,779
Spain	8,903
Rest of Europe	4,230
USA	1,009
Brazil	2,734
Latin America - Other	2,005
Other countries	899
CORPORATE DEBT	7,406

Investment portfolio	41,388	-10.3%
Pension funds	5,701	-11.4%
Mutual funds and other	5,526	+2.3%
TOTAL	52,615	-9.3%

ASSETS UNDER MANAGEMENT



Rating

The main rating agencies have affirmed MAPFRE's credit rating for 2022

Companies registered in Spain

MAPFRE S.A. - Issuer

MAPFRE S.A. - Senior debt

MAPFRE S.A. - Subordinated debt

Financial Strength

- MAPFRE RE

- MAPFRE ESPAÑA

- MAPFRE ASISTENCIA

S&P

Fitch

A.M. Best

A- (Stable)

A- (Stable)

-

A-

BBB+

-

BBB

BBB-

-

A+ (Stable)

-

A (Stable)

-

-

A (Stable)

-

A+ (Stable)

-

Main companies registered outside of Spain

Financial Strength

MAPFRE SIGORTA A.S. (Turkey)

MAPFRE SEGUROS GENERALES DE COLOMBIA

MAPFRE BHD COMPAÑÍA DE SEGUROS (Dominican Republic)

MAPFRE U.S.A. Group

MAPFRE PRAICO (Puerto Rico)

MAPFRE MÉXICO

MAPFRE PANAMÁ

S&P

Fitch

A.M. Best

-

AA+ tur (Stable)

-

-

AA col (Positive)

-

-

AAA dom (Stable)

-

-

-

A (Stable)

-

-

A (Stable)

-

-

A (Stable)

-

-

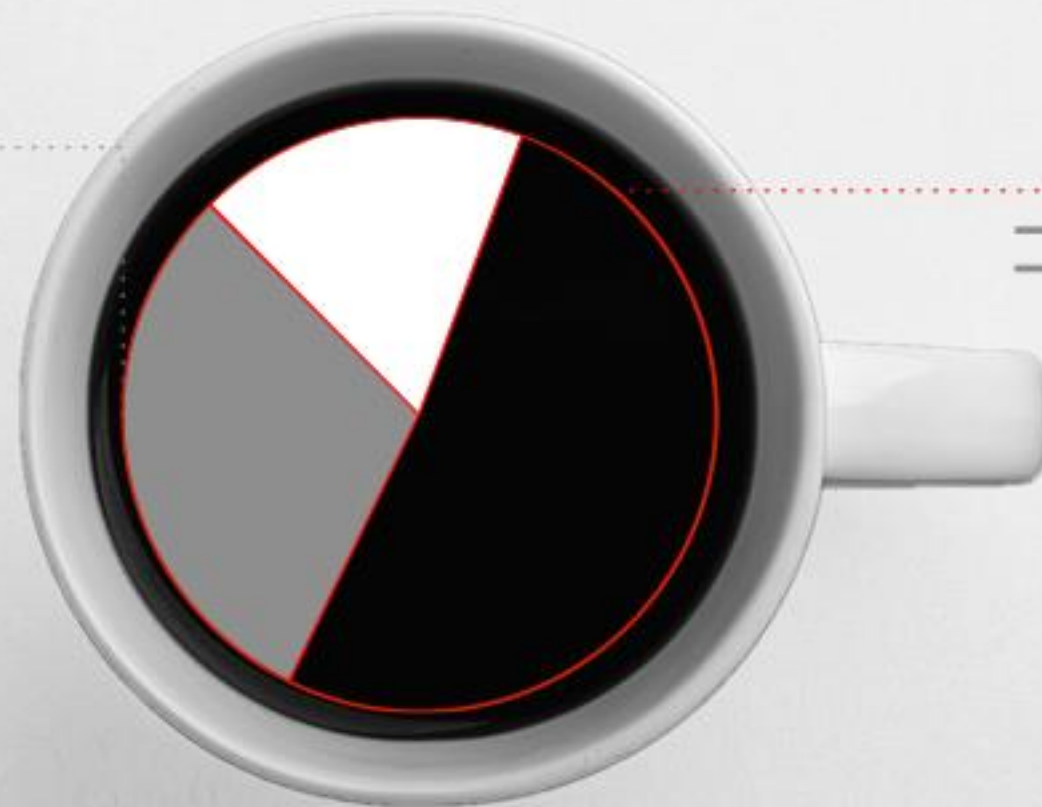
A (Stable)

Ratings affirmed in 2022



4

Key Business Units



90 YEARS **MAPFRE**

IBERIA

Resilient performance despite challenging Motor market

€7.6 bn

+0.4% in premiums
+2.5% *ex-BANKIA*
(27% of Group total)

