

2008  
Annual Report

2  
SOCIAL  
RESPONSABILITY



**MAPFRE**





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



## MAPFRE's Interest Groups

MAPFRE defined its interest groups in 2005, clearly differentiating between two levels:

### Level 1

which includes all those interest groups linked to MAPFRE by way of some contractual relationship and, as a result, are the first to be affected by the organisation's strategic decisions.

- Employees
- Intermediaries / collaborators
- Insured /& clients
- Partners / shareholders & Investors
- Providers

### Level 2

which includes all those not linked to the organisation by way of some contractual relationship and, as a result, are not directly affected by MAPFRE's strategic decisions or, if they are, it is only in a limited fashion.

- Society / public opinion
- Competitors
- Third sector (non-profit associations, foundations, ngos)
- Workers representatives / trade unions
- Public institution / administrations & regulators
- News media
- Consumer organisations

## Social Responsibility Model

### Social Responsibility

- Equitable relationships with interest groups.
- Environment.
- Signing up to the Global Pact and the UNEP Protocol.
- Social Responsibility Report in line with GRI criteria.

### Good Governance

- Strict compliance with legal obligations.
- Transparency of management and information.
- Business ethics.

### Contribution to society:

Through the non-profit public interest that Fundacion MAPFRE develops in all areas: Social Accion, Insurance Sciences, Culture, Prevention, Health and Environment and Road Safety

## MAPFRE'S Social Responsibility Guidelines

1. Compliance with the prevailing national and international standards in all the Group's operating markets, adopting complementary international standards and guidelines wherever local legislation is insufficiently advanced, and assuming, by way of a declaration of minimum humanitarian standards, respect for the United Nations Universal Declaration of Human Rights and the ten Global Compact principles.

2. A corporate governance record based on corporate transparency and mutual trust with shareholders and investors, respecting the rules of the free market and free competition and rejecting any irregular practice with a view to obtaining business benefits.

3. Respect for employees' rights to equal opportunities, privacy and freedom of opinion; fairness in labour relations, fostering a safe and healthy workplace and providing the job specific training needed to ensure individual career development; fair pay and job stability, and prevention of all forms of persecution, abuse or discrimination on grounds of ideology, beliefs, gender, sexual orientation, race or other; promotion of work life balance; and the express rejection of child and forced labour.

4. Ongoing innovation in insurance products and prevention and assistance services that add value for policy holders and customers, facilitating, fostering and extending the population's access to insurance coverage; the provision to policy holders and customers of accessible and quality service within the agreed timeframe, providing them with honest advice, protecting and handling their personal data with due discretion and providing a procedure free of charge to enable them to address their claims as quickly as possible.

5. Development of responsible practices throughout the value chain, materialising primarily in responsible practices for selecting and contracting with suppliers and other service providers and providing them with assistance in their sustainable development in order to engage them in the Group's social responsibility policy.

6. Maintenance of an environmentally friendly record, promoting effective measures to curtail ecological and environmental fallout from its business activities and encouraging suppliers and contractors of goods and services to adopt MAPFRE's sustainable development values and environmental management practices.

7. Communication and dialogue with all stakeholders, predicated on transparency, honesty and engagement.

8. Active participation in Spanish and international organisms and forums that seek to promote corporate citizenship.

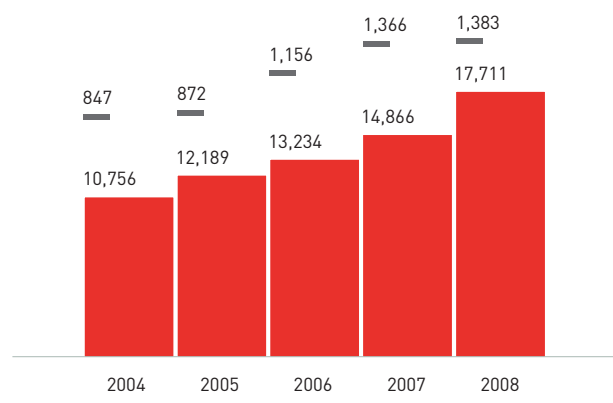
9. Drafting and dissemination of an annual social responsibility report including relevant and accurate information on MAPFRE's activities in this arena during the year, subjecting the contents to internal and external assurance as deemed appropriate to guarantee the report's reliability and to motivate ongoing improvements.

10. Contribution to the development of the non-profit activities engaged in by the MAPFRE Foundation for the general interest, within the limits prescribed in the Company's bylaws.

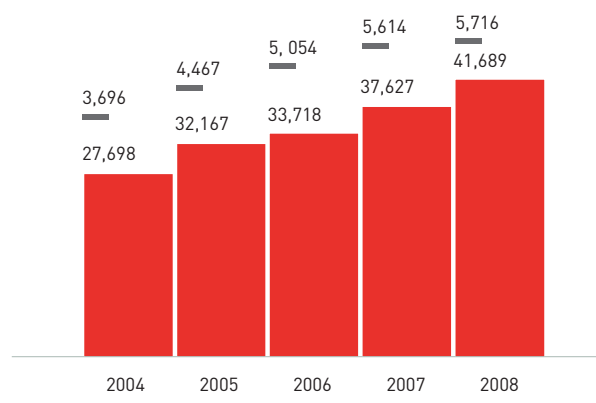
\* Ver información página 12 / Consultar la página web corporativa ([www.mapfre.com/responsabilidad-social](http://www.mapfre.com/responsabilidad-social))

# MAPFRE Group(\*): Key Data

**Revenues and Results.** Million euros



**Assets and Equity.** Million euros



■ Total revenues    ■ Result before tax

■ Assets    ■ Equity

## BUSINESS DISTRIBUTION

	2004	2005	2006	2007	2008
Business territorial distribution per premium					
Spain	72%	69%	65%	64%	55%
America	18%	20%	22%	24%	24%
Other countries	10%	11%	13%	12%	21%

## INCOME STATEMENT

	2004	2005	2006	2007	2008
<b>Total revenues</b>	<b>10,756</b>	<b>12,189</b>	<b>13,234</b>	<b>14,866</b>	<b>17,711</b>
<b>Written and accepted premiums</b>	<b>8,912</b>	<b>10,110</b>	<b>10,933</b>	<b>12,311</b>	<b>14,305</b>
Non-life	6,736	7,801	8,453	9,293	10,891
Life	2,176	2,309	2,480	3,018	3,414
Result of the Non-life business	702	684	920	1,104	1,199
Result of the Life business	127	128	171	204	265
Result of Other business activities	19	60	65	57	(80)
<b>Result before tax</b>	<b>847</b>	<b>872</b>	<b>1,156</b>	<b>1,366</b>	<b>1,383</b>
<b>Net result</b>	<b>620</b>	<b>638</b>	<b>845</b>	<b>731</b>	<b>901</b>
Third party funds managed in Life assurance	17,564	19,585	20,536	24,149	23,293

FIGURES IN MILLION EUROS

## Relevant Indicators, Social Dimension

### MAPFRE and its employee

	2007	2008
<b>Nº. of employee</b>	<b>30,615</b>	<b>34,603</b>
Spain	16,671	16,838
America	12,418	16,091
Other countries	1,526	1,674
<b>Average age</b>		
Spain	37.6	39.5
America	33.5	35.0
Other countries	34.8	34.4
<b>Average seniority</b>		
Spain	8.1	8.7
America	4.7	5.8
Other countries	6.1	6.0

*Irrelevant Indicators, Social Dimension (continue)*

BREAKDOWN WORKFORCE				
COUNTRIES	MEN %		WOMEN %	
	2007	2008	2007	2008
Spain	37.9	37.0	62.1	63.0
America	49.2	46.6	50.8	53.4
Other countries	50.1	50.7	49.9	49.3
<b>Total</b>	<b>43.1</b>	<b>42.1</b>	<b>56.9</b>	<b>57.9</b>

TYPES OF RECRUITMENT AND EMPLOYEE TURNOVER						
COUNTRIES	PERMANENT HIRES %				TURNOVER %	
	INSURANCE		NON INSURANCE		VOLUNTARY RESIGNS AND LEAVES OVER AVERAGE STAFF	
	2007	2008	2007	2008	2007	2008
Spain	96	98.1	-	82.0	3.6	3.4
America	97	99.1	-	92.4	13.3	14.1
Other countries	-	99.0	-	80.4	-	22.0

NUMBER OF TRAININGS AND NUMBER OF ATTENDANCE TO TRAINING ACTIONS BY GEOGRAPHICAL AREAS					
SPAIN		AMERICA		OTHER COUNTRIES	
ATTENDANCE	HOURS	ATTENDANCE	HOURS	ATTENDANCE	HOURS
40,121	434,886	72,757	413,467	1,602	16,167

## MAPFRE and its Customers

MAPFRE POLICYHOLDERS		
AUTOMOBILE SECTOR*	More than 6 million vehicles insured	More than 4.1 million clients
HOUSEHOLD SECTOR*	2.5 million of homes insured	More than 2 million clients
LIFE AND INVESTMENT SECTOR*	More than 3.3 million policyholders	More than 550,000 subscribers to investment and pension plans
ASSISTANCE SECTOR*	More than 554,000 health policies	More than 929,000 health policyholders
ASSISTANCE SECTOR**	70.2 million policyholders	More than 161.5 million beneficiaries
CORPORATE BUSINESS UNIT**	Almost 55,000 SMEs and nearly 16,000 large corporates insured	256,266 policies
REINSURANCE SECTOR**	1,414 companies located in 101 countries	

\* Spain \*\* Spain and International

SERVICE PARAMETERS											
		SPAIN CAC24		BRAZIL		ARGENTINA		COLOMBIA		MEXICO	
CUSTOMER SERVICE CALLS		2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
N°. of calls	Incoming	8,082,194	7,550,864	1,089,187	1,055,048	707,671	617,679	265,587	190,391	829,848	739,734
	% answered	7,574,954	6,947,758	968,171	839,261	682,088	601,306	247,301	172,592	769,420	687,154
		93.7%	92%	88.89%	79.55%	96.4%	97.3%	93%	91%	92.72%	92.89%
Wait time	Average wait time (in seconds)	21	25	92	155	20	10	13	10	39	28
	Average answer time (in seconds)	218	229	317	306	198	N,A,	155	184	277	241

SERVICE PROVISION CALLS											
		SPAIN CAC24		BRAZIL		ARGENTINA		COLOMBIA		MEXICO	
SERVICE PROVISION CALLS		2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
N°. of calls	Incoming	4,324,666	4,670,103	1,553,945	1,294,132	702,032	670,444	283,264	212,004	418,914	447,065
	Answered	4,046,430	4,287,588	1,414,324	1,240,825	678,013	640,977	267,567	194,860	370,911	371,674
	% answered	93.5%	91.8%	91.02%	95.88%	96.6%	95.6%	94%	92%	88.54%	83.14%
Wait time	Average wait time (in seconds)	25	27	68	31	14	8	6	6	72	102
	Average answer time (in seconds)	161	153	364	307	155	N.D.	99	111	309	322

# Environmental performance indicators

ENVIRONMENTAL PERFORMANCE INDICATORS	UNIT	SCOPE	MAPFRE			DEVELOPMENT
			2006	2007	2008	2008
<b>Environmental management</b>						
Certificated buildings ISO 14001	nº	(1)	6	8	14	😊
Employees under ISO 14001	%	(1)	21%	29,16%	31,61	😊
Suppliers with environmental commitment	nº	(4)	145	145	171	😊
Environmental training hours	nº	(5)	446	1,721	2,459	😊
<b>Environmental Management</b>						
Total recycled toner	ud	(1)	2,829	3,846	6,512	😊
Total recycled paper	kg	(1)	144,155	307,302	674,260	😊
Management computers and electronic systems	ud	(1)	816	3,276	3,944	😊
Reuse computers and electronic systems	% ud	(1)			30%	😊
Computers and electronic systems	% ud	(1)			13%	😊
Recycled mobile phones	ud	(1)	1,757	5,159	8,127	😊
Recycled paper/employee	Kg	(3)	13	27	59	😊
Recycled toner employee	ud	(2)	0,25	0,34	0,57	😊

**Note: indicators were designed in accordance with GRI criteria. Figures refer to Spain, scope indicated at the bottom of the page**

(1) Includes figures for the parent companies within the MAPFRE Group in Spain. Does not include MAPFRE QUAVITAE

(2) CESVIMAP figures

(3) Figures for MAPFRE EMPRESAS (CORPORATES) at year-end. Only includes data corresponding to MAPFRE's ownership interest

(4) Figures for MAPFRE EMPRESAS (CORPORATES) at year-end. Only includes data corresponding to MAPFRE's ownership interest

(5) Include hours of training delivered by the Corporative Department's Personnel on Environmental Issues plus the number of hours of training delivered by the Environmental Department to employees responsible for implementation a management system aimed at protecting the environment

😊 : positive progress indicator in comparison with the previous year

😐 : no significant changes identified in comparison with data available for previous year

😞 : negative progress in comparison with data available for previous year

N.D.: Data not available

N.A.: Non applicable

N.C.: Data not comparable with the previous year

## MAPFRE: Share Information

SHAREHOLDER STRUCTURE						
	2006		2007		2008	
	%	NUMBER	%	NUMBER	%	NUMBER
CARTERA MAPFRE	55.3	1	74.6	1	63.9	1
Other MAPFRE entities	1.10	5	0.01	3	0.03	3
Investors holding 0.1% or more						
Spanish	6.4	14	3.5	10	16.0	5
Foreign	21.6	33	7.2	17	10.3	21
Investors holding less than 0.1%						
Spanish	12.8	47,987	12.3	557,478	7.1	481,582
Foreign	2.8	1,182	2.4	7,533	2.7	6,530
<b>TOTAL</b>	<b>100</b>	<b>49,222</b>	<b>100</b>	<b>565,042</b>	<b>100</b>	<b>488,142</b>

STOCK MARKET INFORMATION					
	2004	2005	2006	2007	2008
Market Capitalisation as at 31 December (million Euros)	2,589.7	3,332.7	4,085.2	6,848.7	6,587.6
Number of shares in issue*	238,900,706	238,900,706	1,194,503,530	2,275,324,163	2,744,832,287
PE Ratio	12.4	13.3	12.4	9.4	7.3
Adjusted earnings per share (Euros)*	0.19	0.21	0.28	0.32	0.34
Price / Book value	1.40	1.53	1.75	1.58	1.34
Dividend per share (Euros)*	0.05	0.06	0.07	0.11	0.14
Dividend yield (%)	2.4	2.3	2.2	3.1	4.7
Average daily number of traded shares*	4,052,694	4,392,240	5,078,395	7,769,398	9,234,024
Average traded daily value (million Euros)	8.30	11.28	15.64	27.55	27.48

(\* The increase in the number of shares is due to the €500.5 million capital increase carried out in April 2004 and the 5-for-1 share split carried out in October 2006.

Earnings and dividends per share were calculated using an adjustment factor and the weighted number of shares, in compliance with IAS 33.

Figures for 2007 and 2008 correspond to MAPFRE S.A. under its new structure, where all the Group's activities are integrated in the quoted company.

MAPFRE SHARE	
Number of shares in circulation	2,744,832,287, fully subscribed and paid
Nominal value of each share	0,1 euros
Type of share	Ordinary, book-entry system. All circulating shares imply equal financial and political rights
Markets in which shares are sold	Madrid and Barcelona Stock Exchange (continuous)
Stock exchange indexes applied to shares	<ul style="list-style-type: none"> <li>- IBEX 35</li> <li>- Dow Jones Stoxx Insurance</li> <li>- MSCI Spain (and consequently, other MSCI indexes applied to Spanish companies and insurance companies)</li> <li>- FTSE All-World Developed Europe Index</li> <li>- FTSE4Good<sup>2</sup> y FTSE4Good IBEX10<sup>2</sup></li> </ul>
ISIN Code	ES0124244E34

(1) Morgan Stanley Capital Investment (MSCI)

(2) Indices that measure the performance of companies that meet globally recognised corporate responsibility standards

## MAPFRE Network

MEDIATORS	SPAIN		AMERICA		OTHER COUNTRIES	
	2008	2007	2008	2007	2008	2007
Agents	14,718	13,388	13,516	5,686	1,157	-
Delegates	2,742	2,551	1,364	248	-	-
Brokers	3,302	3,277	18,656	4,636	7,642	-

BUSINESS IMPLEMENTATION	2004	2005	2006	2007	2008
	Number of countries with presence	38	38	39	43
Number of offices	3,812	4,273	4,712	5,458	5,789
Spain	2,788	2,861	2,910	3,090	3,243
America -direct insurance business	922	1,284	1,665	1,890	2,002
Other countries	102	128	137	478	544

## MAPFRE and its Suppliers

SUPPLIERS TYPOLOGY AND INVOICED AMOUNT IN 2008 (MAPFRE'S INSURANCE COMPANIES)	
Suppliers of generic goods and services (office materials and furniture, paper and consumables, mail and messenger services, reprographics, document management and filing services, marketing procurements)	230 millones de euros.
Suppliers of goods and services that are specific to each business line, primarily relating to handling claims (car and home repairs, provision of health services, roadside assistance, etc.)	2,040 millones de euros.
Technology suppliers (hardware, software, communications goods and services), which are coordinated by MAPFRE's General Department of Technology and Procedures	215 millones de euros.



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**RESPONSABILITY**



**MAPFRE**





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## LETTER FROM THE CHAIRMAN





José Manuel Martínez. PRESIDENT

In keeping with its promises, MAPFRE is presenting its social responsibility report for the fifth consecutive year, providing indicators for our core business line, insurance, for Spain and for some of the Group's key operating markets, namely Argentina, Brazil, Colombia and Mexico. This report, which is formally global in terms of scope and contents, has been drawn up under the Global Reporting Initiative (GRI) guidelines (version G3), expressly including sector specific indicators for financial entities and insurance companies, as well as the external assurance report compiled by Ernst & Young. While satisfied with our achievements, we are keenly aware that our corporate responsibility report must be upgraded each year, gradually bringing in of all MAPFRE's activities, and providing the same indicator application levels for all the Group's operating markets.

Businesses are the drivers of innovation and agents of unfolding change. They are significant players in the world we live in, which is why the onus is on these companies to contribute to making this world a better place to live by delivering on their duties to generate profits, create jobs, innovate and compete and to oversee that they do not foment inequalities.

For many years now, we at MAPFRE have been convinced that companies should be managed based on principles and values that create value. The company must be continually alert to social change and capable of convincing the general public, its customers and all its stakeholders of its sincere preoccupation with the issues of greatest concern to citizens. The twenty-first century business, via the implementation of corporate citizenship policies, needs to conceive of itself as a public service institution, with an unavoidable and growing social commitment, and to develop under this guiding principle. At MAPFRE, social responsibility is not social marketing. It is a strategic business management tool which must be designed to engage the business at all levels, underpinned by a profoundly ethical approach to business and under the leadership of senior management.