€375,5 mn

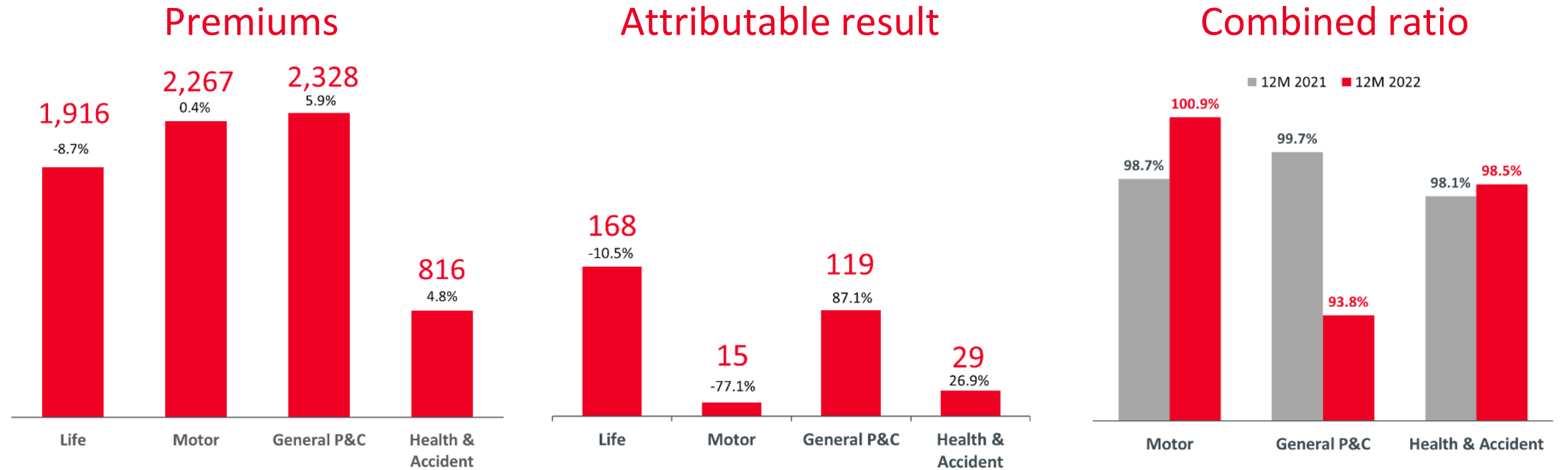
-30.6% in results

96.8%

-1.3 p.p. in combined ratio

10.3%

-2.1p.p. in ROE



- Spain is MAPFRE's main market in terms of business contribution
- Leading market positions:
 - #2 in Non-Life
 - #2 in Direct Insurance

- **Strategic priorities:**
 - Motor profitability initiatives: repricing, cost contention and underwriting discipline
 - New operating and sales models
 - Focus on the client
 - Multi-channel approach and expanding channels
 - Consolidate transformation

BRAZIL

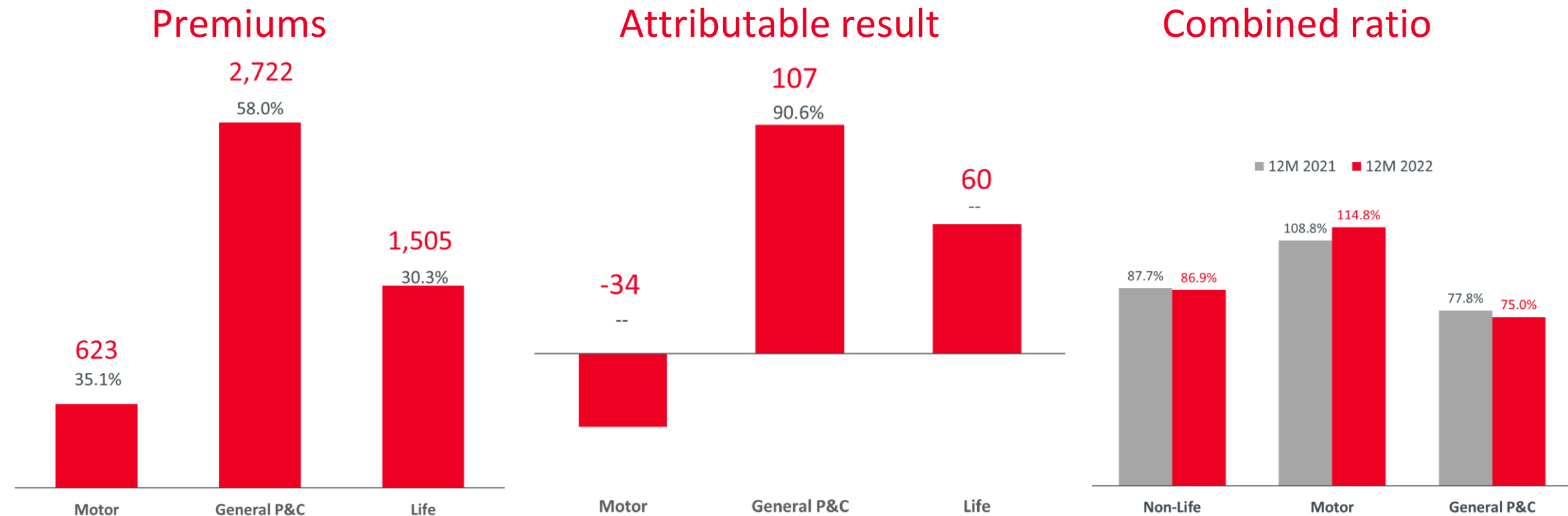
Consolidating technical management improvements and return to growth

€4.9 bn
 +45.3% in premiums
 +23% at constant exchange rates
 (17% of Group total)

€144 mn
 +93.5% in results

86.9%
 -0.8 p.p. in combined ratio

18.2%
 +8.3 p.p. in ROE



- Second largest market for MAPFRE based on contribution to business
- Market leader:
 - #2 in Non-Life
 - #5 overall
 - #6 in Life
- Excellent performance of the strategic alliance with Banco do Brasil, focused on Life Protection and Agro insurance

- **Strategic priorities:**
 - Technological transformation
 - Focus on Autos: Pricing and fleet pruning
 - Cost reduction
 - Improved broker channel management
 - Great potential of the bank channel

NORTH AMERICA

Focus on improving profitability

€2.6 bn

+24.9% in premiums
+10.9% in local currency
(9% of Group total)

-€16.8 mn

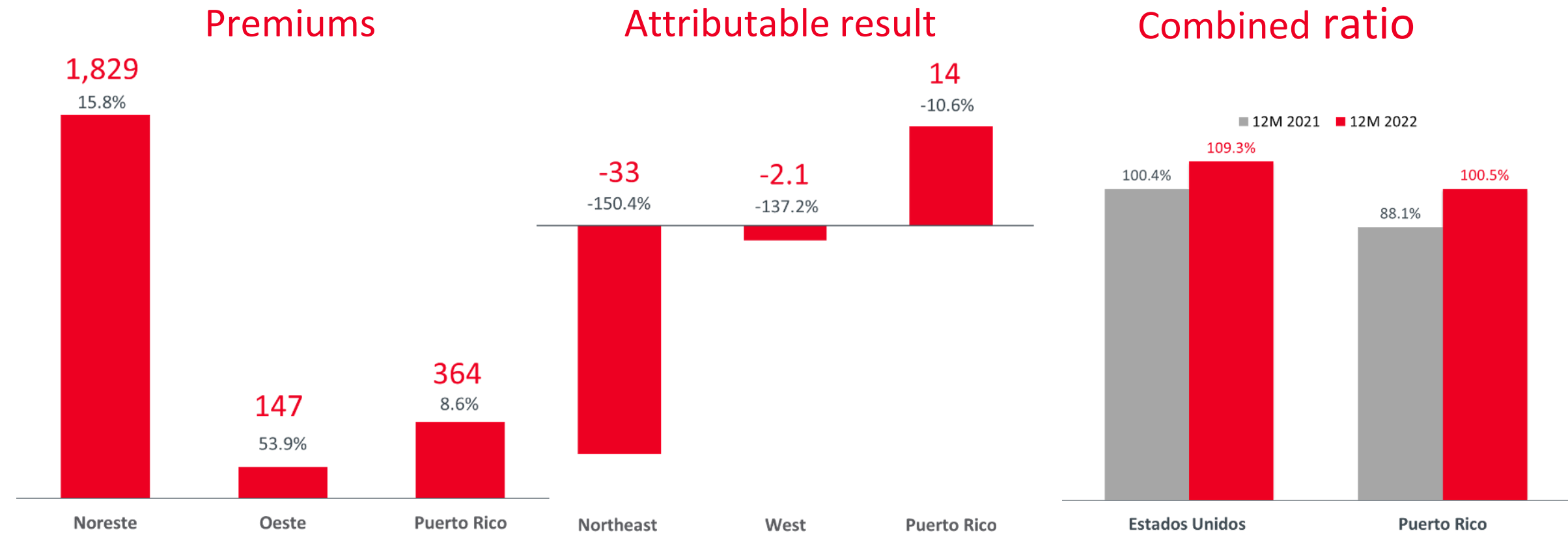
-119.9% in results

108.2%

+9.4 p.p. in combined ratio

-1.3%

-7.8 p.p. in ROE



▪ **Market positions:**

- USA:
 - #1 in Motor and Homeowners in Massachusetts
 - #2 Total lines in Massachusetts
- Puerto Rico:
 - #2 in Homeowners
 - #3 Total lines

▪ **Strategic priorities in USA:**

- Focus on technical management and Auto cost control
- Rate adjustment
- Reinsurance costs