Any institution, such as this company, whose overriding goal is to integrate people in a joint effort, must be required to generate trust and to behave ethically, namely to act transparently in order to generate the trust of the stakeholders to which that institution targets its business activities. MAPFRE has drawn up its 2008 Social Responsibility Report along these strategic principles, in which we firmly believe.

We are convinced that we must strive towards sustainability in the broadest sense of the concept. And we want the entire organisation to engage in this effort. We have purposely built solutions to bring about equality and work/life balance, non-discrimination, an ongoing anti-corruption effort and concern for the social and environmental issues worrying citizens into our business activities. Along these lines, in 2008 we overhauled our corporate governance policy, in place at MAPFRE for over a decade.

In 2008 we also reformulated our social responsibility policy, structuring it around ten guiding principles which succinctly distil our business philosophy, notably in respect of the management of the main challenges associated with our financial performance and environmental and corporate citizenship records. These newly drafted ten principles, which feature prominently in this report and which have been disseminated throughout our organisation, symbolise MAPFRE's commitment to sustainable business and which mirror one of the institutional principles that inspire the Group's actions.

As in earlier editions, this report distils the effort put in by MAPFRE itself and by all the stakeholders involved in the Group's business activity to enhance its social responsibility record and ensure its operations are at all times environmentally friendly. The report focuses on shareholders, customers, employees, the sales network, suppliers and other collaborators and stakeholders. Our hope is that these stakeholders will continue to contribute to the formulation of this report, increasingly so in fact.

MAPFRE, which celebrated its seventy-fifth anniversary as a business in 2008, is keen to continue to enhance its social responsibility model to make growth compatible with job creation, wealth creation with an unwavering and fair community involvement in all its operating markets, so as to unquestionably contribute to the furtherance of sustainable development.

On behalf of MAPFRE, I would like to thank you for the faith you have placed in us.

A handwritten signature in blue ink, appearing to read 'JMM', with a long horizontal line extending to the right.

José Manuel Martínez.  
PRESIDENT



## GENERAL INFORMATION



## General Information

MAPFRE is an independent Spanish business group engaged in the insurance, reinsurance, financial services, real estate, and services industries. The Group's parent is holding company MAPFRE S.A., whose shares are listed on the Madrid and Barcelona stock exchanges.

The Group is majority owned by FUNDACIÓN MAPFRE (The MAPFRE Foundation), a structure which guarantees its independence and institutional stability.

MAPFRE is the number one provider of insurance in Spain and has a significant international foothold in the direct insurance, reinsurance and assistance segments.



## International Footprint

The MAPFRE Group's businesses in Spain are carried on by 103 companies, the most significant of which are insurance providers MAPFRE FAMILIAR (FAMILY), MAPFRE VIDA (LIFE), MAPFRE EMPRESAS (CORPORATE), MAPFRE ASISTENCIA (ASSISTANCE) and MAPFRE CAUCIÓN Y CRÉDITO (CREDIT RISK PROTECTION).

MAPFRE enjoys the broadest sales network in the Spanish insurance landscape; its branch network is among the largest of any financial institution in the country. At year-end 2008, this network comprised 430 directly operated principle branches, staffed with in-house management and personnel, 2,773 agency branches, managed by a professional agent/team, 40 branches in MAPFRE VIDA's dedicated life insurance network and 20,762 agents and other professionals.

This branch network is structured into 43 managerial divisions which oversee and coordinate the network's operations in a specific region, which usually coincides with one or more provinces. These divisions are in turn rolled up into seven general regional departments.





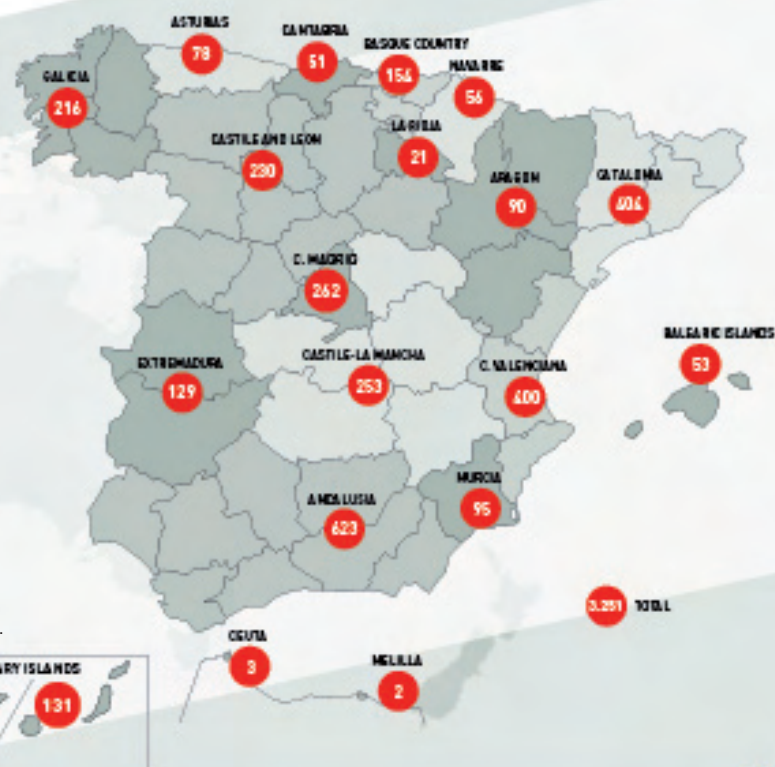


## Spanish Footprint

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# MAPFRE AND SOCIAL RESPONSIBILITY



# Social Responsibility Report

## Report scope and boundary

As in previous years, MAPFRE has drawn up its 2008 Social Responsibility Report in accordance with the G3 Global Reporting Initiative (GRI) guidelines, specifically the indicators from the GRI financial services sector supplement applicable to insurance providers.

This report covers all of MAPFRE's core insurance related businesses, using the most applicable indicators in each segment. Namely, these businesses are the Spanish, Argentine, Brazilian, Colombian and Mexican operations, which account for 75 percent of volumes, thereby complying with the GRI materiality threshold of reporting indicators for "those places where significant operations are carried on".

MAPFRE has undertaken to gradually extend the scope of this report to include countries where the Group engages in significant insurance activity, such as the US and Turkey where it operates through subsidiaries Commerce and Genel Sigorta, respectively. These operations are not reflected in the current report boundary as the businesses have been acquired relatively recently.

## Clarity and accuracy

The information is presented schematically, following a global indicator index (page 89) which enables the easy and ready retrieval of the information reported.

The report is drafted in sufficient detail to enable the various stakeholders to assess MAPFRE's economic, social and environmental performance from a qualitative and quantitative standpoint, avoiding the use of technical vocabulary and acronyms where possible and adding explanatory footnotes where required.

The report can also be accessed on the Group's website ([www.mapfre.com](http://www.mapfre.com)).

## Reliability

Use of the Consigna tool enables collection of data sufficient to guarantee the quality and materiality of 90 percent of the stipulated GRI indicators.

The qualitative and quantitative data that underlie these indicators have been checked externally by Ernst & Young, including the data obtained from the Argentine, Brazilian, Colombian and Mexican operations. MAPFRE's internal audit department was also involved in the entire report analysis and

assurance process, and, as required, the report was reviewed by MAPFRE's Audit Committee prior to its definitive approval by the Board of Directors.

## Timeliness and comparability

The social responsibility report is published on an annual basis (January to December 2008) and presented, together with the Group's financial information, at MAPFRE's Annual General Meeting prior to its publication on the website. MAPFRE's social responsibility reports for the past five years can be accessed at: [www.mapfre.com](http://www.mapfre.com) under the social responsibility section.

In addition, as in earlier years, the quantitative data included in the report is compared with that reported for the immediately preceding year enabling a comparison and analysis of changes in the organisation's record.

Any significant change in boundary, scope, timeliness or contents is identified and explained in the corresponding index.

## Balance

The report reflects positive and negative aspects of the organisation's performance. Instances where results have failed to live up to expectations are disclosed in the corresponding headings. MAPFRE is firmly committed to expanding the boundary and improving the contents of its annual social responsibility report.

## Materiality<sup>2</sup>

Representatives of the Group's various corporate and operating units participated in drawing up this report with a view to ensuring that it includes relevant and sufficient data on topics and indicators considered important for reflecting the organisation's significant economic, environmental, and social impacts, thereby complying with the GRI materiality stipulation.

In assessing the materiality or relevance of the information included, in addition to considering the observations of the various stakeholders (obtained during the year through the ordinary communications channels formally put in place by MAPFRE) management also considered the guidelines contained in the international agreements and standards applicable to the Group.

As a result of this process, each chapter of this report includes all aspects considered relevant or material in respect of the scope of each heading. In addition, despite limited environmental fallout from our business, we have placed special emphasis on our environmental commitments, in line with our stated ambition of playing an active role in preserving and protecting the environment.

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[2] The Global Reporting Initiative defines materiality as the "threshold at which an issue or Indicator becomes sufficiently important that it should be reported"

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[1] Consigna: MAPFRE's dedicated social responsibility management information system, implemented in 2007

This information is fleshed out in the table outlining MAPFRE's key social responsibility indicators, included in the report covers.

## Mapfre's Social Responsibility Guidelines: New Principles

In 2005 MAPFRE drafted its nine social responsibility principles. These principles have been reported in our annual reports and have shaped the Group's management.

In 2008, the Group overhauled its social responsibility guidelines in conjunction with the redrafting of MAPFRE's code of corporate governance and the new draft of the institutional principles governing the Group's ethical and socially committed behaviour. These principles acknowledge each Group entity's responsibility to contribute to the sustainable development and progress of society, and give rise to ten new principles, as follows:

1. Compliance with the prevailing national and international standards in all the Group's operating markets, adopting complementary international standards and guidelines wherever local legislation is insufficiently advanced, and assuming, by way of a declaration of minimum humanitarian standards, respect for the United Nations Universal Declaration of Human Rights and the ten Global Compact principles.

2. A corporate governance record based on corporate transparency and mutual trust with shareholders and investors, respecting the rules of the free market and free competition and rejecting any irregular practice with a view to obtaining business benefits.

3. Respect for employees' rights to equal opportunities, privacy and freedom of opinion; fairness in labour relations, fostering a safe and healthy workplace and providing the job specific training needed to ensure individual career development; fair pay and job stability, and prevention of all forms of persecution, abuse or discrimination on grounds of ideology, beliefs, gender, sexual orientation, race or other; promotion of work life balance; and the express rejection of child and forced labour.

4. Ongoing innovation in insurance products and prevention and assistance services that add value for policy holders and customers, facilitating, fostering and extending the population's access to insurance coverage; the provision to policy holders and customers of accessible and quality service within the agreed timeframe, providing them with honest advice, protecting and handling their personal data with due discretion and providing

a procedure free of charge to enable them to address their claims as quickly as possible.

5. Development of responsible practices throughout the value chain, materialising primarily in responsible practices for selecting and contracting with suppliers and other service providers and providing them with assistance in their sustainable development in order to engage them in the Group's social responsibility policy.

6. Maintenance of an environmentally friendly record, promoting effective measures to curtail ecological and environmental fallout from its business activities and encouraging suppliers and contractors of goods and services to adopt MAPFRE's sustainable development values and environmental management practices.

7. Communication and dialogue with all stakeholders, predicated on transparency, honesty and engagement.

8. Active participation in Spanish and international organisms and forums that seek to promote corporate citizenship.

9. Drafting and dissemination of an annual social responsibility report including relevant and accurate information on MAPFRE's activities in this arena during the year, subjecting the contents to internal and external assurance as deemed appropriate to guarantee the report's reliability and to motivate ongoing improvements.

10. Contribution to the development of the non-profit activities engaged in by the MAPFRE Foundation for the general interest, within the limits prescribed in the Company's bylaws.

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[3] Can be accessed at: [www.mapfre.com](http://www.mapfre.com)

## ECONOMIC DIMENSION



The following table highlights MAPFRE's financial performance:

	2008	2007	VAR.% 07/06
<b>Revenues per operation</b>			
- Premiums and reinsurance	14,304.8	12,310.5	16.2%
- Gross contributions to Pension Schemes	565.9	340.9	66.0%
- Investment revenues	2,732.5	1,980.1	38.0%
- Other revenues	879.7	818.4	7.5%
- Consolidation adjustments and other firms	(206.1)	(243.3)	(13.6)%
<b>Total revenues per operation</b>	<b>18,276.8</b>	<b>15,206.7</b>	<b>20.2%</b>
<b>Profit before tax</b>	<b>1,383.2</b>	<b>1,365.7</b>	<b>1.3%</b>
<b>Profit generated by main company</b>	<b>900.7</b>	<b>731.1</b>	<b>23.2%</b>
<b>Life Funds and Savings Plans</b>			
- Life Insurance Technical Provisions	17,223.3	16,955.5	1.6%
- Pension Funds	3,414.7	3,155.2	8.2%
- Investment Funds and portfolios	2,655.0	4,038.0	(34.2)%
<b>Total Life Funds and Savings Plans</b>	<b>23,293.0</b>	<b>24,148.7</b>	<b>(3.5)%</b>
<b>Total assets managed <sup>(1)</sup></b>	<b>47,759.1</b>	<b>44,820.1</b>	<b>6.6%</b>

FIGURES IN MILLIONS OF EUROS

[1] Include total assets, pension funds and investment funds

The following table includes relevant data regarding MAPFRE's geographical presence and business distribution per geographical zone:

	BUSINESS DISTRIBUTION AND PRESENCE				
	2004	2005	2006	2007	2008
<b>Number of countries in which the company is present</b>	<b>38</b>	<b>38</b>	<b>39</b>	<b>43</b>	<b>45</b>
<b>Number of employees</b>	<b>19,920</b>	<b>24,967</b>	<b>28,006</b>	<b>30,615</b>	<b>34,603</b>
Spain	10,358	14,412	15,725	16,671	16,838
Other countries	9,562	10,555	12,281	13,944	17,765
<b>Number of offices</b>	<b>3,812</b>	<b>4,273</b>	<b>4,712</b>	<b>5,458</b>	<b>5,789</b>
Spain	2,788	2,861	2,910	3,090	3,243
America - direct insurance	922	1,284	1,665	1,890	2,002
Other countries	102	128	137	478	544
<b>Geographical distribution of business per premium</b>					
Spain	72%	69%	65%	64%	55%
America - direct insurance	18%	20%	22%	24%	24%
Other countries	10%	11%	13%	12%	21%



The following table shows MAPFRE's market shares:

	MARKET SHARES				
	2004	2005	2006	2007	2008
<b>Shares in Spain from Non-Life premiums</b>					
Car	20,2%	21,0%	20,4%	20,5%	20,6%
Health	7,7%	7,9%	7,8%	7,8%	7,9%
Total Non-Life	18,0%	18,3%	18,1%	18,2%	18,2%
Life	9,9%	9,2%	8,3%	10,3%	9,7%
Total	14,2%	14,2%	13,5%	14,4%	13,9%
Share in Spain Life over technical provisions	10,6%	10,4%	10,3%	11,4%	11,4%
Share in Latin America on Non-Life premiums	5,7%	6,1%	6,2%	6,1%	n.d.

Volume 1, which includes the 2008 financial statements and accompanying management report, provides in-depth disclosure on MAPFRE's financial performance.

## MAPFRE'S SOCIAL DIMENSION





## MAPFRE and its employees

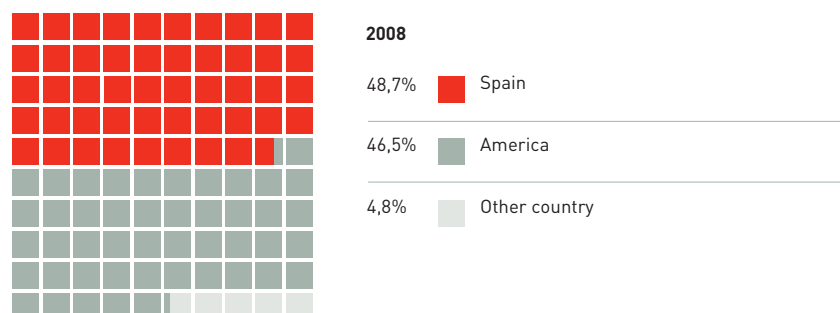
MAPFRE believes that its dealings with its employees and their mutual relationships should be based on respect for their employment and personal rights. To this end, MAPFRE encourages and supports observance of the following principles: equal opportunities for all, non-discrimination, ongoing professional training, upgrading of management skills, work-life balance and dignified roles, irrespective of gender, in the workplace.

In addition, it develops socially responsible practices to govern its dealings with employees, guided by the principles of humanitarianism, equality and respect for the law, while promoting corporate citizenship principles to shape the behaviour of its employees organization-wide.

### Workforce structure

- On 31 December 2008, the company comprised of 34,603 employees, 24,603 in insurance companies and 10,000 in non-insurance companies distributed geographically as follows: geográfica:

#### Distribution of employees by country



Scope: Grupo MAPFRE

GEOGRAPHICAL AREAS	2008	2007	CHG %
SPAIN	16,838	16,671	1.0
AMERICA	16,091	12,418	29.6
OTHER COUNTRIES	1,674	1,526	9.7
<b>TOTALES</b>	<b>34,603</b>	<b>30,615</b>	<b>13.0</b>

SCOPE: GRUPO MAPFRE

In 2008, headcount reinforcement came primarily at MAPFRE's companies outside Spain, most notably boosted by the integration of COMMERCE (US), with a headcount of 2,392.