▪ **Strategic priorities in Puerto Rico:**

- Better selection of catastrophic risk
- Reinsurance costs

MAPFRE RE

Strong contribution to results, despite NatCat impact

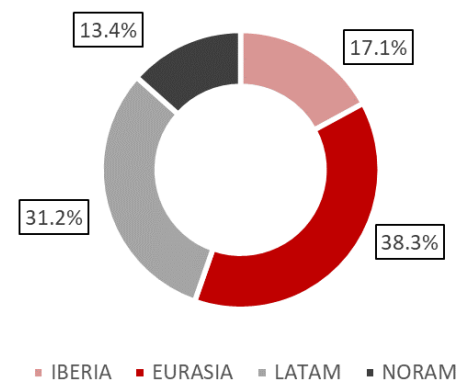
€7.2 bn
+15.1% in premiums
(26% of Group total)

€143 mn
-5.4% in results

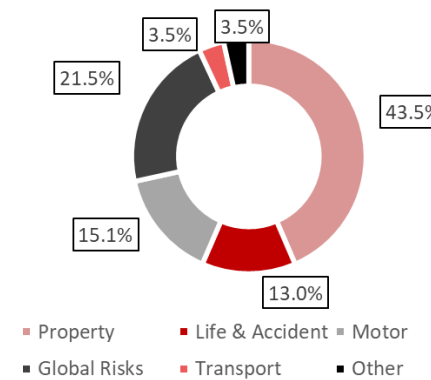
96.8%
-0.3 p.p. in combined ratio

7.8%
-0.7 p.p. in ROE

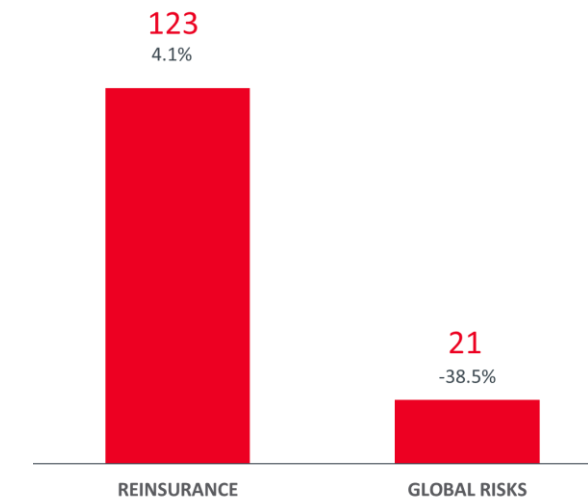
Premiums by region



Premiums by line



Attributable result



Combined ratio



- It operates through a global network of specialized representative offices in the reinsurance and global risk business
- Among the top 20 reinsurers worldwide
- Robust profitability supported by positive pricing trends

- Strategic priorities:**
 - New pricing cycle
 - Boost profitability
 - Take advantage of 2022 capital increase to structure retrocession protections more efficiently in current environment