57.9 percent of MAPFRE's workforce is female. The geographic breakdown of its workforce by gender is provided below:

GEOGRAPHICAL AREAS	MAN		WOMEN	
	NUMBER	%	NUMBER	%
SPAIN	6,231	37.0	10,607	63.0
AMERICA	7,498	46.6	8,593	53.4
REST	849	50.7	825	49.3
<b>TOTAL</b>	<b>14,578</b>	<b>42.1</b>	<b>20,025</b>	<b>57.9</b>

SCOPE: GRUPO MAPFRE





The breakdown of the workforce by job category and gender is as follows

CATEGORIES	NUMBER												PERCENTAGE											
	SPAIN				OTHER COUNTRIES				TOTAL				SPAIN				OTHER COUNTRIES				TOTAL			
	2008		2007		2008		2007		2008		2007		2008		2007		2008		2007		2008		2007	
	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M
MANAGEMENT	345	43	351	43	441	130	457	131	786	173	808	174	5.5	0.4	5.9	0.4	5.3	1.4	6.7	1.8	5.4	0.9	6.3	1
BUS. HEADS	1,380	430	1,243	386	1,045	618	1,064	893	2,425	1,048	2,307	1,279	22.2	4.1	20.9	3.6	12.5	6.6	15.5	12.6	16.6	5.2	18	7.2
TECHNICIANS	2,467	6,188	2,669	7,013	4,128	4,250	2,349	3,354	6,595	10,438	5,018	10,367	39.6	58.3	45	65.3	49.5	45.1	34.3	47.3	45.2	52.1	39.2	58.1
ADMINISTRATION	2,039	3,946	1,665	3,301	2,733	4,420	2,987	2,709	4,772	8,366	4,652	6,010	32.7	37.2	28	30.7	32.7	46.9	43.5	38.3	32.8	41.8	36.5	33.7

SCOPE: GRUPO MAPFRE

The breakdown of the salesforce component of the overall headcount is as follows:

	CATEGORIES						
	GEOGRAPHICAL AREAS	MANAGEMENT	BUS. HEADS	TECHNICIANS	ADMINISTRATION	TOTAL	
SALES FORCE	SPAIN	MAN	78	384	873	383	1,718
		WOMEN	5	28	279	687	999
	OTHER COUNTRIES	MAN	101	519	843	435	1,898
		WOMEN	18	267	852	934	2,071

SCOPE: GRUPO MAPFRE

The average employee age is 36.7 and the average length of service at MAPFRE is 6.9 years, broken down as follows:

GEOGRAPHICAL AREAS	AVERAGE AGE		AVERAGE SENIORITY	
	2008	2007	2008	2007
SPAIN	39.5	38.7	8.7	8.1
AMERICA	35.0	33.5	5.8	4.7
OTHER COUNTRIES	34.4	34.8	6.0	6.1

SCOPE: GRUPO MAPFRE

Employee turnover (employees leaving the organisation voluntarily due to resignation or leave, expressed as a percentage of average headcount) is as follows:

GEOGRAPHICAL AREAS	TURNOVER, %	
	2008	2007
SPAIN (insurance providers)	3,4	3,6
AMERICA	14,1	13,3
OTHER COUNTRIES	22,0	-

SCOPE: GRUPO MAPFRE

## Employment, recruiting and internal mobility

### EMPLOYMENT

MAPFRE's hiring policy is to encourage permanent or indefinite employment over temporary arrangements. At the Group's insurance providers, at year-end 2008 the percentage of indefinite contracts was 98.5 percent of the total, as depicted in the following chart:

	PERMANENT HIRES	
	INSURANCE	NON-INSURANCE
SPAIN	98.1 %	82.0 %
AMERICA	99.1 %	92.4 %
OTHER COUNTRIES	90 %	80.4 %

SCOPE: GRUPO MAPFRE

### JOBS FOR THE DISABLED

In Spain MAPFRE participates actively in the "business and disability program" run by the Business and Society Foundation, whose overriding objective is to encourage the integration of people with disabilities into the workplace. One hundred and eighty five disabled persons work at the Group's companies in Spain at present. In addition, in compliance with alternative measures provided for in prevailing legislation, MAPFRE made endowments to and executed agreements for the provision of services or goods with special employment centres and foundations in the amount of €641,158.

MAPFRE has in place a protocol to ensure compliance with the number of positions set aside for people with disabilities to ensure and oversee that this legal requirement is met.

Outside Spain, MAPFRE employs 82 disabled people, although it is not legally required to do in some of these markets.

### RECRUITING

MAPFRE has in place a global recruiting policy and mandatory in-house rules to ensure that its recruiting processes are rigorous, objective and that they guarantee equal opportunities. Compliance with these rules is the subject of regular internal audits. The goals of this policy are to:

- Hire the best candidates
- Minimise margin for error and subjectivity.
- Standardise hiring processes
- Consider the selection process a cornerstone of overall human resources policy, key to the professional development of its human capital.

### WORK PLACEMENT OPPORTUNITIES

In 2008 work placement opportunities at the Group's companies in Spain were afforded to 242 students under scholarship collaboration agreements with educational centres, universities and business schools.

### JOB MOBILITY AND INTERNAL PROMOTIONS

MAPFRE has always prioritised and encouraged the promotion of internal job mobility.

To this end, the Company has implemented an automated procedure to inform employees of vacancies and newly created positions that can be covered with existing personnel, indicating the job location, category and other requirements. This initiative generates:

- Increased employee satisfaction and motivation
- Quicker adaptation to new jobs/Group companies

In 2008, 396 recruiting processes were notified in Spain; internal mobility rose by 12 percent year-on-year.

544 internal job movements took place in Latin America.

## Work-life balance and equal opportunities

### WORK-LIFE BALANCE

MAPFRE has set up a number of measures to facilitate achievement of a work-life balance:

- Flexible workdays in terms of start and end times
- Part-time arrangements
- Shorter work days for employees aged over 60
- Leave on personal/family grounds: available in hourly or workday units (wedding, moving house, exams, medical appointment, serious family incident, adoption, etc.)
- Maternity and paternity leave, including adoption and foster care
- Leave of absence on study/family grounds

The table below outlines the number of employees benefitting from these measures in 2008:

WORK-LIFE BALANCE INITIATIVES	NO. OF EMPLOYEES	
	SPAIN	ROW
Flexi-time arrangements	8,215	6,719
Part time arrangements	2,768	437
Shorter workdays	590	2,257
Teleworking	0	28
Paid and unpaid leave	10,572	4,599
Sabbatical on study/family grounds	83	113
Employee reintegration program following a protracted leave of absence	0	12

(DOES NOT INCLUDE MAPFRE QUAVITAE) SCOPE: MAPFRE GROUP

At MAPFRE it is a priority to make ongoing progress in the introduction of measures designed to facilitate work-life balance.

### EQUAL OPPORTUNITIES

In Spain, in compliance with prevailing legislation, the Steering Committee approved a working plan in October 2008 for the formulation of the MAPFRE GRUPO ASEGURADOR Equality Plan, addressing the following issues: employment access, professional categorisation, promotions, training, compensation, work-life balance, the prevention of sexual harassment and gender specific harassment.

In addition, the Equality Committee agreed on a series of wide-reaching measures to be implemented immediately to ensure equal opportunities, including: talks to raise awareness built into corporate training programs, calculations in social benefits, fine-tuned drafting of job offers and of the questions used in recruiting surveys and a communications campaign designed to protect maternity rights.

In Spain, women represent 83.5 percent of the newly recruited staff joining in 2008 (71.3 percent in insurance companies and 88.2 percent in other entities) and 21.5 percent of the newly recruited managers or directors. In America, women make up for 63.1 percent of the newly recruited staff and 34.1 percent of the newly recruited managers or directors. Elsewhere, women accounted for 45.3 percent of new hires and 27.2 percent of hires to management positions.

### MORAL AND SEXUAL HARASSMENT IN THE WORKPLACE

In 2008 the protocol for the prevention and handling of workplace harassment, drawn up by MAPFRE the year before following talks with the workers' legal counsel, was implemented and applied. This protocol, which establishes the actions necessary to evaluate any harassment claims made and the opportune measures for resolving potential conflicts and imposing fines where necessary, can be readily accessed by all employees on the firm's intranet.

Also in 2008, corporate training programs given to managers and coordinators included informative chats to raise awareness of this protocol, with 203 attendees in all.

Three harassment claims were brought during the year, all of which were resolved using the in-house procedures put in place to this end. The Equality Committee was duly informed of all proceedings. It is worth noting that all the professionals acting as instructors on this topic had first received specific training themselves.

One of MAPFRE's goals for 2009 is to roll out this protocol in the rest of its operating markets.

### Training and career development

The MAPFRE training model promotes continuous professional development through the acquisition of knowledge, skills and necessary behaviours to ensure appropriate work performance and aims at the following:

- Increase knowledge of MAPFRE's company culture and integrate groups of employees originating from different geographical areas performing different functions.
- Increase employee training in areas related to their work (sales, technical, technological and languages).
- Employ highly qualified professional individuals able to take on new functions and responsibilities within the organisation.
- Encourage employability, functional mobility and promotion based on a policy of equal opportunities.

The training provided by MAPFRE is classified by content as follows:

- **Sales training:** the content of these programs combines knowledge of management tools with product training and the development of sales skills, with a focus on servicing and delivering the customers' needs.
- **Technical training:** in keeping with the principle of specialisation, each of the Group's corporate and operating divisions manages and provides technical and operational training to employees as required and tailored to their specific duties.



\* Equality Committee born from MAPFRE Grupo Asegurador Spain's collective bargaining agreement.

The content of these training programs relates to technical business matters as well as training on handling the management information systems required in employees' daily work.

— **Corporate training:** the content of these training programs is generic and largely institutional. These programs are the vehicles for transmitting information on strategy, corporate culture, internal management, skills, languages and office automation

MAPFRE has a dedicated training centre for development of these corporate programs. Last year, this centre held a total of 65 seminars, including the following noteworthy initiatives:

— The Management Development Program and the Horizon Project. These are both long duration programs targeted at managers and high potential employees. Selection for these programs is conducted on a national and international level. Eighty-eight employees and managers from 11 countries participated in last year's editions of these training initiatives. The Management Development Program entails a certificate honoured and certified by Alcalá University (Alcalá de Henares, Madrid, Spain).

— Language training, 99 percent in English, extended to 1,220 professionals, was stepped up significantly last year thanks to quasi-residential immersion programs. Twenty-nine per cent of our employees pursued English language training using e-learning tools.

— The Welcome Program extended to 383 people last year, is designed specifically to train and orient new hires in their early days at the Company. The program combines onsite and e-learning training and informational initiatives.

— Training on office systems was provided to 404 employees

The table below outlines training hours and participants in 2008 broken out by job category and geographies:

INSURANCE ENTITIES	GEOGRAPHIES					
	SPAIN		AMERICA		OTHER	
CATEGORIES	ATTENDANCE	HOURS	ATTENDANCE	HOURS	ATTENDANCE	HOURS
MANAGEMENT	1,105	15,745				
BUS. HEADS	8,414	70,405				
TECHNICIANS	13,189	121,630				
ADMINISTRATION	17,413	227,106				
<b>TOTAL</b>	<b>40,121</b>	<b>434,886</b>	<b>72,757</b>	<b>413,467</b>	<b>1,602</b>	<b>16,167</b>

SCOPE: GRUPO MAPFRE

The amount of training providing over the corporate e-training platform, which was rolled out to a total of 11 countries and endowed with shared content architecture for all MAPFRE entities, was boosted significantly in 2008, enabling 8,186 employees in Spain to partake of e-learning initiatives.

The breakdown of onsite and e-learning training by hours and attendees in 2008 and 2007 was as follows:

TRAINING FORMAT	2008		2007	
	ATTENDEES	HOURS	ATTENDEES	HOURS
ONSITE TRAINING	23,621	274,723	23,156	243,182
E-LEARNING	16,500	160,163	4,047	39,095
<b>TOTAL</b>	<b>40,121</b>	<b>434,886</b>	<b>27,203</b>	<b>282,277</b>

## TRAINING IN SPAIN

In 2008 a new training management model was rolled out which is common to all entities and structured around training content, enabling learning initiatives to be tailored and adapted to specific jobs and corporate strategy.

In 2008, a total number of 434,866 hours were dedicated to training managers and employees with an average of 42.4 hours per employee in insurance companies, broken out as follows by format:

	2008		2007	
	ONSITE <sup>(1)</sup>	HOURS	ONSITE <sup>(1)</sup>	HOURS
SALES TRAINING	15,337	94,122	14,075	85,374
TECHNICAL TRAINING	18,291	241,252	11,191	142,456
CORPORATE TRAINING	6,493	99,512	1,937	54,447
<b>TOTAL</b>	<b>40,121</b>	<b>434,886</b>	<b>27,203</b>	<b>282,277</b>

SCOPE: ESPAÑA

(1) Number of individuals who took part in training schemes. Some employees will have taken part in more than one training scheme.

In all, the training spend earmarked for insurance entities was equivalent to 1 percent of total fixed and variable compensation.

It is worth highlighting that the training center in Spain has a dedicated organisational structure, made up of personnel from the sales divisions of the various business units and the sales network.

As these sales professionals are widely dispersed geographically, the centre resorted heavily to e-learning tools to supplement onsite training, enabling the provision in 2008 of 25 editions of various programs, imparting 21,005 hours of sales related training to 2,433 employees in all.

Meanwhile, 241,252 hours of technical training were given to 8,847 employees last year. In addition 931 employees (104,340 hours) were selected for and participated in the 2007-2008 edition of the in-house diploma ("concurso-oposición").

## TRAINING IN OTHER COUNTRIES

74,359 MAPFRE employees outside Spain received training last year. The breakdown by content (in hours imparted) was as follows:

TRAINING CONTENT	HOURS
SALES TRAINING	112,173
TECHNICAL TRAINING	126,534
CORPORATE TRAINING	190,927
<b>TOTAL</b>	<b>429,634</b>

The breakdown by format meanwhile was as follows:

TRAINING FORMAT	HOURS
ONSITE TRAINING	349,202
E-LEARNING	80,432
<b>TOTAL</b>	<b>429,634</b>

## Performance and career development reviews

MAPFRE performs regular performance and career development reviews (thanks to its performance management system), an activity which was initiated in 2007 and is being gradually rolled out at all Group companies.

The system is designed to improve communication between employees and supervisors and assesses not only whether targets have been met but also the quality of the work performed. The overriding goal is to guide the employee throughout his or her professional career.

At present, the performance evaluation scheme is in effect for 17 percent of employees of the insurance business in Spain and for 75 percent of their Latin American counterparts.

## Labour/management relations

### WORKERS' REPRESENTATIVES

MAPFRE is committed to fully respecting workers' freedom of association and collective bargaining rights, complying with prevailing legislation in each country. To this end, it maintains ongoing dialogue with its trade union representatives.

In 2008 union representation at the Group's insurance providers in Spain stood at 85.9 percent. Its workers were affiliated with the following unions: Comisiones Obreras (77.3%), UGT (20.2%) and ELA (1.1%). The remaining 1.4% of unionised workers belonged to other unions.

Throughout 2008, two rounds of elections were held to appoint workers' representatives. The elections were conflict-free and went smoothly. In addition, two important agreements were reached with Group workers in 2008. The first agreement, signed in April, was conceived to ensure the extension of workers representatives' rights in the event of organisational changes undertaken by the Group, and the second, executed in November, was designed to standardise employment conditions for call centre employees at C@C24, coming from the various entities that have been integrated into MAPFRE FAMILY.

Communication with the legal representation of workers is carried out through the following committees as stated in the Collective Agreement:

— **Mixed Committee**, tasked with interpreting the collective bargaining agreement and setting criteria for use of the employee aid fund. In 2008 this committee met 4 times, resolving 3 consults and 238 requests for aid towards medical costs with a charge to the employee aid fund. The main agreement reached related to a new set of internal rules to govern the concession of aid from this fund.

— **Career Development Committee**, the body engaged in employee career development matters. Last year it met 4 times and the main agreement reached related to the rules (appointment of judges, contents, exam formats, etc.) of the 2007-2008 Concurso-Oposición. The sub-committee for professional categorisation ruled on 79 professional classification review requests.

— **Equal Opportunities Committee**, whose role is to promote initiatives in the area of equal opportunities and the protection of worker dignity. It met on 4 occasions in 2008 and struck a noteworthy agreement on proposed equality measures.

— **Pension Plan Control Committee**, which met once, and agreed to update plan specifics.

— **Workplace Health and Safety Committee**, which represents the workers in matters related to the prevention of occupational hazards. It met 4 times in 2008.

Notwithstanding the formal committees outlined above, numerous meetings with legal representations for the benefit of workers were held in 2008 and regular information was given in accordance with current legislative regulations.

In order to enable workers' representatives to better communicate, each Trade Union Section has space available on the intranet system to publish any information deemed appropriate as well as an email address used to communicate with workers. A total number of 26 items of information were published.

The workers' representatives availed of a total of 100,105 hours to perform their duties. The budget allotted for trade union purposes increased to 67,967 euros.

Outside Spain, almost 7,000 employees are covered by either a sector or company specific collective bargaining agreement.



## INTERNAL COMMUNICATIONS

In Spain last year the Group upgraded its employee targeted communications effort, creating new spaces in the employee corner of the intranet and updating news items with greater frequency. The communications effort was also reinforced with a fortnightly e-mailing of a company news bulletin.

A new feature was added to the "employee self-service" function to enable management of tax withholdings and employees were asked for suggestions for new feature adds. In 2008, a total number of 21,687 applications were made using this service by employees in Spain.

In the rest of the world, the most frequently used communication channels are the intranet, the employee self-service function and company magazines.

## Occupational health and safety

In Spain, MAPFRE has drawn up a workplace health and safety plan designed to guarantee safe and healthy working conditions, thereby guaranteeing its workers' right to protect their health and to dignified work. MAPFRE's workplace health and safety system has been audited on three occasions by an independent entity, as stipulated in prevailing legislation. All three audits were favourable.

The participation of the workers' representatives takes two main forms: (i) the activities undertaken by the Group's 145 health and safety officers and (ii) participation in MAPFRE's joint management-worker Health and Safety Committee, made up of 8 members of management and 8 workers' representatives, which meets quarterly. Noteworthy agreements reached by this committee, which oversees the health and safety of 10,036 employees include:

- Occupational health and safety plans and targets for 2008.
- Communications campaign targeted at employees to raise awareness of the importance of regular medical check-ups.
- Increased frequency of evaluations of work centre occupational hazards from 5 to 3 years.

In Spain MAPFRE has a workplace health and safety service under the Human Resources Department, of which all the Group companies are members. This service is based out of the Group's headquarters (Majadahonda, Madrid), and also has basic health units in Madrid (3), Barcelona and Valencia. Preventative initiatives are developed under the umbrella of each Group company's specific health and safety plan and cover specialties including workplace medicine, workplace safety, industrial hygiene and ergonomics and applied psychosociology. The preventative approach is built into the company's overall management, which assigns health and safety related duties at all hierarchical levels.

Occupational health and safety standards are in effect and applied in most of the Latin American countries where MAPFRE operates.

The action plans carried out by the health and safety service in 2008 are outlined in the chart below:





ASSESSMENTS	SCHEME AIMED AT COMPLETING PSYCHOSOCIAL ASSESSMENTS	
Health at Work	HEALTHY LIVING PROGRAM	A study was carried out on factors inducing cardiovascular risks updating medical data obtained in 2006. Scheme implemented aiming at fighting obesity and sedentary lifestyle: Individual action plan for overweight employees. Epidemiologist checks in canteens as well as assessment and follow-up of menus.
	PREVENTING INFECTIOUS ILLNESSES	Vaccination campaigns: antiflu (october/november) tetanus-diphtheria (april) Special vaccinations: hepatitis A and B.
Training	HEALTH AND SAFETY	Presentational courses were delivered to emergency teams on cases of emergency and first help followed up by role-plays based on emergency situations in work centres. Lectures aimed at raising awareness were also set up for the benefit of the whole staff in these particular work centres. Lectures were organised tackling health and safety issues aimed at the Horizonte Project participants as well as MAPFRE Managers and Supervisors. Information was given to newly recruited employees on health and safety issues related to their job position. Four editions of the e-learning course on workplace health and safety were run. These courses were targeted at a total of 27 health and safety officers and other personnel with responsibilities in this field. 55 e-learning courses on "Health and Safety and Office Positions" were delivered to a total amount of 3107 students.
	PUBLICATIONS	Healthy and safety articles in the in-house magazine "The World of MAPFRE" and on the company portal: "Minding Your Feet", "Health and Safety at MAPFRE", "Flu Shot Campaign", "Falling Behind at School", "Knowing Your Company's Health and Safety Program" In conjunction with the World Day for Safety and Health at Work, an article titled "Health and Safety at MAPFRE" was featured on the in-house portal. Moderation of a round table talk on "Healthy Living" at the XII Congress of Medicine and Safety at Work held in Santander and organised by the Cantabria Society for Workplace Medicine.
Procedures and Regulations	PROCEDURES	Procedure for workplace health and safety with temporary work agencies Procedure for regular oversight of work conditions. Procedure for the maintenance of facilities and equipment
	HEALTH SURVEILLANCE PROTOCOLS	Specific health surveillance protocols for: Drivers Monitors Manual load handling Repetitive movements Ethylene oxide Inorganic lead Organic lead Non-ionising radiation
	WORKPLACE HEALTH SURVEILLANCE INSTRUCTIONS	Meta4 software Axon software Notification of medical check-ups Medical fitness certification Pharmacy and drug store
Prevention Schemes	PREVENTION SCHEME PER COMPANY	Implementation of the health and safety programs for each of the companies making up the MAPFRE System

The following should also be highlighted for 2008:

- Basic Health Units organised more than 15,800 medical appointments and completed employee initial and regular health check ups within own field of activity.
- Health and Safety inspections were carried out in the newly opened work centres as well as in the fully refurbished centres and those acquired through business expansion.
- General Health and Safety risk inspections were completed in 94 work centres and 223 specific job post and workplace inspections were also carried out.

In 2008 MAPFRE recorded a total of 161 leaves of absence for workplace accidents. Lost days from absenteeism as a consequence of non-occupational accidents and common illness amounted to 155,672 hours at insurance companies in Spain and 42,729 hours at the Latin American counterparts.

2008 was also marked by the creation of the Health Care and Promotion Department, whose mission is, within its remit, to address health issues raised by managers and employees, in collaboration with the Group's workplace health and safety service and public and private healthcare services. It collaborates on the various areas where MAPFRE has healthcare competence and makes proposals for improving employees' health. The department handled 152 cases in its first 4 months of operation.

### Compensation and social benefits

The total amount of salaries paid for 2008 reached 873 million euros in the Group's insurance companies and 213 million euros in companies dedicated to other fields of activity of which 70 percent for salaries and wages and 15 percent for contributions, 9 percent for social benefits and 6 percent for compensations and other costs. The percentage for variable retribution amounts to 18 percent.

In Spain, fixed wages are calculated in accordance with current collective agreement guidelines. MAPFRE Insurance Group's Collective Agreement which concerns 60 percent of the Group's employees stipulates the annual increase should be equivalent to 115 percent of the Price Consumer Index.

The breakdown of social benefits extended by category is as follows:

CLASS OF SOCIAL BENEFIT	SPAIN	ROW
	ENTITLED EMPLOYEES	ENTITLED EMPLOYEES
Company health insurance	10,926	15,075
Pension schemes	10,139	11,657
Life insurance	11,084	15,547
Discounts on company insurance products	10,525	13,492
Long service bonuses	615	6,631
Schooling grants for employee offspring	10,525	6,134
Employee Aid Fund	6,961	1,601
Employee School Fund	11,084	1,761
Birth/Wedding bonus	10,525	7,210
Loans	10,525	9,067
Other (Christmas hamper, newborn hampers, etc.)	11,052	2,000

FIGURES IN EUROS  
Scope: Grupo MAPFRE

In 2008, the total amount destined to social benefits reached 102 million euros representing 9 percent of total staff wages.

In Spain, there is an Employee Aid Fund for special situations, typically relating to health problems. In 2008 this fund granted 723,444 euros in aid. There is also a Retiree Aid Fund which granted financial aid in the amount of 57,298 euros last year.

### Social activities for employees and their families

Throughout 2008, the following events were organised for the benefit of employees and relatives:

- The MAPFRE 75<sup>th</sup> ANNIVERSARY PHOTOGRAPHY PRIZE, in which 156 employees from 13 countries participated.
- The MAPFRE 75<sup>th</sup> ANNIVERSARY SHORT STORY PRIZE, in which 113 employees from 14 countries participated
- Participation in the Companies Race organised by the magazine Actualidad Económica with 163 participants.
- Christmas party in Madrid, Barcelona and Vizcaya celebrated by 5218 people
- "Bring Your Family to Work Day" at the MAPFRE FOUNDATION's Road Safety Institute in Alcalá de Henares (Madrid), with 589 participants.

## Distinctions and achievements

- MAPFRE, represents one of the top 20 sought companies to work for according to the Merco Personas Report
- MAPFRE MEXICO was awarded one of the 100 best places to work and one of the 35 companies for women to work at by the Great Place to Work Institute, as published in Information Week.
- MAPFRE VENEZUELA, ranked among the best places to work by the Great Place to Work Institute.
- MAPFRE SEGUROS GERAIS, the best company to work for in insurance according to the Great Place to Work Institute, consultancy Heidrick & Struggles and magazine Exame.
- MAPFRE ARGENTINA, ranked among the best places to work with over 1,000 employees by the Great Place to Work Institute in Argentina.

## MAPFRE and its customers

One of the Group's entities' main objectives is to meet the needs of its twelve million clients by offering high quality services. In 2007, the Company made joint offers combining both products and services to professionalise the MAPFRE NETWORK and significantly increase the number of offices and mediators to ensure maximum contact with clients.

Along these lines, in 2008 the Group approved a restructuring program, by virtue of which, with effect from 1 January 2009, the Corporate Business Unit will focus on covering the risks assumed by Spanish businesses and on the development of its technical service subsidiaries SERMAP and MAPFRE SERVICIOS DE PREVENCIÓN, while the portfolios held by GLOBAL RISKS and CAUCIÓN Y CRÉDITO (CREDIT RISK PROTECTION) have been rolled into MAPFRE INTERNATIONAL. The rationale underpinning this restructuring is to boost synergies across the various international businesses and to provide customers with global solutions, without losing its specialisation in its various business lines.

In Spain, MAPFRE has captured 16 percent (15.5 percent in 2007) and customer loyalty is evident with 55.6 percent (compared to 53.7 percent in 2007) of clients who have been using MAPFRE products for more than six years. Almost 1.4 million customers, 6.6 percent more than in 2007, are bundled customers shared by two or more Group units. In the retail segment, almost a million MAPFRE FAMILIAR customers have taken out products with more than one Group entity and almost 309,000 have also taken out products with the life insurance business unit.

The wide range of MAPFRE products implies the Group's clients' profiles greatly vary and include both individuals and legal entities comprising of small and medium-sized businesses as well as big industrial or financial groups.

### MAPFRE POLICYHOLDERS

AUTOMOBILE SECTOR*	More than 6 million vehicles insured	More than 4.1 million clients
HOUSEHOLD SECTOR*	2.5 million of homes insured	More than 2 million clients
LIFE AND INVESTMENT SECTOR*	More than 3.3 million policyholders	More than 550,000 subscribers to investment and pension plans
HEALTH SECTOR*	More than 554,000 health policies	More than 929,000 health policyholders
ASSISTANCE SECTOR**	70.2 million policyholders	More than 161.5 million beneficiaries
CORPORATE BUSINESS UNIT**	Almost 55,000 SMEs and nearly 16,000 large corporates insured	256,266 policies
REINSURANCE SECTOR**	1,414 companies located in 101 countries	

\* Spain

\*\* Spain and International

MAPFRE insurance companies paid a total of 9,358.22 million euros towards benefits for 2008 with an increase of 28.6 percent compared to 2007 as shown below:

UNITS	BENEFITS		
	2008	2007	VARIATION (%)
FAMILY DIVISION	2,613.65	2,534.15	3.1 %
COMPANIES	922.73	882.63	4.5%
LIFE	2,963.65	2,069.85	43.2%
ASSISTANCE	24.71	26.04	(5.1)%
AMERICA	2,116.62	1,619.38	30.7%
INTERNATIONAL	717.92	148.73	382.7%
MAPFRE RE	(1.06)	(1.12)	5.4%
<b>TOTAL</b>	<b>9,358.22</b>	<b>7,279.66</b>	<b>28.6%</b>

(FIGURES IN MILLIONS OF EUROS); INFORMATION RELATING TO THE DIRECT INSURANCE BUSINESS.

[5] Data as of October 2008

[6] The Family Division of MAPFRE until 31 December 2008

[7] In both years these figures include the change in the provision of social benefits

## Customer service channels

Communication between MAPFRE and its policyholders takes place via the following channels:

— **RED MAPFRE**, used by 3,090 offices in Spain and 2,368 in the other operating countries, offers direct personal client service supported by a high number of delegates, agents and brokers (20,762 in Spain and 63,097 in other countries).

In 2008 the number of branches increased by 331 (153 in Spain, 112 in Latin America and 66 elsewhere). This growth strategy will be consolidated in the coming years. The overriding goal is to permanently upgrade MAPFRE's distribution network and, thereby, the service afforded to customers.

— **Highly qualified staff for clients whose profiles are complex and require special attention (industries and high risk industries, the agricultural sector, savings products and so forth) are** supported by highly experienced teams from Central Departments with extensive training and extensive knowledge of international markets.

— **Platforms** providing twenty four hour client service every day of the year to answer client queries and orders related to insurance policies subscribed and others offered by MAPFRE are in place. The following achievements are to be highlighted for 2008:

— All of MAPFRE FAMILY's telephone platforms (car, general and health insurance) have been integrated in to the CAC24 centre, which operates as a single virtual customer service centre, guaranteeing that calls are answered by the most qualified operator, regardless of where in Spain the caller and operator are located. Customers can use this call centre to conduct any business (make a claim, request product information or take out a policy) without having to leave their home or workplace.

In 2008, the total number of calls handled by CAC 24 amounted to 11,621,384, up 3.4 percent on 2007. The following table shows a breakdown of services offered in 2008 and 2007:

<b>CALLS RECEIVED / SERVICE PROVISION</b>	<b>2008 CAC24</b>	<b>2007<sup>(8)</sup>, FAMILY DIVISION PHONE PLATFORMS</b>
INFORMATION QUERIES	28%	32%
DEALING WITH ACCIDENTS	65%	62%
UPDATING INFORMATION	2%	2%
OTHER	5%	4%

The Teleseguros VIDA platform and the MAPFRE VIDA Portfolio Management Centre respectively answer queries from banking policyholders and policyholders who subscribed via agencies.

— MAPFRE ASSISTANCE Operations Centre focuses mainly on dealing with accidents which require travel assistance, as well as OAPs.

Last year, the phone service platforms operated by MAPFRE's international insurance entities handled 8,357,609 calls. The table below breaks this figure out by country and enquiry type:

(8) The 2007 figures have been restated to enable a like-for-like comparison and have been assessed.

CALLS PER SERVICE PROVISION	MAPFRE COLOMBIA		MAPFRE BRAZIL		MAPFRE MEXICO		MAPFRE ARGENTINA		MAPFRE PUERTO RICO (*)		MAPFRE VENEZUELA (*)	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
INFORMATION QUERIES	18%	30%	37.6%	37%	35%	72%	34%	25%	40%	71%	5%	5%
DEALING WITH ACCIDENTS	41%	14%	32.4%	33%	45%	24%	44%	5%	40%	9%	70%	72%
UPDATING INFORMATION	12%	5%	0%	0%	20%	3.7%	20%	25%	10%	10%	0%	0%
OTHER	29%	5%	30%	29.8%	0%	0%	2%	45%	10%	10%	25%	23%

(\*) THE SCOPE OF THE AUDIT DOES NOT INCLUDE THE INFORMATION PRESENTED FOR THESE COUNTRIES

Here it is worth highlighting the phone service platforms operated by MAPFRE ASSISTANCE abroad. These call centres employ 2,342 people, handling 15,644,073 calls in 2008.

The table below outlines data for the main assistance call centre platforms:

COUNTRY	BRAZIL		U.S.		ARGENTINA		TURKEY	
	2008	2007	2008	2007	2008	2007	2008	2007
Total no. of calls handled	2.698.413	2.556.751	1.266.815	1.299.028	2.150.415	2.360.811	2.653.277	2.620.021
Information queries [%]	2%	2%	6%	8%	17%	20%	5%	5%
Dealing with accidents [%]	98%	98%	94%	92%	83%	80%	95%	95%

In total, 4,755 employees provide telephone client service of whom 1,018 in Spain and 3,737 in other countries.

— THE MAPFRE WEBPAGE and the MAPFRE Internet Office provide clients with alternative methods of contacting the Group in Spain or in other countries although each country has its own specificities so as to adapt to each market and the various distribution networks. In 2008 the organisational structure of MAPFRE's Internet Office was overhauled, equipping it with new sections containing product and service offers and more advanced features, including promotions and user-specific information, all with a goal to strengthening ties with policyholders and customers.

### Comprehensive product and service range

One of MAPFRE's business aims is to offer clients a complete range of products and services in the field of prevention, personal and business risk coverage and offer solutions to cover clients' savings needs as well as in the field of personal and family protection. This offer includes specific products and services for each client:

— Full advice is provided in the insurance field by experts specialised in various business sectors through MAPFRE NETWORK, telephone platforms, and the expertise of professionals in the field of specific risks is available to respond fully to clients' needs (individuals and businesses).

- Guidance, advice and management provided when required on a wide range of services aimed at individuals: legal (automotive and home), assistance, doctors and psychologists (in case of accidents and medical emergencies), burial assistance (in the case of burial policies) and veterinarians (in the case of policies for house pets).

- Products specifically designed for big companies divided into various business sectors thus allowing a complete and extremely efficient specialised service of the highest quality which includes multinational coverage through an ample network of MAPFRE entities in 44 countries

- Accidents dealt with by a developed network of professionals able to tackle damage repair, deal with the consequences of accidents and offer solutions to fulfill clients' needs.

- The Company has its own medical centres with professionals highly qualified in the field of Traffic Accidents (10 with rehabilitation departments), Health (9) and Travel (three in the Caribbean and one in Honduras) as well in the rehabilitation of individuals who have suffered an accident in the workplace (4 in Argentina).

- The Company has its own Appraisal Survey and Fast Payment Centres (108) specialised in traffic accidents comprising professionals trained in the most innovative techniques and two of its own garages to repair damaged vehicles.

- Eight corporate business management centres, providing comprehensive services to companies.

- Technical-sales related initiatives in industrial regions to help SMEs to increase safety and improve risk management.

- Collaboration with Spain's ministry for the environment on the MIRAT Project (acronym in Spanish for standard environmental risk report format), conceived to come up with a systematic approach to environmental risk analysis for incorporation into the Environmental Responsibility Act.

- Investigation centres specialising in the development of means to fight traffic accidents and of vehicle repair techniques (CESVIMAP), in Spain, Argentina, Mexico, Brazil, Colombia and France, whose research on teams, equipment, material and products used in the repair process is a point of reference for safety matters.

- Implementation of programmes providing traffic accident simulations (RECONSTRUCTOR 98 from CESVIMAP) and software packages such as Emergex Web to tackle emergencies and prevention programmes such as GESSTIONA which specialises in Health and Safety at work, PERMAP for environmental risk inspections, MANTEMAP for Fire Protection equipment, DIMAP for environmental diagnosis).

#### IN 2008 THE PRODUCT AND SERVICE OFFERING WAS FLESHED OUT AS FOLLOWS:

- The Automobile Service Centre was set up to enable customers to deposit their vehicles when making a claim and to use a substitute car while their own is being repaired.

- Tailored advice and new products to promote and invest personal and family savings, with a special focus on retirement savings. In this segment, various initiatives were put in place in 2008 to improve the regular information made available to customers and MAPFRE's Internet Office was upgraded to enable subscription to and transfers between mutual funds and pension plans. MAPFRE additionally launched the Mutual Fund Comparison Shopper which compares the funds manager by MAPFRE VIDA with others marketed in Spain.

- Health insurance plans termed Medisalud Opción and Salud Familiar Opción, which group various coverage options into different modules which can be taken out individually or on a combined basis, allowing for payment as a function of benefits subscribed, the addition of elderly care coverage into some of the collective health coverage products, guaranteed extraction and preservation of stem cells for a 20 year period and expense reimbursement, up to a preset limit, on national and international adoptions.

- Addition of a home assistance system for deaf people, by which beneficiaries receive SMS text messages reporting on any incidents related to their address. This service complements travel assistance for the deaf, a service introduced in 2007.

- Futura, an operating platform for the management of assistance services, designed to allocate the most suitable resource for each service and to monitor the said service. This system was launched in 2008 with road assistance services.



With a view to providing its customers with personal service and to strengthen ties with the Group, MAPFRE conducts quality surveys and makes value added proposals. It also undertakes loyalty initiatives and campaigns, considering that each customer or beneficiary requires tailored solutions.

Similarly, the MAPFRE CLUB offers a wide range of services and exclusive benefits to its members who accumulate points when using the MAPFRE CLUB card as agreed. The number of members rose to 10,787 in 2008.

Likewise, it continuously searches for new products. The table below showcases the products launched on the market in 2008, highlighting some of the insurance products designed to specifically target lower income customers.