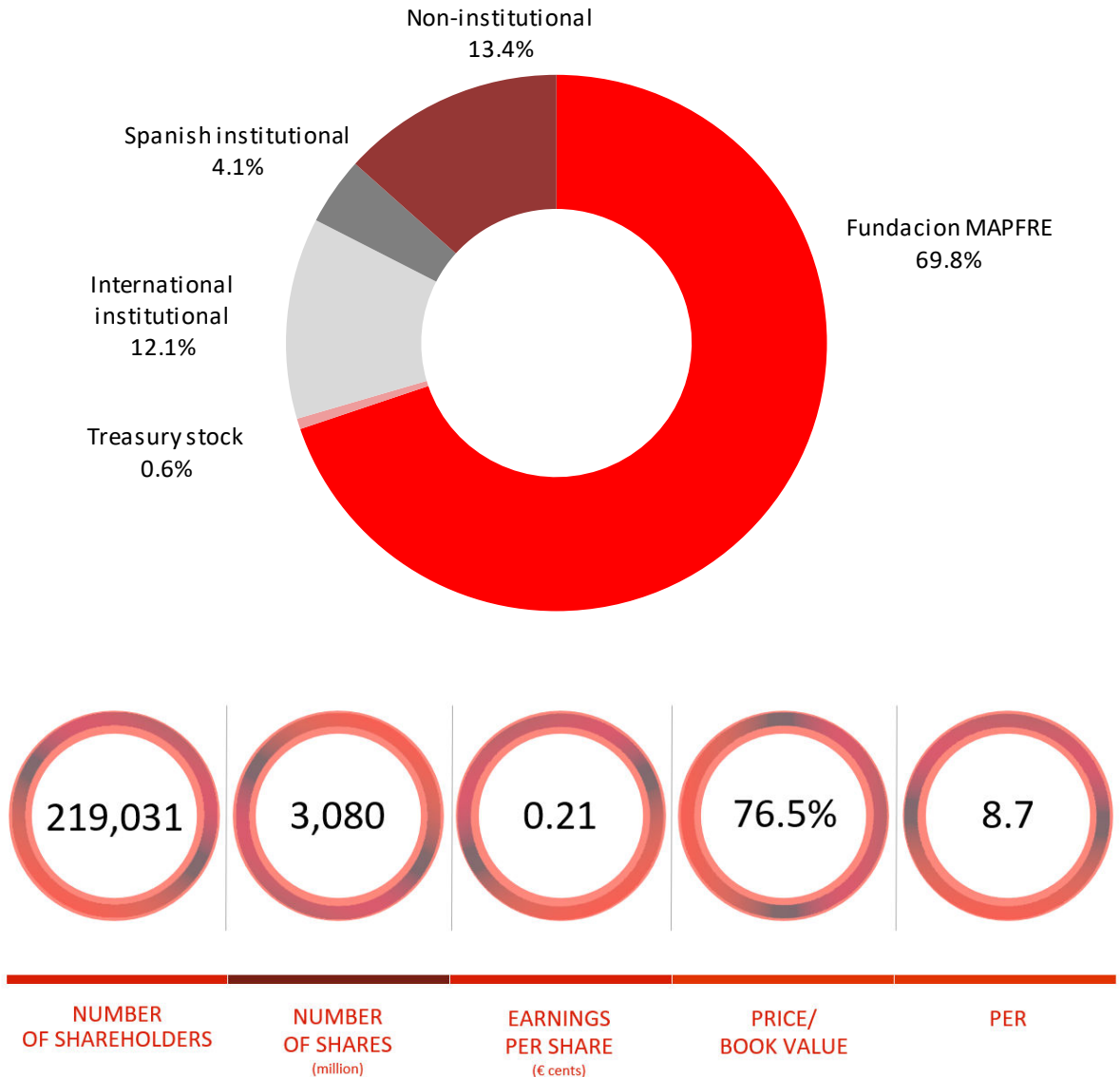
5

Stock market performance and shareholder remuneration

90 YEARS **MAPFRE**

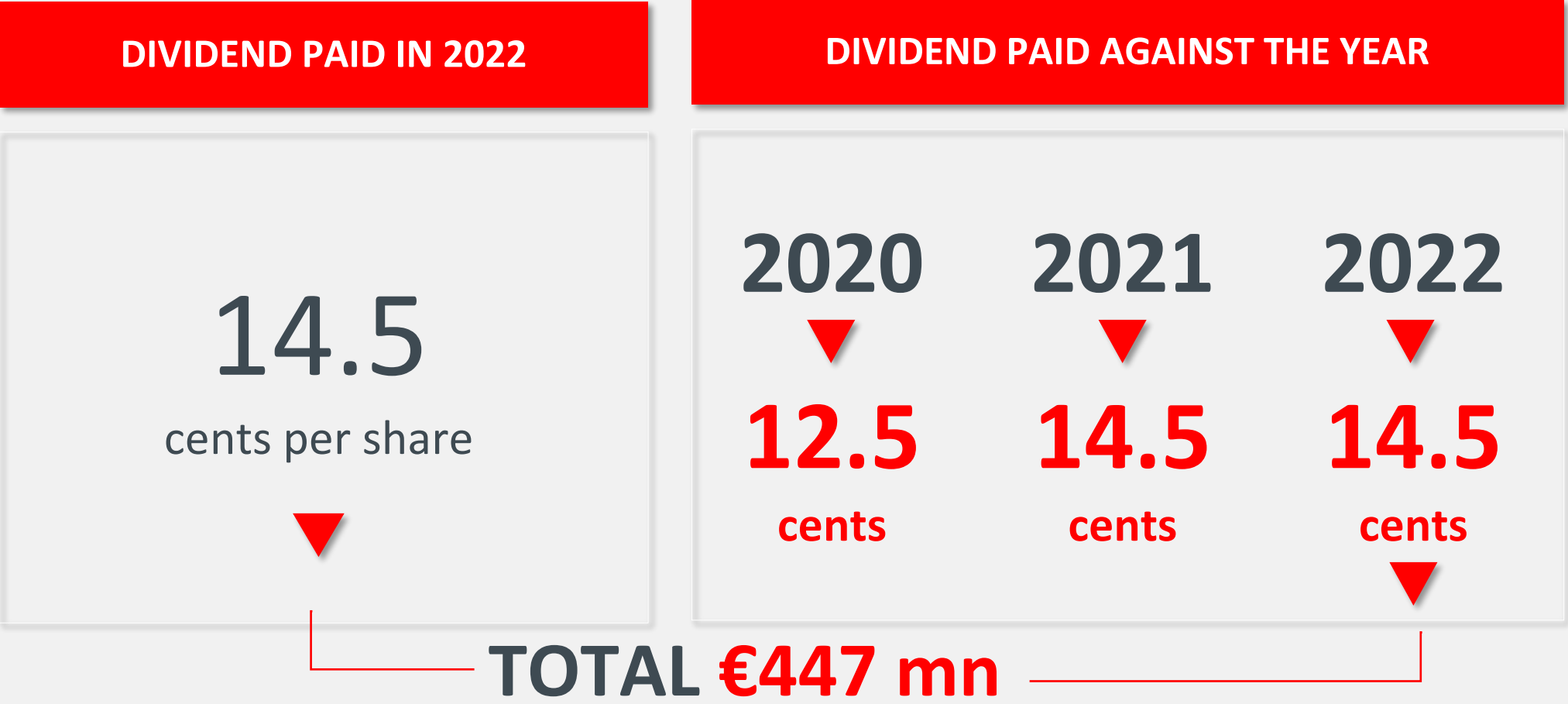
Shareholder composition

Shareholder distribution



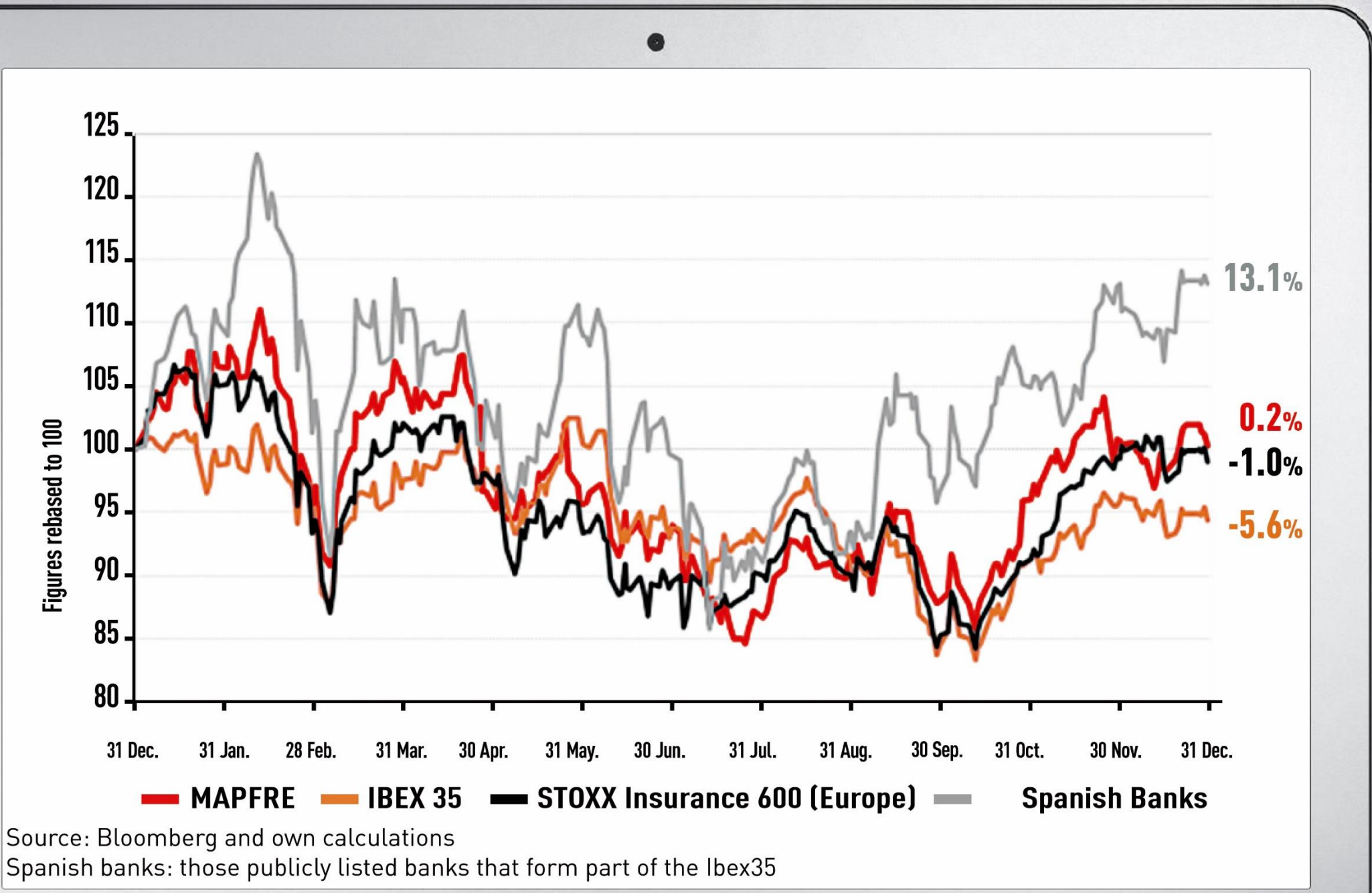
Commitment to shareholders

Return to sustainable dividend path



2022 > The final dividend against 2022 fiscal year proposed to the Annual General Meeting is 0.085 euros gross per share. As such, the total dividend paid against the results for 2022 fiscal year reaches 0.145 euros gross per share, which implies a payout of 69.5 percent.