NEW PRODUCTS AND SERVICES 2008*		
INSURANCE SECTOR	COUNTRY	PRODDUCT AND/OR SERVICE SPECIFICS
AUTOMOTIVE	SPAIN	At-home windshield repair
	DOMINICAN REPUBLIC	<b>Trébol Cero Kilómetros (Shamrock Zero Kilometre). Fully comprehensive car insurance for cars aged 2 years or less.</b> Trébol Plus. Fully comprehensive car insurance for cars aged 10 years or less. Trébol Basic. Fully comprehensive car insurance for cars aged 15 years or less. Personal accident insurance for rental vehicles: Insurance cover for the person renting the vehicle and its passengers, including, among other benefits, coverage of accidental death and accident medical expenses.
	CHILE	<b>e-SOAP. Mandatory accident insurance, marketed online.</b>
	COLOMBIA	<b>Heavy and semi-heavy vehicle products: Insurance for trucks.</b> <b>Motorbikes: Motorbike insurance.</b> <b>Taxis: Cover specially designed for taxi drivers.</b>
	BRAZIL	<b>MAPFRE Duas Rodas Especial:</b> Motorbike insurance <b>MAPFRE Automais Taxi:</b> Taxi insurance <b>MAPFRE Automais Preciso:</b> Insurance for drivers aged 28 and older who do not use their cars extensively.
	MEXICO	<b>MAPFRE Emergencies:</b> Medical coverage in the event of road accidents <b>Foreign liability insurance:</b> Covers civil liability on Mexican vehicles entering the United States on a temporary basis
	VIDA, INVERSION Y AHORRO	SPAIN

NEW PRODUCTS AND SERVICES 2008*		
INSURANCE SECTOR	COUNTRY	PRODDUCT AND/OR SERVICE SPECIFICS
LIFE AND SAVINGS	SPAIN	<p><b>Fondmapfre Garantizado 811:</b> Guaranteed investment fund, the return on which is tied to the share price performance of BBVA, E.On and France Telecom</p> <p><b>Life Commitment:</b> Life insurance cover that proves a guaranteed income upon death of the policyholder until the end of the policy term, including, free of charge, 24-hour telephone medical advice.</p> <p><b>Millón Vida Especial (Special Million Life):</b> Single payment 1-year life-savings insurance product with a capital guarantee at term.</p> <p><b>Emerging Markets Fondmapfre:</b> A fund which invests, directly or indirectly, at least 75% of funds under management in emerging market equities</p> <p><b>Fondmapfre Rentadólar:</b> A fund that invests, directly or indirectly, in public and private fixed income securities in OECD nations</p> <p><b>Invermás:</b> Single payment savings product with a guaranteed return for 11 months, and a return of Euribor less 0.30bp thereafter</p> <p><b>Inver 18M:</b> Single payment 1-month savings product with a guaranteed return, resettable every three months.</p> <p><b>Dependent Care Life Insurance:</b> Guaranteed income in the event of beneficiary death, disability or dependence.</p> <p><b>Euribor + 100:</b> Life-savings insurance carrying a fixed return for a set period and a subsequent return of Euribor plus 100bp</p> <p><b>Inversión Bolsa Plus (Equity Plus Investment):</b> Life-savings product that remunerates half the premium paid at a rate tied to the average monthly return on the Ibex 35 benchmark index.</p> <p><b>Seguro Inversión doble Óptimo VI:</b> 24-month life-savings product that remunerates half the premium paid at a rate tied to the average monthly return on the Eurostoxx 50</p> <p><b>Future Stability Income:</b> An annuity plan which guarantees the policyholder a minimum basic interest rate.</p> <p><b>Segurclip:</b> Single payment savings product invested in baskets of assets</p> <p><b>TAR Express:</b> Temporary, renewable annual life insurance.</p>
	BRAZIL	<p><b>AACD MAPFRE DI:</b> An investment fund that earmarks 70% of the management fee to a Brazilian association for children with disabilities.</p> <p><b>Premium and Protected Life Insurance Product:</b> Insurance which includes, among other benefits, coverage in the event of death in a road accident or on public transport as well as discounts at pharmacies</p>
	EL SALVADOR	<p><b>Plan AVE Más:</b> Life and savings product which pays beneficiary twice the amount insured upon death.</p> <p><b>Microseguros de Vida:</b> Insurance coverage built into a collective policy that covers only death, regardless of the cause.</p>
	CHILE	<p><b>Life Insurance with Health Benefits:</b> Life insurance including cover for the reimbursement of medical expenses.</p>
	PERU	<p><b>Safe Family:</b> Life insurance, including coverage of total, permanent accidental disability, among other benefits</p> <p><b>Certivida Euros / PPJ Euros (Plan Privado de Jubilación):</b> Euro denominated life and savings product.</p> <p><b>Female (Entrepreneur – Executive) Coverage:</b> This product includes home assistance and additional oncology coverage, among other benefits.</p> <p><b>P24 (relief on Ripley cards):</b> Coverage of total and permanent disability due to illness or accident, among other benefits.</p> <p><b>Sepelio Caja de Paita:</b> Individual burial policy covering funeral services and payment for resting place.</p> <p><b>Vida Caja Piura:</b> Individual life insurance for customers taking out micro loans</p> <p><b>Batería de Vida:</b> Life insurance targeted at low income, unbanked segments of the population</p>
	COLOMBIA	<p><b>Millón Vida:</b> Single payment life policy offering a guaranteed return.</p>





**NEW PRODUCTS AND SERVICES 2008\***

<b>INSURANCE SECTOR</b>	<b>COUNTRY</b>	<b>PRODDUCT AND/OR SERVICE SPECIFICS</b>
GENERAL INSURANCE	SPAIN	<b>SAI:</b> Acronym in Spanish for IT assistance, a personalised service for the resolution of IT related issues. Benefits include the ability to request in-person technical assistance at an affordable price
	BRAZIL	<b>MAPFRE Card Loss and Robbery:</b> Coverage of the loss or theft of debit cards <b>MAPFRE RENT:</b> Home insurance to cover non-payment of rent and other costs payable by the tenant during the lease life.
	DOMINICAN REPUBLIC	<b>Last Expense Assistance/Protection:</b> Coverage of expenses and services related to the policyholder's death, including comprehensive service for relatives at no additional cost. <b>MAPFRE BHD Multiriesgo Vivienda. Seguro para el hogar que incluye, entre otras coberturas, Responsabilidad Civil y Asistencia a domicilio 24 horas.</b> <b>MAPFRE BHD Multirisk Home Insurance:</b> Home insurance including civil liability cover and 24-hour assistance, among other benefits. <b>Multirisk SME:</b> Cover for small and medium sized enterprises, including commercial assistance, among other benefits. <b>Multirisk SME Plus:</b> Policy for small and medium sized enterprises, including additional benefits such as employee accident and business interruption cover.
	PUERTO RICO	<b>Personal Multiplan:</b> Car, home and civil liability insurance rolled into one. <b>MAPFRE PET:</b> Accident insurance for dogs, including cover of accident expenses and accommodation at a dog/cat home.
	PERU	<b>Laptop Insurance:</b> Cover for laptop theft. <b>Canine Liability:</b> Civil liability cover vis-à-vis third parties for physical or material damage caused by the dog
	MEXICO	<b>Burial Costs:</b> Full funeral expense coverage for beneficiaries/heirs. <b>Funeral Service Annuity:</b> Coverage of funeral expenses at the time of death. <b>Temporal I:</b> Life insurance covering funeral expenses. <b>PRNAFIM:</b> Micro loan insurance coverage <b>Collective 1-year Life Insurance:</b> This service is targeted at customers of companies extending loans
	COLOMBIA	<b>Protected Housing:</b> Insurance covering the construction of protected housing for low income citizens. <b>Hogar Protección Codensa:</b> Seguro de Hogar para personas con bajo nivel adquisitivo. <b>Codensa Home Protection:</b> Home insurance for individuals with low purchasing power <b>SME Hotels:</b> Specific cover for the hotel sector <b>SME City Halls:</b> Specific cover for city halls <b>Protected Housing:</b> Insurance to cover the correct investment of resources allocated to the construction of protected housing <b>Rent:</b> Home insurance to cover non-payment of rent and other utilities payable by the tenant during the lease life.
COMPANIES	BRAZIL	<b>MAPFRE Nautical:</b> Boat insurance. <b>MAPFRE Export Credit Insurance:</b> Export loan cover. <b>MAPFRE Trade Credit:</b> Domestic trade loan cover. <b>MAPFRE Aeronautics:</b> Aircraft insurance. <b>MAPFRE FOREST:</b> Timber plantation cover. <b>MAPFRE REAL ESTATE CONSORTIUM:</b> Insurance for the acquisition of property.
HEALTH	SPAIN	<b>Modular Health Insurance Plans:</b> Medisalud Opción and Salud Familiar Opción. These plans aggregate all health insurance benefits into different modules which can be contracted independently or on a combined basis. <b>Guarantee for the extraction and preservation of stem cells in a private stem cell bank for a 20-year period.</b> <b>Expense reimbursement cover on national and international adoption</b> <b>Self-employed cover for expense reimbursement in the event of requiring dependent care following an accident.</b> <b>Dependent care cover in collective health insurance plans:</b> Addition of socio-health expenses upon becoming dependent for care.
HEALTH	COLOMBIA	<b>Orthodontic Assistance:</b> Health insurance including emergency orthodontic services.
	PERU	<b>Viva Health:</b> Medical assistance insurance including psychological assistance and burial cover.
	PUERTO RICO	<b>Choice (1, 2, 3 &amp; Unlimited).</b> Healthcare insurance with four plan choices and more affordable premiums.

NEW PRODUCTS AND SERVICES 2008*		
INSURANCE SECTOR	COUNTRY	PRODUCT AND/OR SERVICE SPECIFICS
ASSISTANCE	AFRICA	<b>Africa Basic:</b> Cover for the entire continent except the country of residence of the beneficiary, including up to €10,000 in medical expenses and 10 additional benefits.
	EUROPE	<b>Europe:</b> €30,000 in medical assistance and 16 additional benefits
	MEDINA LA MECA	<b>Hajj&amp;Umra Basic:</b> €10,000 in medical assistance and 5 additional benefits. <b>Hajj&amp;Umra Plus:</b> €15,000 in medical assistance and 5 additional benefits <b>Hajj&amp;Umra Extra:</b> € 25,000 in medical assistance and 5 additional benefits
	ALL COUNTRIES	<b>Worldwide Basic:</b> Abarca todos los países, excepto el de residencia del asegurado y cubre 30.000 euros de gastos médicos y 16 garantías adicionales. <b>Worldwide Plus:</b> Abarca todos los países, excepto el de residencia del asegurado y cubre 50.000 euros de gastos médicos y 16 garantías adicionales. <b>Worldwide Extra:</b> Cover in all countries, except the beneficiary's country of residence, including up to €30,000 in medical assistance and 16 additional benefits.
	PUERTO RICO	<b>Worldwide Plus:</b> Cover in all countries, except the beneficiary's country of residence, including up to €50,000 in medical assistance and 16 additional benefits.
	CHILE	<b>Worldwide Extra:</b> Cover in all countries, except the beneficiary's country of residence, including up to €100,000 in medical assistance and 16 additional benefits.
	URUGUAY	<b>Payment Protection Insurance: Marketed for car loans</b> <b>GAP:</b> Complements the damages paid to the policyholder from his/her insurance provider in the case of vehicle accident, fire, theft <b>Student Travel Insurance:</b> Insurance for travel for study/training purposes.
	AGRICULTURAL AND LIVESTOCK SECTOR	SPAIN
BRAZIL		<b>MAPFRE Sugar Cane:</b> Special cover for sugar cane plantations. <b>MAPFRE Coffee:</b> Special cover for coffee plantations. <b>MAPFRE Harvest Guarantee:</b> Cover against decline in agricultural productivity. <b>MAPFRE Hail:</b> Cover for plantation hail damage.

\*Does not include amendments or upgrades to existing, marketed products

## CLAIMS

MAPFRE has a Claims and Complaints Department aimed at handling queries from financial service users supported by the Policyholder Protection Commission, an institution set up in 1984 to handle claims from individuals and groups of property owners free of charge and independently to the MAPFRE managing institutions. These claimants will be identified as drawees, policyholders or beneficiaries of policies subscribed with the Group's entities as well subscribers or beneficiaries of individual pension schemes offered or managed by MAPFRE entities or managed on behalf of the Group or any other beneficiaries.

In 2008 the Claims and Complaints Department handled an average of 642 written complaints a month. Analysis of all the cases handled resulted in 3,708 claims, namely those constituting specific aspirations with actual

economic content, and 3,930 complaints relating to claims and policy processing incidents, which were referred to the opportune departments for due handling.

Relative to 2007, the number of claims climbed a noteworthy 4 percent while complaints held steady. Taking stock of the rising trend in the volume of these incidents in preceding years, the MAPFRE Group has been implementing measures aimed at improving the preferential treatment afforded to all its customers, something it achieved in 2008.

In terms of the breakdown of claims/complaints by business segment, 45 percent of claims refer to Home insurance policies, 26 percent to Automotive insurance policies, 12 percent to Health insurance policies, 6 percent to insurance policies for businesses and the remaining 11 percent to other policies.

Should the client disagree with the Entity's decision, the policyholder's claim is then referred to the Commission for the Defence of Policyholders

which will then decide upon the case. The Commission solved a total of 588 cases in 2008 and stipulated a series of recommendations in its Annual Report aiming at improving client service, below are some of the most significant recommendations made:

- In the steps leading up to contract execution, reinforce training throughout the communication and policy execution channels to ensure customers receive clear and intelligible information.
- Ensure that contracts include signed disclaimers witnessing that the customer has understood their purpose and is aware of potential alternatives.
- Elimination of ambiguous language in certain clauses of home, health, SME and car insurance policies.
- Text coordination/standardisation in the personal terms and conditions, coverage extracts, individual certificates and general terms and conditions of the various contracts used by the FAMILY, ASSISTANCE and LIFE business units.
- Amendment to the process for issuing MAPFRE GENERAL INSURANCE supplements so that customers are aware of the reason they are being issued and date of effect.
- Recommendation to clarify the term maturity system in the personal terms and conditions included in health insurance policies.
- Clarification of the contractual scope in respect of amounts insured under the individual statement of valuable effects, within the special terms and conditions contained in home insurance policies.
- Generally improve the content of written customer communications in terms of precise legal terms and general thoroughness.
- Ensure customer protection by factoring in his or her personal situation in the process leading up to contract renewal, especially in individual insurance contracts.
- In order to safeguard the Group's legal defence, ensure that no legal action is taken before ratifying the claimant's insurance connection with the MAPFRE Group.

## MAPFRE Quality Standards

MAPFRE entities continuously strive to reach higher levels of quality in the provision of services to policyholders and clients as well as to handle accidents in a rapid, efficient and fair manner. MAPFRE has 185 employees dedicated to quality control and quality follow-up.

Telephone platforms check on the quality of services provided by carrying out surveys amongst clients to measure parameters such as the number of queries answered, the level of quality perceived and offered based on welcoming manners, verbal expression, the use of language, how calls are

dealt with, immediate solutions provided, awareness and the ability to deal with a variety of situations.

All quality surveys completed are analysed and processed daily so as to implement appropriate and personalised actions to take and design relevant training schemes to develop skills needed by employees in this field who provide client service as well as techniques required to carry out such responsibilities such as the following:

Client oriented.	MAPFRE Products
Techniques used for client service.	Internal procedures (managing payments, dealing with accidents, tackling claims, IT support softwares).
Strategies to follow for telesales.	
Dealing with conflicts.	
Interpersonal communication.	

The following table shows a selection of figures used to assess the level of quality provided by the MAPFRE Family Division CAC 24 Client Service Centre:

SERVICE PARAMETERS	CUSTOMER SERVICE CALLS	CAC24	
		2008	2007
No. of calls	Incoming	8,082,194	7,550,864
	Answered	7,574,954	6,947,758
	% answered	93.7%	92%
Wait time	Average wait time (in seconds)	21	25
	Average answer time (in seconds)	218	229

SERVICE PARAMETERS	SERVICE PROVISION CALLS	CAC24	
		2008	2007
No. of calls	Incoming	4,324,666	4,670,103
	Answered	4,046,430	4,287,588
	% answered	93.5%	91.8%
Wait time	Average wait time (in seconds)	25	27
	Average answer time (in seconds)	161	153

Similarly, the following table shows figures for the various branches operating in the direct insurance sector abroad:

SERVICE PARAMETERS	CUSTOMER SERVICE CALLS	BRAZIL		ARGENTINA		COLOMBIA		MEXICO	
		2008	2007	2008	2007	2008	2007	2008	2007
No. of calls	Incoming	1,089,187	1,055,048	707,671	617,679	265,587	190,391	829,848	739,734
	Answered	968,171	839,261	682,088	601,306	247,301	172,592	769,420	687,154
	% answered	88.9%	79.6%	96.4%	97.3%	93%	91%	92.7%	92.9%
Wait time	Average wait time (in seconds)	92	155	20	10	13	10	39	28
	Average answer time (in seconds)	317	306	198	N,D,	155	184	277	241

SERVICE PARAMETERS	CUSTOMER SERVICE CALLS	PUERTO RICO (*)		VENEZUELA(*)	
		2008	2007	2008	2007
No. of calls	Incoming	598,024	503,201	53,594	40,438
	Answered	574,158	481,334	52,104	39,666
	% answered	96%	95%	97,2%	98%
Wait time	Average wait time (in seconds)	14	14	240	120
	Average answer time (in seconds)	182	197	208	150

(\*) The scope of the audit does not include the information presented for these countries

SERVICE PARAMETERS	SERVICE PROVISION CALLS	BRAZIL		ARGENTINA		COLOMBIA		MEXICO	
		2008	2007	2008	2007	2008	2007	2008	2007
No. of calls	Incoming	1,553,945	1,294,132	702,032	670,444	283,264	212,004	418,914	447,065
	Answered	1,414,324	1,240,825	678,013	640,977	267,567	194,860	370,911	371,674
	% answered	91%	95.9%	96.6%	95.6%	94%	92%	88.5%	83.1%
Wait time	Average wait time (in seconds)	68	31	14	8	6	6	72	102
	Average answer time (in seconds)	364	307	155	s/d	99	111	309	322



SERVICE PARAMETERS	SERVICE PROVISION CALLS	PUERTO RICO (*)		VENEZUELA(*)	
		2008	2007	2008	2007
No. of calls	Incoming	N.A.	N.A.	768,096	665,091
	Answered	N.A.	N.A.	684,349	639,317
	% answered	N.A.	N.A.	89	96
Wait time	Average wait time (in seconds)	N.A.	N.A.	1,020	720
	Average answer time (in seconds)	N.A.	N.A.	960	660

(\*) The scope of the audit does not include the information presented for these countries

The most significant figures in terms of Assistance are the following:

SERVICE PARAMETERS	SERVICE PROVISION CALLS	BRAZIL		US		ARGENTINA		TURKEY	
		2008	2007	2008	2007	2008	2007	2008	2007
No. of calls	Incoming	2,837,981	2,682,084	1,421,911	1,409,655	2,368,730	2,791,345	3,093,393	2,963,547
	Answered	2,698,413	2,556,751	1,266,815	1,299,028	2,150,415	2,360,811	2,653,277	2,620,021
	% answered	95%	95%	89%	92%	91%	85%	86%	88%
Wait time	Average wait time (in seconds)	19	15	26	28	15	18	37	22
	Average answer time (in seconds)	178	161	229	205	115	135	118	93

In addition to its in-house quality control systems, MAPFRE uses systems established by the various accredited sector bodies, such as the customer surveys performed by MAPFRE FAMILY and MAPFRE LIFE, which revealed the following general customer satisfaction levels last year:

LEVEL OF SATISFACTION	MAPFRE FAMILY INSURANCE (*) (CAR, GENERAL INSURANCE AND HEALTH) %	LIFE INSURANCE (*) %
	2008	2008
SATISFIED OR VERY SATISFIED	92.3%	93.4%
LOW LEVEL OF SATISFACTION	6.2%	5.5%
DISSATISFIED	1.6%	1.1%

(\*) The 2008 customer satisfaction surveys were based on different parameters to those used in 2007, which is why a comparison is non-meaningful. The data presented has been checked as part of the assurance mechanisms.