SHARE PRICE



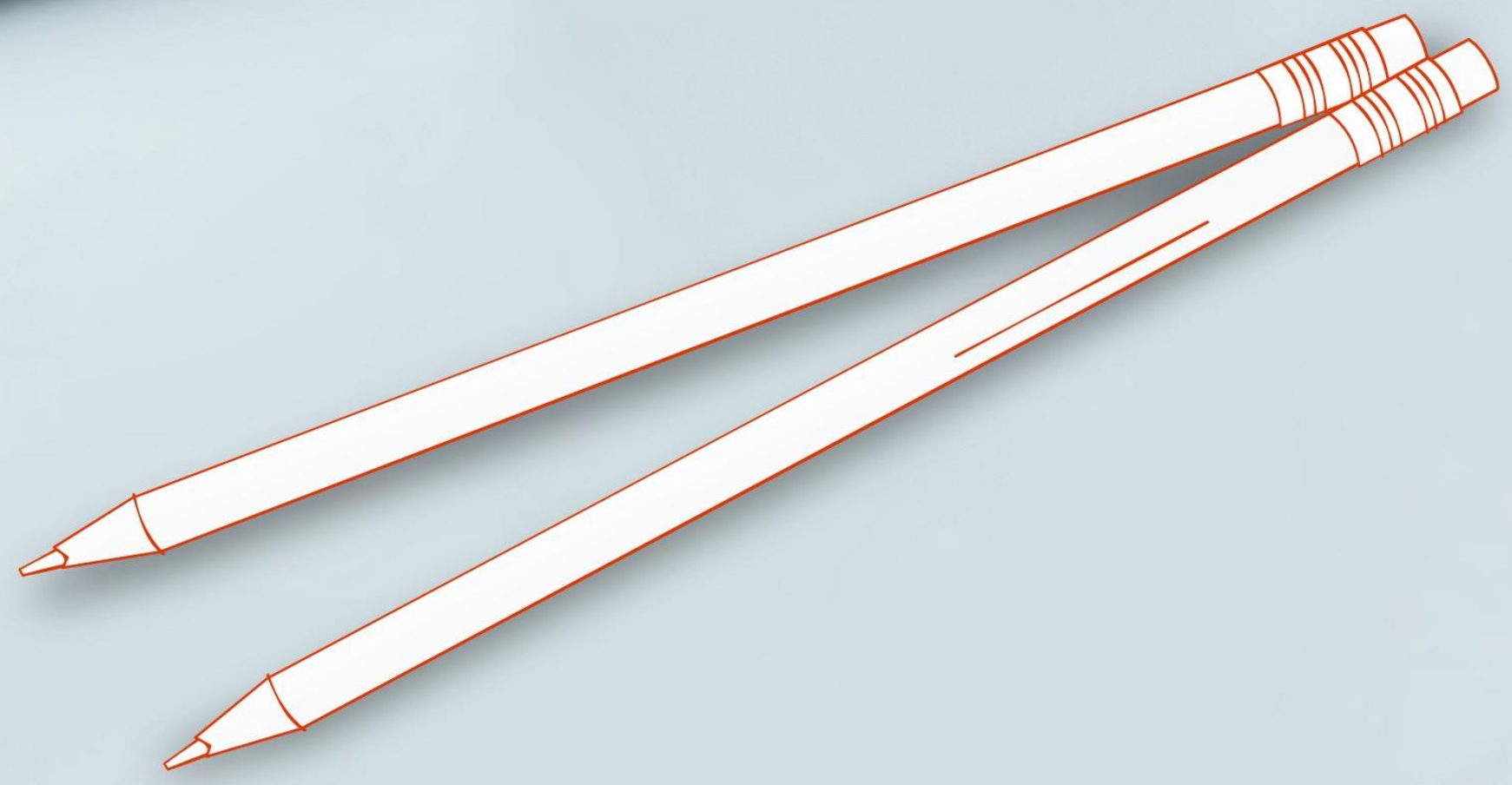
Source: Bloomberg and own calculations
 Spanish banks: those publicly listed banks that form part of the Ibex35



€5.6bn

MARKET CAPITALIZATION
 at December 31, 2022

MAPFRE	+0.2%
IBEX 35	-5.6%
STOXX INSURANCE 600	-1.0%



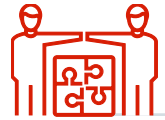
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Conclusions

**Our differentiating
investment case**



Why MAPFRE is a differentiating value



Business

Responsible and committed to ESG

Global company with local autonomy

Geographic, business and balance sheet diversification

Reinsurance as a pillar of growth

Multichannel

Consolidated digital business



People

People management strategy based on the pillars of development, promotion and well-being