SOURCE: ICEA. MAPFRE FAMILY CUSTOMER SURVEY. 2008  
COMPREHENSIVE SURVEY OF SATISFACTION OF CUSTOMERS RECENTLY TAKING OUT LIFE INSURANCE VIA THE AGENCY CHANNEL.

Likewise, internal audits are carried out to calculate answering times and check on how incidents and claims were dealt with. Visits made by maintenance team managers as well as quality surveys on the level of satisfaction and sectorial surveys are carried out in order to analyse quality standards applied and the perception MAPFRE clients may have with regards to the quality offered. Quality audits are carried out on management processes as well as regular telephone checks to control policies and determine reasons for non-payments. All of these measures allow for follow up, on a regular basis, of cancelations, the evolution of client portfolios, and enable the Company to act accordingly in order to recover lost clients.

Abroad, MAPFRE measures its customers' satisfaction through a combination of public and in-house surveys.

All of MAPFRE's units and countries in which the company operates are fully committed to complying with quality standards. An example is the setting up of a Network of Repair Centres that regroups a number of centres committed to providing MAPFRE clients with special benefits, quality service, and preferential treatment.

MAPFRE is aware of the importance of client confidentiality and as a consequence, follows appropriate procedures to guarantee the protection of personal data.

MAPFRE relies on qualified employees to offer advice via the many supports in place to distribute company products on the services offered.

MAPFRE was rewarded the following awards for the level of quality provided for its services:



#### SPANISH AWARDS AND ACHIEVEMENTS

- MAPFRE, Prince Felipe Award for Business Excellence in the International Expansion category.
- José Manuel Martínez, awarded the 'Golden Microphone' by the Radio and Television Federation of Associations.
- I Prize for Innovation in Insurance for the Generation Y Project, awarded by ICEA and Accenture.
- ICEA prizes for various MAPFRE entities in the Fraud Detection contest.
- Best rated insurance provider in the MERCO Report (Spain's leading monitor of corporate reputation).
- José Manuel Martínez climbed three positions to the 20th spot on the ranking of best rated business leaders compiled by MERCO (Spain's leading monitor of corporate reputation).
- MAPFRE CAJA SALUD, awarded the best health insurer by magazine *Medical Economics*.
- MAPFRE's modular health insurance products, selected best insurance product of 2008 by magazine *Mi Cartera de Inversión*.
- MAPFRE's advertising campaign selected best campaign advertising a financial product in 2007 by magazine *Mi Cartera de Inversión*.
- MAPFRE's "Being great is an attitude" campaign selected best advertising campaign by newspaper *La Gazeta de los Negocios*.
- MAPFRE, among the 5 best trusted Spanish companies, according to *FutureBrand*.
- Prize for information security by magazine SIC.
- MAPFRE, best positioned insurance provider in internet searches, according to *Adesis Netlife*.
- MAPFRE, acknowledged by the UCEC (acronym in Spanish for the Catalan sports councils union).

#### PREMIOS Y RECONOCIMIENTOS INTERNACIONALES

- MAPFRE, awarded "Best Spanish Company of 2008" by the Spanish Chamber of Commerce in the US, in acknowledgement of its successful expansion in that market.
- MAPFRE, granted the Tiepolo Prize awarded by the Madrid Chamber of Commerce and the Italian Chamber of Commerce in Spain.
- MAPFRE, selected best provider of direct insurance in Latin America for the third year running by magazine *Reactions*.
- MAPFRE, included in the *Fortune* 500 for the first time.
- MAPFRE, one of just 7 Spanish companies included in the world's 200 best reputed companies according to the Reputation Institute.
- MAPFRE Mexico, rated one of the 50 most innovative companies, for the fourth year running, by magazine *Information Week*.
- MAPFRE Argentina, awarded the Prestigio Prize for the fourth consecutive year, for being the most admired insurance company by the CEOP (acronym in Spanish for the public opinion studies centre) and Comunica.
- MAPFRE Venezuela, ranked among the leading companies on corporate responsibility according to magazine *Gerente*.
- MAPFRE LA CENTROAMERICANA, awarded The Bizz Award, granted by the World Confederation of Businesses (Worldcob) for its management performance.
- MAPFRE URUGUAY, distinguida con el Premio Nacional a la Excelencia Ciudadana 2008, concedido por el Centro Latinoamericano de Desarrollo.
- Antonio Cassio, Chairman of MAPFRE Brazil, selected Insurance Business Man of the Year by Clube Vida em Grupo do Rio de Janeiro and Valuable Executive by newspaper *Valor Económico*.
- MAPFRE's call centre in Portugal selected the best in the country by the Portuguese association of CONTACT CENTRES (APCC).
- MAPFRE acknowledged a leading company on sustainability in Brazil.

MAPFRE also has component companies with quality certifications whose renewal requires maintaining high quality standards in the provision of services to clients thus guaranteeing required levels of quality:

#### CCERTIFICATIONS GRANTED BY ENTITIES OPERATING MAINLY IN SPAIN

- ISO 9001:2000 certification of the Automobile Service Centre in Alcalá de Henares (Madrid) for customer care and management of vehicle repairs.
- ISO 9001:2000 certification for the MAPFRE GENERAL INSURANCE Operating Division.
- ISO 9001:2000 certification for the management, processing and settlement of claims at MAPFRE AUTOMOBILES
- CESVIMAP holds ISO 9001:2000 and 14001:2004, certification from AENOR.
- A total of 7 Group holding companies, 4 services companies and 6 regional general departments renewed their ISO 14001 environmental certification issued by Det Norske Veritas (DNV).

#### CERTIFICATIONS GRANTED BY ENTITIES OPERATING ABROAD MAINLY

- MAPFRE ASSISTANCE awarded ISO 9001:2000 certification by Bureau Veritas.
- AFRIQUE ASSISTANCE MAPFRE COMPANY awarded ISO 9001:2000 certification by SGS.
- BRAZIL ASISTENCIA was awarded ISO 9001:2000 certification by ABS QUALITY EVALUATIONS.
- ROAD CHINA ASSISTANCE (BEIJING) CO., LTD. was awarded ISO 9001:2000 certification by BUREAU VERITAS.
- GULF ASSIT, a MAPFRE company, was awarded ISO 9001:2000 certification by BUREAU VERITAS.
- MAPFRE SEGUROS GENERALES DE COLOMBIA was awarded ISO 9001:2000 certification by ICONTEC.
- MAPFRE MEXICO obtained ELTO and ELTO CE certification from LEMON TREE S.C.

## MAPFRE and its shareholders

### The MAPFRE share

The following table provides basic information on the MAPFRE share at the end of 2008:

Number of shares in circulation	2,744,832,287, fully subscribed and paid
Nominal value of each share	0.1 euros
Type of share	Ordinary, book-entry system. All circulating shares imply equal financial and political rights
Markets in which shares are sold	Madrid and Barcelona Stock Exchange (continuous)
Stock exchange indexes applied to shares	<ul style="list-style-type: none"> <li>- IBEX 35;</li> <li>- Dow Jones Stoxx Insurance;</li> <li>- MSCI Spain (and consequently, other MSCI indexes applied to Spanish companies and insurance companies);</li> <li>- FTSE All-World Developed Europe Index;</li> <li>- FTSE4Good y FTSE4Good IBEX10</li> </ul>
ISIN Code	ES0124244E34

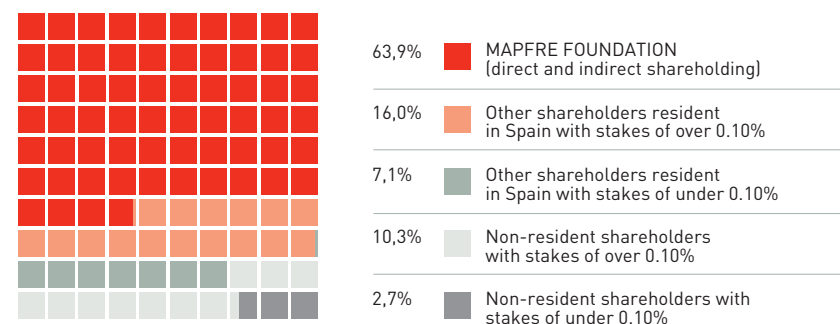
(1) Morgan Stanley Capital Investment (MSCI)

(2) Indices that measure the performance of companies that meet globally recognised corporate responsibility standards..

### Shareholder structure

At year-end 2008 the company had a total of 488,142 shareholders, of which 481,582 were resident in Spain and held shareholdings of less than 0.10%. This figure is 13.6 percent less than at year-end 2007. 86.9 per cent of outstanding shares were held by shareholders resident in Spain, and the remaining 13.1 percent by non-residents. The tables below outline the shareholder structure by shareholder class and by country of residence:

#### Shareholder structure





<b>SHAREHOLDER STRUCTURE BY COUNTRY</b>	<b>%</b>
Spain	86.9
US	1.2
UK	0.9
Germany	0.8
France	0.3
Scandinavia	0.3
Belgium	0.1
Switzerland	0.1
Not identified	9.4

In 2007 the Group approved an incentive plan tied to the Company's share price performance to compensate senior officers at the Company and its subsidiaries. Thirty-eight individuals were deemed eligible and have been assigned 8,845,030 theoretical shares, the equivalent of 0.32% of the share capital.

### Value and share profitability

One of MAPFRE's main objectives is to increase the value of the shares, by means of profitable growth, of its different Units and Operating Companies, and by investment in new projects aiming at adding value.

MAPFRE's share behaviour in the last five years in relation to the two main reference indices (the selective IBEX 35 and the sectorial Dow Jones (DJ) Stoxx Insurance) may be seen in the following table:

	<b>1 YEAR</b>	<b>3 YEARS</b>	<b>5 YEARS</b>
MAPFRE	(20.3)%	(14.0)%	11.3
DJ Stoxx Insurance	(46.7)%	(45.0)%	(22.5)
IBEX 35	(39.4)%	(14.3)%	18.9

During the same period, MAPFRE's earnings per share (EPS) evolved as follows:

	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007<sup>(1)</sup></b>	<b>2008<sup>(1)</sup></b>
BPA	0.19	0.21	0.28	0.32	0.34
INCREMENTO	–	10.5%	33.3%	14.3%	6.3%

(1) These figures correspond to MAPFRE S.A. as currently structured, namely with all Group businesses under the listed holding company.

Dividend progress and profitability calculated based on the share mean price reached the following:

	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
DIVIDEND	0.05	0.06	0.07	0.11	0.14
DIVIDEND YIELD	2.4%	2.3%	2.2%	3.1%	4.7%

Profitability and dividend per share were calculated using an adjustment factor and the number of weighted average shares, in accordance with criteria established by International Accounting Standard 33, to take into consideration the effect of the capital increase carried out in April 2004, January 2007, March 2008 and December 2008.

The interim dividend paid in November 2008 increased by 16.7 percent in comparison to last year. The dividend proposed to the General Meeting as complementary dividend is 14.3 percent higher compared to 2007. Total yearly payment by way of dividends has amounted to 374.8 million euros, with an increase of 49.7 percent with regard to 2007.

The Board of Directors, in its meeting of 29 October 2008, agreed to afford shareholders the opportunity of reinvesting the dividend paid from 2008 profit in new shares of the company, issued as a result of a rights issue designed and structured specifically for this purpose. The dividend reinvestment plan approved, which may be continued in the future, was structured as follows:

- Shareholders were entitled to freely opt between reinvesting their dividend or collecting it in cash.
- All shareholders holding a minimum of 39 shares or subscriptions rights were entitled to sign up for the dividend reinvestment during the preemptive subscription period which ran until 28 November 2008, the date prior to the dividend payment
- The issue price was set at €2.21 per share, equivalent to the Company's weighted average share price on 28 October 2008.

The resulting 150.2 million euro issue gave rise to the issuance of 67,980,331 new shares which began trading on 18 December 2008.

### Public disclosures

Regular information outlining the Company's business performance and the most significant events at the Company is made available to investors via the periodic publication of the following documents:

FREQUENCY	TYPE OF INFORMATION
Annual	- Consolidated and individual annual report - Inherent value of the Vida y Ahorro business
Quarterly	- Periodical information according to the formats required by the Comisión Nacional del Mercado de Valores (CNMV) - Presentation of results

In addition, the Company drew up one-off presentations in conjunction with its participation in institutional investor conferences organised by Cheuvreux Indosuez, Nomura, Goldman Sachs and Merrill Lynch. These presentations were also made available to the investor community.

### Communication with financial markets

Communication with financial markets is mainly performed by means of the following channels:

- Previous submission of the information published in the CNMV record. This information can be consulted on the Commission's website.
- Publication in MAPFRE's corporate website (www.mapfre.com) intended for shareholders. This is the main information distribution channel for

public investors. The documents published on this website can be consulted both in Spanish and in English.

- Distribution by email to a database comprising almost 600 analysts and institutional investors previously registered.
- Meetings with financial analysts and institutional investors, in Spain and abroad. These meetings are the main activity of the Investor Relations Department.

Face-to-face meetings and conference calls are intended to present results for each quarter. They are broadcast live via the Internet ("webcasts") to allow for public access. Eight broadcasts of this sort were performed during 2008.

### Investor relations

The table below outlines the financial markets communication calendar followed in 2008:

Earnings presentation	7
Conference calls	4
Meetings with analysts and institutional investors from Spain	87
Meetings with analysts and institutional investors from other countries	254
Participation institutional investor conferences	4

The following initiatives undertaken to develop the communications channels open with retail investors are worth highlighting:

- The shareholder phone line (902 024 004) serviced over 6,500 shareholder queries, primarily relating to the share price performance, dividend payments, the AGM and financial information.
- In addition to updating the "Investors" section of the corporate website for ongoing disclosures, specific links were added to facilitate access to documentation which is deemed of particular importance to retail shareholders, such as documentation pertaining to the AGM and the dividend reinvestment plan described above.
- In March and September 2008 the Company distributed interim shareholder bulletins corresponding to 2H07 and 1H08, respectively, reporting on the Company's financial performance, significant activities and events and the share price performance.

Since 2001, MAPFRE actively participates, together with other seven public companies, in the Board of Directors of the Spanish Association for Investor Relations (AERI, Asociación Española para las Relaciones con Inversores). The main objective of this Association is to promote initiatives intended to develop and further enhance relations with investors in Spain.





### Stock market data

During the 2008 financial year, MAPFRE, S.A. shares were quoted for 254 days on the Stock Market, with a frequency index of 100 percent. The amount of issued shares was 2,345,442,245, compared to 1,965,657,628 in the previous financial year, with an increase of 16.2 percent. The effective value of these transactions reached 6978,9 million euros, in comparison to 6968,9 million euros in 2007, an increase of 0.1 percent.

At the end of 2008, eight Spanish and international business banks recommended “buying” company shares, against five recommendations for “holding” and three for “selling”.

### MAPFRE and its mediators

MAPFRE’s relations with its mediators are stable, continuous and professional. This allows for a much wider distribution network of the sector, and closer connection with mediators, which leads to a very low turnover level. This link is strengthened thanks to the Group’s global offer which not only constitutes the main differential factors for the client but also provides mediators with significant added value and allows them to present a customised comprehensive offer adapted to the specific needs of each client, for both insurance and financial products.

At 31 December 2008, 14,970 exclusive MAPFRE agents had registered with the Mediators Register of Spain’s General Directorate of Insurance and Pension Funds. These agents’ contracts have been updated in accordance with Law 26/2006 governing mediation in private insurance and reinsurance. Consequently, the in-house GIM software (acronym in Spanish for Comprehensive Mediator Management), a tool which facilitates and automates execution of contracts with new agents, was updated.

In order to speed up processing of inscriptions into MAPFRE’s agent register, in May 2008 the Group entities joined the Protocol for Use of Telematics signed between the Directorate of Insurance and Pension Funds and the insurance providers.

In 2008 MAPFRE set up the Sales & Marketing Coordination Committee, which reports to the MAPFRE NETWORK, with the overriding goal of ensuring tighter cooperation between the Network and the various Group business units, organising the various sales and marketing initiatives and campaigns that the Network has to carry out more efficiently, all with a view to offering customers the best insurance products and services, in response to all their needs, and on the best terms possible.

In 2008 the Sales & Marketing Coordination Committee designed and oversaw the Sales & Marketing Event Catalogue, in order to improve the Network activity planning process and provide the agents with an overall vision of planned campaigns, distinguishing between strategic campaigns (mandatory and common to the entire Network), specific initiatives (conceived to boost the business in specific segments) and informational campaigns (providing information on certain business aspects).

On another front, in 2008 the Sales & Marketing Department of the MAPFRE NETWORK implemented its Sales Model (MAC for its initials in Spanish), in order to define a common work methodology applicable throughout the MAPFRE NETWORK, by setting basic guidelines for Group employees, agents, brokers and other supervised workers.

On this front, progress was made on the following aspects in 2008:

- Consolidation of the Sales Management System, which facilitates the allocation of sales and marketing processes, the input and management of policy maturities, notifications of return payments, sales and prevention campaigns and the notification of policy cancellations, among other functions. In 2008, this application was accessed almost 16 million times, 182 percent more often than in 2007.

- Reinforced sales and marketing activity at the Network branch level to raise customer service standards by anticipating their needs.

- Measures to increase the number of customers bundled across business units in an attempt to manage the business from a customer standpoint. By way of evidence of the success of these efforts, in 2008 the number of bundled customers rose 6.6% on 2007 to 1.4 million.

During 2008 agreements were signed with the ADECOSE (acronym in Spanish for the independent association of insurance brokers), which includes 106 entities, and APROMES (acronym for the association of professional insurance mediators), which includes 102 insurance brokers and brokerages, for the joint development of activities designed to professionalise the mediation function in the field of private insurance.

### Relationship channels

MAPFRE’s relation with its mediators is coordinated through different channels:

- The relation with the delegates and agents who make up the MAPFRE NETWORK is maintained in various ways including the Direct Offices provide with technical and human infrastructure, through their Directors and the advisory business team. Meetings with the latter are held periodically for information and training purposes, with the aim of determining working criteria, setting guidelines, gathering suggestions and MAPFRE’s latest news. In addition, a schedule of regular visits to subsidiaries to encourage business

(1) MAPFRE NETWORK refers exclusively to Spain

offers was also set up. Published written material (magazines, documentation and handbooks) complement these face-to-face meetings as well as information uploaded on the company's Intranet, and contact through operative and telephone platforms designed to attend mediators specifically in the form of advice on technical and business issues. In addition, the applications installed in the in-house portal which can be accessed by the entire MAPFRE Network have been upgraded and extended

- Meanwhile dedicated resources have been put in place to articulate



the relationship with brokers, considering this channel's specific needs and approach. Broker dealings are handled from the Direct Insurance Branches and the Broker Branches. The Group plans to continue to reinforce these communication channels with a view to facilitating professional and intimate dealings with this distribution channel which is so prominent in the sector. The National Broker Centre meanwhile provides larger brokerages with immediate service and broad execution capacity. In addition, the brokers' portal was overhauled to focus exclusively on this form of mediation.

As a whole, MAPFRE offers its mediators a wide variety of tools: the SIREN programme, MAPFRE's Intranet, the 2000 Office program for market agents, PDM computing platforms exclusively aimed for delegates, the Business Management System and the PC Web platform for agents and other mediators and the INFORED report publishing system which facilitates oversight and management of sales and marketing activity.

In Latin America there are also a number of tools in place to facilitate the work of the Group's mediators in the region. Noteworthy tools include the

payment information system in Argentina, which provides up-to-date information on the status of bills and claims, the CRM software which enables the generation and handling of information on sales and marketing activity, the results management system which analyses the performance of mediators, the strategic corporate planning system in Brazil and the Segal II portal in Mexico, software enabling policy quotes, contracting and collection online.

### **Selection**

MAPFRE has established a protocol procedure to follow when recruiting mediators. Two series of psychometric tests are generally used intended to assess business efficiency and personality traits to identify sales potential and behaviour. The recruitment procedure generally entails two interviews, one held with a Business Supervisor and the other conducted by the NET Trainers' Personnel Manager who also carries out the psychometric tests.

MAPFRE recruits professional mediators and will not employ applicants seeking a temporary position. For this purpose, MAPFRE require mediators to show adequate skills, potential and work ethics based on performance.

### **Training**

One element that sets MAPFRE apart in its dealings with its network of mediators is the prominence given by the Group to training. Ongoing progress was made in this area in 2008, in compliance with the obligations assumed under the Mediation Act which came into effect in 2006. Specifically, a number of activities were undertaken in Spain last year; the following were noteworthy in terms of resources:

- Continuation of the programme "New Delegates", in which 195 mediators took part in 2008.
- Programme "System Comprehensive Agent", with a participation of 1,847 new mediators.
- 187 starting courses for new agents.
- Ongoing training targeted at delegates, agents and other mediators, focused on products, sales and marketing aspects and management tools (70,000 hours).
- Training on the new Sales Model (MAC for its initials in Spanish), with a total of 1,460 sessions given
- E-learning training through MAPFRE's platform, with more than 30 different courses adapted to MAPFRE's Network mediators and employees' needs. In all, the mediator network received over 22,000 hours of e-learning training: 15,413 hours of sales training, 5,818 of technical training and 840 hours of corporate training.

— In Latin America, over 76,720 hours of training were provided last year covering customer service, IT tools, portfolio preservation and coverage updates, among other subjects.

### Supporting programs

MAPFRE aims at increasing mediators' professional skills and therefore contributed with substantial subventions in order to promote the career of professional agents (AIS) and the development of new delegates. Namely, and throughout 2008, a total of 9.3 million euros was allotted to both programs. This amount implies an increase of 20.7 percent in comparison with 2007.

### Distribution agreements

The MAPFRE Network's distribution capacity is complemented by the capacity contributed by distribution agreements with various entities, most notably the bancassurance agreements struck in recent years. Specifically, in 2008 MAPFRE distributed its products through 3,754 bancassurance branches in Spain and a further 1,034 abroad.

In 2008, the volume of insurance premiums contributed by CAJA MADRID's branch network amounted to 1.077 billion euros, while revenue generated for CAJA MADRID on the sale of banking deposits and loans from MAPFRE's NETWORK totalled 3.430 billion euros.

During 2008 MAPFRE signed new insurance distribution agreements with CAJA CANARIAS, CAIXA NOVA, CAJA DEL PENEDÉS and CAJA RURAL DE TOLEDO.



Nueva sede en Murcia

The Group also has distribution agreements with other financial entities, repair centres, car dealers and shopping centres, among others. In 2008 new agreements were signed with the General Council of Nurses, the Eroski supermarket chain, official Kawasaki dealers and Iberia Plus.

In Latin America MAPFRE has bancassurance agreements with Noxa Caixa Seguros e Previdencia in Brazil and with the Banco Hipotecario Dominicano in the Dominican Republic.

It also has distribution agreements with financial institutions, car dealers, services companies and shopping centres. In 2008, the Group executed 160 distribution agreements in all, thanks to which MAPFRE distributes its products in Latin America through over 9,900 points of sale, in addition to its proprietary sales network.

### Quality

MAPFRE has various systems in place to assess mediators' performance so as to improve the quality services offered to clients. Namely, its institutions perform regular surveys amongst clients aiming at evaluating services provided and claims made by clients are followed up so as to solve problems identified. Office checks are also carried out and reports published. With the aim of achieving maximum quality standards, programmes providing training on how to use applications in place in the different platforms were also delivered.

[2] Via the corresponding mediator entities

## MAPFRE and its suppliers

MAPFRE bases its relationships with its suppliers on fairness and speedy compliance with the terms of outstanding contracts.

The Group distinguishes between three classes of suppliers with which it has different types of relationships:

- Suppliers of generic goods and services (office materials and furniture, paper and consumables, mail and messenger services, reprographics, document management and filing services, marketing procurements).

In 2008, dealings with these suppliers were handled by the Central Resources Department which reports to the General HR and Resources Department, which manages the procurement of these goods and services for the entire Group in Spain, sets the general rules applicable to the acquisition of goods and services and coordinates the provision of information to MAPFRE's decision making bodies regarding relations with Group suppliers.

- Suppliers of goods and services that are specific to each business line, primarily relating to handling claims (car and home repairs, provision of health services, roadside assistance, etc.), which are managed by the Group's business units and operating companies under the general rules of engagement set by the Central Resources Department.

- Technology suppliers (hardware, software, communications goods and services), which are coordinated by MAPFRE's General Department of Technology and Procedures.

In addition, measures have been taken to maximise synergies and increase coordinated action thanks to the execution of framework agreements with international technology suppliers.

In addition to these three groups of suppliers, certain departments directly manage the relationship with suppliers of marketing and advertising products and services.

In 2008 suppliers invoiced MAPFRE's insurance companies in the amount of €2.485 billion, which breaks down as follows:

- Generic goods and services: 230 million euros.
- Specific goods and services: 2.040 billion euros.
- Technology: 215 million euros.

MAPFRE's foreign subsidiaries meanwhile set their own supplier management policies in accordance with the Group's social responsibility guidelines.

### Coordination and support systems

Company telephone platforms generally coordinate suppliers through specific telephone lines although internet platforms are now increasingly used to complete all types of procedures in a fast and secure manner. The following support systems have proved especially significant:

- The MAPFRE FAMILY support system is used by assistance and car repair service providers (tow trucks, taxis and garages) to check invoices, service settlement, query status, task assignment, self-invoicing and so forth. More than 8,500 companies providing assistance services and auto repair were registered at the close of 2008.





— The MAPFRE FAMILY Suppliers Portal for household repair professionals includes several support systems including access to the Infocol webpage ([www.infocol.com](http://www.infocol.com)), through which these tradesmen and women can receive job messages, process invoices for repairs performed, look up promotional campaigns, etc. At year-end 2008, 3,350 home repair professionals had signed up for and were using this platform, out of the 3,491 working with the entity.

— The WMSalud platform, through which the provincial medical advisors can receive and disseminate all kinds of useful information (manuals, limitations, healthcare information) to healthcare service providers. This group can also send suggestions, claims or raise any other matters that have not been addressed by the provincial advisor via a dedicated e-mail address. MAPFRE also offers the option to bill services automatically through the Internet using the various managing tools available in the Red Chip Card.

— Suppliers can also receive short texts (SMS) and transmit information through the Telefónica GPRS system which allows informing of daily job assignments and access relevant information. Following those lines, the GMovil system's service provided to fleets of vehicles, which allows to locate vehicles at all times as well as receive calls through a device installed in the equipment itself thus allowing to optimise routes as well as reduce suppliers' costs.

— Growing and widespread adoption of the system for self-invoicing, processing incidents and consulting the status of invoices online by MAPFRE ASSISTANCE suppliers.

— The FUTURA operating platform to facilitate roadside assistance management by integrating the customer and service provider in the process, thereby enabling enhanced fleet management. This technology is already in place throughout most of Europe and Latin America and will be gradually rolled out at the rest of the Group's subsidiaries.

In Latin America, it is worth highlighting the web based payment information service in place for suppliers and the implementation of a complaints and claims system using the same tool in Argentina, MAPFRE'S supplier portals in Brazil and Colombia, the web based procurement system in Mexico and the supplier management areas in Puerto Rico.

### **Selection criteria**

Providers are selected following a series of objective criteria, mainly via public announcement. Factors such as price/quality relationship, infrastructure, and reputation will be taken into consideration, and especially whether the supplier is a possible collaborator of MAPFRE's whose quality standards apply in the provision of services .

Should they be selected, suppliers must comply with current legislative regulations in the different countries concerned and implement appropriate

health and hygiene measures when required. Other factors such as reaction time, after-sales services, geographical coverage and the possible added value suppliers can offer MAPFRE clients and policyholders are also taken into consideration.

Unsuccessful applicants who comply with prerequisites will be placed on a List of Potential Suppliers and possibly used at a later stage.

In relation to suppliers of technology, the General Department of Technology and Procedures has formulated a selection policy from which a supplier web has been drawn up for the area.

In terms of selection processes abroad, it is worth highlighting MAPFRE's single repair workshop suppliers register in Colombia, the technology contracting procedure in El Salvador, the electronic auctions procedure in Peru and the existence of a supplier accreditation committee for healthcare providers in Puerto Rico.

Generally speaking, turnover among suppliers collaborating with MAPFRE is low. The most common reasons for service discontinuation are breach of contract and the inability to respond to service requirements at a given point in time.



Suppliers are highly satisfied with MAPFRE and fast payment is what is most valued. Also, MAPFRE has designed specific loyalty schemes for suppliers such as the Tow Van Loyalty Scheme which offers discounts on services provided by component companies. Similarly, an agreement was reached in 2008 with the financial entity Fracciona which belongs to the Caja Madrid Group enabling MAPFRE suppliers to apply for loans offering excellent conditions compared to current market offers. MAPFRE AUTOMÓVILES' scheme aimed at subsidising motorcyclists and road safety equipment for the provision of Travel Assistance services and the promotional campaign (Tourmap) aimed at Household Repair Professionals which rewarded a total of 50 suppliers for their punctuality, quality of work, client service, professional image, cleanliness and order and standardisation in the use of MAPFRE clothing should also be mentioned.

### Training

MAPFRE is strongly committed to training its suppliers to further improve the quality of services provided to clients and policyholders. For this reason, suppliers receive information on MAPFRE's company culture and quality standards. Service suppliers are provided with systems, materials and informative files, amongst which the following:

- The Operating and Internal Regulations Manual aimed at health experts from MAPFRE CAJA SALUD, simple and easy to use, explains procedures to follow and regulations to comply with in the field of health assistance.
- A series of training courses to roadside assistance service providers: roadside assistance techniques and methods, business management and investment decision-making for assistance company managers and technical vehicle status evaluation.

### Quality

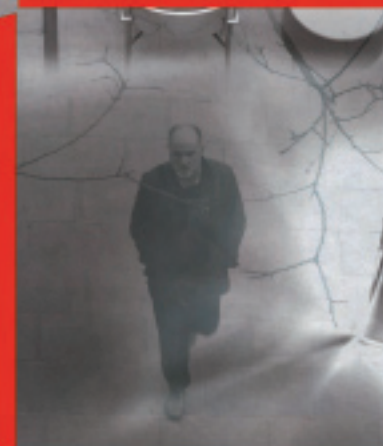
All component companies follow up on quality standards applied for the provision of services by suppliers mainly through client surveys or visits to the supplier's facilities. Service provided deadlines and rates are evaluated. Suppliers are also assessed through the number of incidences reported by operators, visits, meetings with providers, communication with clients, and internal and specific audits. In addition, the General Department of Technology and Procedures conducts half-yearly supplier satisfaction surveys. Supplier satisfaction surveys were also conducted in Colombia, Puerto Rico and Chile.

The main quality standards assessed are the following:

THE PROVISION OF SERVICES	THE ACQUISITION OF GOODS
Time of response between contacting the supplier and the supplier contacting the policyholder	State of the product presented (sample taking)
Time spent on the provision of the service. In the case of medical/ rehabilitation services: time of recovery	After-sales service: – Maintenance guarantee – Replacement part provided in case of repair
Supplier granted quality certifications	– Repair guarantee
Transparent service handling and information provided to company by supplier	Adequate stocks/ ability to supply



## MAPFRE'S ENVIRONMENTAL DIMENSION





## Environmental commitment

Since its foundation, MAPFRE adopted the concept of sustainability as a value, promoting respect for the environment over the course of its development. In 2005, this concept was expressly incorporated in its Code of Good Governance.

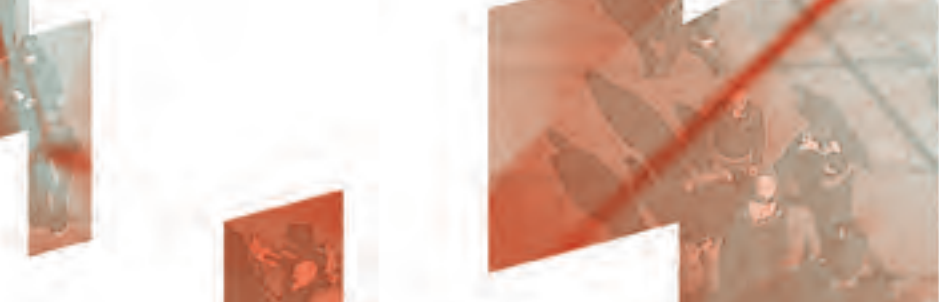
MAPFRE's environmental policy is based on three main pillars: the integration of the environment into the business, management of environmental matters, and promoting a sense of responsibility towards the environment. In 2008 MAPFRE updated its environmental policy to align it with the Group's new organisational structure following its recent restructuring. This policy can be accessed at <http://www.mapfre.com> under the social responsibility section.

## Assessment of MAPFRE'S environmental record in 2008

The Group continued to make progress on delivering its targets in relation to direct environmental impacts and has continued to implement its environmental management system throughout MAPFRE's corporate buildings across Spain and in centres devoted to non-administrative activities.

The table below outlines the various targets for reducing the Group's direct environmental impact and an assessment of these targets, indicating planned initiatives and the degree of compliance:





TARGET	TARGET ASSESSMENT		ACTIONS PLANNED TO DELIVER TARGET		
	OUTCOME	TREND	PLANNED	UNDERTAKEN (YES/NO)	COMMENTS
Obtain ISO 14001 environmental certification for facilities housing the equivalent to 30% of the Spanish workforce.	31.6%	☹️	Extension of environmental management system to regional headquarter buildings and the Multiservicar repair workshops in Avila and Alcala.	Yes	The extension program covers 9.7% of the workforce. However, the headcount at buildings renewing their certification has narrowed by over 8%.
To recycle 200 tonnes of paper	674 tonnes	☹️	Implementation of waste paper collection services at office buildings and branches. Implementation in type I offices	Yes	The implementation in type I offices has been put on hold pending the outcome of the paper shredding machine viability analysis being performed by the data protection department
100% recycling rate on computers	71.607 kg	☹️	Oversight, control and updating of selective waste collection logistics for IT equipment to ensure safe disposal.	Yes	The procedure has been modified to take account of data and environmental protection requirements
Recycling of container waste at corporate office buildings	75%	☹️	Implementation of packaging waste recycling at the corporate office buildings, the regional headquarters and sub-centres where there are municipal recycling services	Yes	Containers have been installed for the collection of packaging and other items beside the buildings' vending machines and in the cafeterias
Cut water consumption by 10%	{10% increase}	☹️	Installation of devices in taps to reduce water consumption in corporate and regional headquarter buildings.	Yes	Here it is important to note the increase in the number of buildings occupied by MAPFRE personnel, meaning direct employees and supervised personnel.

In terms of the Group's indirect environmental fallout, MAPFRE's internal audit department has monitored the environmental aspects of corporate actions in the fields of procurements, investments, contracting and other supplier management initiatives. In addition, the range of products and services of environmental interest marketed to the Group's customers has been extended geographically and sector-wise, while cooperation with public entities and authorities on the promotion of environmentally responsible behaviour has been strengthened.

## Eco-Efficiency

MAPFRE quantitatively assesses environmental impacts derived from its activity and consequently has identified main areas of concern to address and defined appropriate objectives and actions to take.

Consuming resources is one MAPFRE's main impacts on the environment and eco-efficiency measures have been taken to reduce employee consumption, amongst which we would highlight the following:

- Installation, in seven buildings, of water saving devices in the taps, which allow for savings of between 35 and 50 percent. This brings the total number of buildings fitted out with these devices to 13. The installation process began in 2007.

- Application of energy efficiency and saving criteria to reform work performed on existing buildings and to the integral design and construction of new ones.