Human team as a key value in the organization

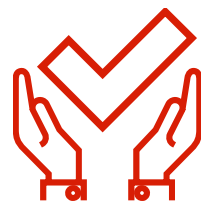
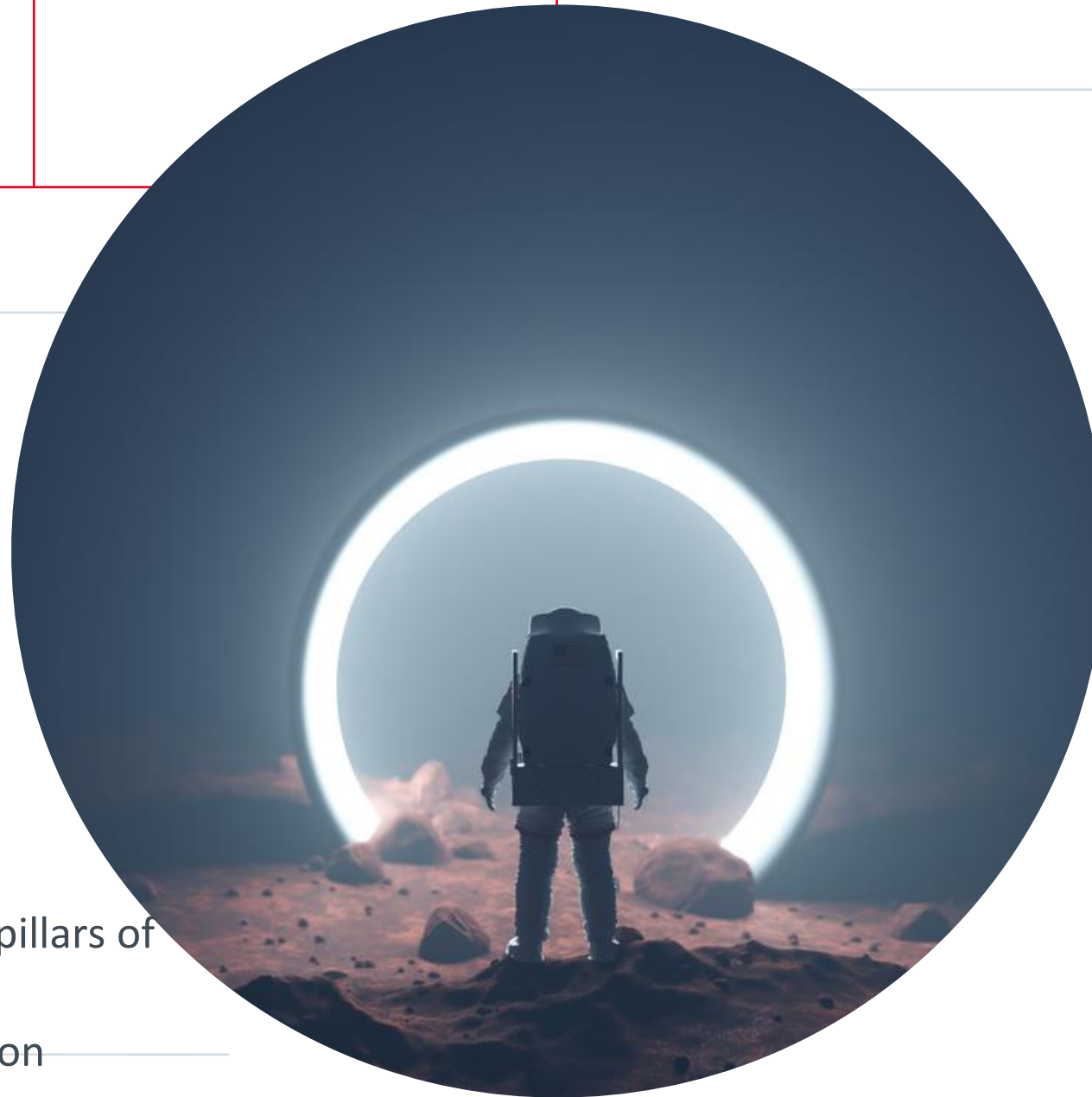


Corporate governance

Strengthened control structure

Consolidation of governance and internal control

Enhanced resilience



Attractive comparative value

Operational and technological



Culture of continuous transformation

Investment in new technologies and IT platforms

Reputation



Enhanced transparency

Greater institutional presence

Growth of reputation

Social



More inclusive and diverse company

Social recognition of MAPFRE and Fundación MAPFRE

Value



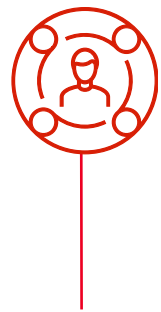
Shareholder stability

Dependable company

Competitive dividend policy

Who are we?

The Investor Relations team



Felipe Navarro

Head of Capital Markets &
Investor Relations and
Treasurer



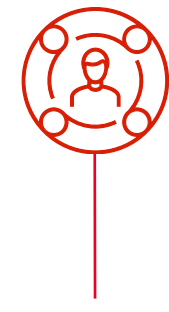
Leandra Clark

Deputy Head of Investor
Relations



Leslie Hoffman

Investor Relations



Natalia Chavarría

Investor Relations

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MAPFRE S.A. does not undertake to update or revise periodically the content of this document.

Certain numerical figures included in the Investor Presentation have been rounded. Therefore, discrepancies in tables between totals and the sums of the amounts listed may occur due to such rounding.