- Application of building energy efficiency ratings (CALENER program) to new builds in 2008, in order to minimise energy consumption at new buildings.
- Viability study with a view to refitting the cogeneration assets at MAPFRE's central headquarters.
- MAPFRE QUAVITAE drafted an "Environmental Guide" for informational purposes, designed to foment energy savings at the company and contribution to environmental protection by reducing consumption of paper, water and CO2. All MAPFRE QUAVITAE residences and day centres are equipped with water saving systems and the private residential centres use energy saving light bulbs.
- Distribution of informational materials as part of the Group's ongoing campaign to encourage its customers to reduce their consumption of water, paper and energy.

## Environmental management

In MAPFRE, a series of regulations regarding the environment define the adequate behaviour to adopt to respect the environment. These regulations are implemented via an ISO 14001-certified environmental management system (EMS), designed to contribute to improving the Group's financial performance precisely through the management of its environmental risks.

In 2008 progress was made on the process of implementing this EMS. Accordingly, 31.61 percent of MAPFRE employees work at fourteen ISO 14001-certified centres (six more than in 2007), of which two perform non-administrative activities (repair workshops).



To make the EMS more efficient and to enable the expansion of these activities, a database has been developed to enable ongoing availability of information on indicator readings relating to waste and power management issues.

Also, contracts systematically include environmental clauses just as purchase specs specify sustainability criteria. These measures are audited by MAPFRE's in-house audit department.

In addition, the process of gradually replacing the products used by the Group in its daily activities by more environmentally friendly versions continued: hardware is equipped with energy saving measures, most office equipment comes with paper saving systems, photocopy paper is 100 per cent elemental chlorine free (ECF) and the origin of 70 percent of this paper is certified as coming from forests operating under sustainability criteria.

### EVALUATION AND CONTROL PROCESSES

Forty five inspections were carried out in MAPFRE buildings in 2008. During these visits, environmental aspects were identified and analysed and procedures to control and minimise possible impact were audited. As a result of these visits, action plans were prepared to address flaws noted in the definition of each working centre's environmental objectives.

### WATER MANAGEMENT

In 2008 MAPFRE consumed 427,390 m<sup>3</sup> of water. At its facilities, the water consumed comes from the public water system and is used for healthcare or building heating/cooling, except at repair workshops, where waste water is first treated to physically separate grease. Accordingly, most waste water does not contain chemical contaminants and therefore does not require specific treatment and is disposed of in the normal manner.

### EMISSIONS

MAPFRE carries out regular maintenance, air condition installation and technical checks to ensure installations which can potentially produce emissions into the atmosphere have an optimal yield and meet parameters as stated in current legislative regulations. Preventive maintenance is applied to all air-conditioning towers and physicochemistry and legionella analysis established by the current legislation are performed.

In addition, and in accordance with Montreal Protocol on reductions of chlorofluorocarbon compounds (CFC's), halon gas has been withdrawn from installations, and new fire extinguishing systems are being developed using nebulising water. An inventory has been taken of facility equipment using CFCs and a plan for the substitution of the R-22 coolant with ecological refrigerants is being put in motion in accordance with prevailing legislation.



## WASTE MANAGEMENT

MAPFRE working centres obviously generate waste originating from various sources and its management proves complex given the wide geographical extension of the business network. Following the culmination in 2007 of the process of implementing an advanced reverse logistics systems, the overall waste management function at MAPFRE was optimised in 2008, as is evident in its environmental performance indicators, in the level of employee engagement and in the increase in requests for waste removal/management.

MAPFRE continued to flesh out the management of consumables waste and retired electric and electronic products, promoting a collection process launched in 2007. This has enabled the Group to partially mitigate higher waste management expenses thanks to the sale of "secondary raw materials". This was complemented by the recovery of silver from x-ray waste management procedures.

The experience built up following the implementation of waste management processes meant that 2008 was shaped by tighter control over waste variables and a major improvement in communication flows and in operating aspects. This in turn resulted in optimised management processes, including those performed directly by MAPFRE and those performed by outsourced handlers, in addition to producing cost savings.

The results: 674.260 kg of recycled paper in 2008 and the management of 71,607 kg of retired office equipment derived from 3,944 units, of which 519 were donated to schools, associations and other entities, 1,179 to asset recovery programs and 2,246 were recycled via delivery to an authorised management facility.

Amongst optimising activities carried out, and prioritising reuse over recycling, collaboration with the Red Cross and the Intercultural Foundation in the campaign for out-of-use mobile phones retrieval was maintained. Income generated from reusing donated mobiles is allocated to humanitarian, social and educational projects intended for disadvantaged countries.

On another front, entities CESVIMAP and CESVI RECAMBIOS continued to work on the management of retired vehicles with a view to reducing the environmental impact deriving from the end of their useful lives and facilitating non-polluting waste treatment, specifically enabling the recovery of components, parts and materials for new uses. In 2008 these entities' facilities handled 2,899 out-of-service vehicles, recovering 71,198 parts and components, growth of 3.5% and 4.8% on 2007, respectively.

## Products and services to mitigate environmental impacts

MAPFRE also contributes to society's efforts to improve its environmental record by launching products and services tailored to its customers' environmental needs. Good examples of this include its environmental civil liability policy, insurance cover for the design, construction and commissioning of wind farms as well as other innovative solutions such as insurance to cover potential financial losses incurred as a result of lack of sun radiation at PV facilities (generating net premiums of 0.2 million euros in 2008). MAPFRE is the leading provider of insurance products to cover environmental risk in Spain, with almost 2 million euros in premiums from environmental civil liability policies and 8.9 million euros in premiums covering wind farms worldwide representing aggregate installed capacity of over 15,000 MW. Total net premiums from environmental coverage in Spain amounted to 8.8 million euros last year.

Another good example lies with the insurance cover for forest plantations, including coverage of reforestation expenses incurred in the wake of forest fires and premium discounts if the forest plantation is part of a forest certification system or if the owner complies with an externally audited environmental management plan or good environmental practice manual. This insurance cover has been provided in Galicia, Asturias, the Basque Country, Cantabria and Catalonia.

MAPFRE's technicians perform around 400 environmental risk assessments every year for the decision making in the underwriting of environmental liability insurance policies. Around 25 percent of these assessments require visiting these installations, where the potential risk of exposure is assessed, areas of management to address identified and measures taken in the field of environmental engineering or management optimisation to reduce risks

In addition, and in relation with risks derived from a potential increase in the frequency and intensity of natural disasters, the insured and reinsured are provided with the possibility of benefiting from an adequate financial protection against the eventual occurrence of these risks, by means of their insurance and reinsurance covers against natural risks, which mitigate possible financial consequences. For some of these risks, advance probabilistic models of simulation of disasters are used to assess the insurance policy.

Other non-insurance companies which belong to the Group also contribute to reducing environmental risks in the following areas:

- CESVIMAP researches techniques used to repair damaged vehicles and trains technicians to repair and assess damaged automobile parts. Many of the works carried out by this entity have made it possible to save on the consumption of contaminating resources such as paint and solvents and minimise the

impact of vehicle repairs on the environment. These are later published and used in training sessions..

— ITSEMAP, an engineering company specialising in safety and the environment, offers technical assistance on how to tackle industrial environmental risks. Amongst other activities, it develops tools to assess such risks in the insurance sector but also in sectors which may further impact on the environment.

## Relationships with stakeholders

### ORGANISATIONS AND PUBLIC AUTHORITIES

MAPFRE takes part in forums on the environment such as the Global Compact and the United Nations' Environmental Programme for Financial Entities and the Insurance Sector (UNEP FI) as well as in Work Groups dedicated to analysing and assessing environmental risks. The firm has signed agreements of collaboration with relevant state organisations specialised in water saving and energy efficiency.

### THE ENVIRONMENT AND SUPPLIERS

MAPFRE has given guidelines to suppliers on how to tackle risks which may impact the environment in certified work centres to enhance good practices which respect the environment.

### EMPLOYEES

MAPFRE's employees in Spain received a total of 2,459.5 hours of environmental training, of which 48% were managed by the Group's environmental department. MAPFRE's environmental commitment remains a core component of its corporate training agenda.

In a bid to promote environmentally responsible behaviour, in 2008 the employees were asked to partake of the "Car sharing" initiative designed to facilitate contract between individuals keen to share their private vehicles on their daily commutes.

MAPFRE's environment portal is now accessible to employees; it includes an environmental suggestion box which registered 120 consults during the year.

You may contact [medioambiente@mapfre.com](mailto:medioambiente@mapfre.com) should you require information or wish to make a suggestion related to environmental matters and MAPFRE.

## Environmental performance indicators

ENVIRONMENTAL PERFORMANCE INDICATORS	UNIT	SCOPE	MAPFRE			PROGRESS IN 2008
			2006	2007	2008	
<b>Solutions offered in the insurance sector tackling environmental risks</b>						
Environmental civil liability policies subscribed	nº	(8)	705	910.00	894.00	☹️
Wind energy facilities covered by insurance policy	MW	(6)	6,939	8,717.00	5,155.22	N.C.
Wind turbines covered by insurance policy	nº	(6)	7,074	8,984.00	5,230.07	N.C.
Sustainable forestry	ha	(8)	20,313	23,296.37	22,778.96	☹️
Net premiums on environmental products	€	(6)	12,181,376	16,405,137.17	9,938,491.00	N.C.
<b>Environmental policies</b>						
ISO 14001 employees	%	(1)	21%	29.16%	31.61	☹️
Senior Management Committees on Environmental Issues	nº	(9)	1	1	3	☹️
Inspections or environmental audits	nº	(9)	40	57	45	☹️
Suppliers committed to protection the environment	nº	(9)	145	145	171	☹️
Training hours on environmental issues	nº	(10)	446	1721	2459	☹️
Full-time environmental experts	nº	(9)	3	7	8	☹️
Environmental expenditure	€	(1)			299,511	☹️
Environmental fines or sanctions	nº	(1)	-	-	-	☹️
<b>Water</b>						
Consumption of water	m³	(1)	648,775	369,639	427,390	☹️
<b>Energy</b>						
Total energy consumption	kWh	(1)	106,778,347	57,632,911	67,458,251	N.C.
Consumption of energy generated by public grid	kWh	(1)	78,506,190	55,308,221	60,031,555	N.C.
Consumption of natural gas	m³	(1)	1,934,617	205,297	232,000	N.C.
Gas-oil consumption	L	(1)	704,551	171,142	496,244	N.C.
<b>Paper and consumables</b>						
Total consumption of paper	Tm	(2)	1,703	1,703	1,919	☹️
Total consumption of recycled paper	Tm	(2)	54	54	46	☹️
ECF paper as a % of total paper consumption	%	(2)	100	100%	100%	☹️
Paper with environmentally-friendly label as a % of total paper consumption	%	(2)	60	77.74%	70	☹️
Total toner cartridge consumption	ud	(2)			19,988	N.C.

ENVIRONMENTAL PERFORMANCE INDICATORS	MAPFRE					
	UNIT	SCOPE	2006	2007	2008	PROGRESS IN 2008
<b>Waste management</b>						
Total toner recycled	ud	(1)	2,829	3,846	6,512	😊
Total paper recycled	kg	(1)	144,155	307,302	674,260	😊
Computers and electronic appliances handled	ud	(1)	816	3,276	3,944	😊
Computers and electronic appliances reused	% ud	(1)			30	😊
Computers and electronic appliances donated	% ud	(1)			13	😊
Retired hardware handled	kg	(1)			4,892	😊
Recycled mobile handsets	ud	(1)	1,757	5,159	8,127	😊
Batteries recycled	kg	(1)			474	😊
X-rays	kg	(1)			123	😊
Retired vehicles handled	ud	(3)	2,550	2,800	2,899	😊
Retired vehicle parts recovered	ud	(3)	57,548	67,913	71,198	😊
Sanitary	kg	(4)	4,137	5,517	366.1	N.C.
Hazardous building waste	kg	(5)			4,562	😊
Hazardous waste produced by vehicle repair centres	Tm	(5)	78	108	106	😊
Non hazardous waste produced by vehicle repair centres	Tm	(5)	1,513	1,736		
<b>Emissions</b>						
Direct emissions of carbon dioxide	Tm	(1)/(7)	2,627	465	1,827	N.C.
Indirect emissions of carbon dioxide	Tm	(1)/(7)	33,947	7,136	24,013	N.C.
<b>Eco efficiency</b>						
Water consumed/employee	m³	(1)	57	33	37	😞
Paper consumed / employee	Tm	(2)	0.15	0.15		
Paper sent to recycling /employee	kg	(6)	13	27	59	😊
Recycled toner /employee	ud	(3)	0.25	0.34	0.57	😊
Direct carbon dioxide/employee	Tm	(1)	0.23	0.04	0.16	N.C.
Indirect carbon dioxide/employee	Tm	(1)	2.99	0.63	2.08	N.C.
Total energy consumed/ employee	kWh	(1)	9,414	5,096	5854	😊

Note: indicators were designed in accordance with GRI criteria. Figures refer to Spain, scope indicated at the bottom of the page.

[1] Includes figures for the parent companies within the MAPFRE Group in Spain. Does not include MAPFRE QUAVITAE

[2] Consumption data based on procurements made by the Central Resources Department

[3] CESVIMAP figures

[4] Figures refers to class III sanitary waste generated at the employee medical care centres at the Torre MAPFRE, Paseo Alameda, Aravaca, General Perón and headquarter buildings and at the rehab clinics and the medical centres.

[5] Vehicle repair waste generated at the following centres: CESVIMAP, CESVIRECAMBIOS and the MULTISERVICAR workshops in AVILA, ALCALA, VALENCIA and TENERIFE.

[6] Figures for MAPFRE EMPRESAS (CORPORATES) at year-end. Only includes data corresponding to MAPFRE's ownership interest

[7] Carbon emissions were calculated following the methodology proposed for the office sector in the GhG Protocol of the World Business Council for Sustainable Development

[8] Figures for MAPFRE EMPRESAS at 31 December

[9] Refers to environmental actions carried out by MAPFRE's central services

[10] Include hours of training delivered by the Corporative Department's Personnel on Environmental Issues plus the number of hours of training delivered by the Environmental Department to employees responsible for implementation a management system aimed at protecting the environment.



: positive progress indicator in comparison with the previous year



: no significant changes identified in comparison with data available for previous year.



: negative progress in comparison with data available for previous year

N.D.: Data not available

N.A.: Non applicable

N.C.: Data not comparable with the previous year



## ADDITIONAL INFORMATION



## Main associations

(Information as of 31/12/08; acronyms for initials in source language)

- CORPORATE SOCIAL ACTION (ASE)
- SPANISH ASSOCIATION OF INVESTOR RELATIONS (AERI)
- CONNECTED VEHICLE TRADE ASSOCIATION (CVTA)
- EUROPEAN INSURANCE CFO FORUM
- INTERLATINAMERICAN FEDERATION OF INSURANCE COMPANIES

(FIDES)

- BUSINESS AND SOCIETY FOUNDATION (FEYS)
- EUROPEAN GROUP OF RISK AND INSURANCE ECONOMISTS GENEVA

ASSOCIATION

- INSTITUTE OF ECONOMIC STUDIES
- SPANISH INSTITUTE OF INTERNAL AUDITORS (IAI)
- NATIONAL AUTO AND TRAVEL ASSOCIATION (NATO)
- SPANISH NETWORK OF THE GLOBAL PACT
- SPANISH SECTION OF THE INTERNATIONAL ASSOCIATION OF

INSURANCE SUPERVISORS (SEAIDA)

- ASSOCIATION OF SPANISH INSURERS (UNESPA)
- INTERNATIONAL CHRISTIAN UNION OF BUSINESS EXECUTIVES

(UNIAPAC)

- UNITED NATIONS ENVIRONMENT PROGRAMME FINANCIAL INITIATIVE

BRAZIL

- BRAZILIAN ASSOCIATION OF TELESERVICES (ABT)
- BRAZILIAN ASSOCIATION OF PUBLIC COMPANIES (ABRASCA)
- BRAZILIAN ASSOCIATION OF SALES MANAGERS (ADVA)
- GARRIDO MARKETING

ARGENTINA

- ARGENTINE ASSOCIATION OF INSURANCE COMPANIES (AACS)
- CHRISTIAN ASSOCIATION OF BUSINESS MANAGERS (ACDE)
- ARGENTINE HUMAN RESOURCES ASSOCIATION (AACS)
- DIRECT MARKETING ASSOCIATION (AMDIA)
- LIFE AND PENSION INSURERS OF THE ARGENTINE REPUBLIC
- CHAMBER OF COMMERCE OF THE UNITED STATES OF THE

ARGENTINE REPUBLIC (AMCHAM)

- SPANISH CHAMBER OF COMMERCE IN THE ARGENTINE REPUBLIC

(CECRA)

- WORKPLACE SAFETY INSURERS' UNION (UART)

COLOMBIA

- FEDERATION OF COLOMBIAN INSURANCE COMPANIES (FASECOLDA)

MEXICO

- MEXICAN ASSOCIATION OF INSURANCE COMPANIES (AMIC)
- MEXICAN INSTITUTE OF CHARTERED ACCOUNTANTS (IMCP)
- MEXICAN INSTITUTE OF FINANCE EXECUTIVES (IMEF)



# GRI indicator index and UN Global Compact

NA: NOT APPLICABLE ND: NOT AVAILABLE E: SCOPE IN SPAIN G: GLOBAL SCOPE

SECTION	INDICATOR		WHERE TO FIND THE INFORMATION/SCOPE COMMENTS
<b>STRATEGY AND ANALYSIS</b>			
1.1	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and its strategy	G	— Pages. 5; 12
1.2	Description of key impacts, risks, and opportunities	G	
<b>ORGANISATIONAL PROFILE</b>			
2.1	Name of the organisation	G	— Page. 5
2.2	Primary brands, products, and/or services	G	— Pages. 5; 7-9; 11-12; 29-34 — Financial Statements, Management Report 2008
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	G	— Business Units and Operating Companies 2008. Page. 3
2.4	Location of organization's headquarters	G	MAPFRE. Ctra. De Pozuelo nº 52. 28220 (Madrid) Spain
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	G	— Pages. 7-9 — Financial Statements, Management Report 2008 Pages. 10; 15; 23-30; 180-207 — Business Units and Operating Companies 2008 Page. 3
2.6	Nature of ownership and legal form	G	
2.7	Markets served, including geographic breakdown, sectors served, and types of customers/beneficiaries	G	— Pages. 7-9; 27 — Financial Statements, Management Report Pages. 23-36
2.8	Scale of the reporting organisation	G	— Pages. 7-9; 11-12; 14; Report covers — Financial Statements, Management Report Pages. 15; 23-30; Report covers
2.9	Significant changes during the reporting period regarding size, structure, or ownership	G	— Pages. 5-11
2.10	Awards received in the reporting period	G	— Pages. 27; 39 — Financial Statements, Management Report 2008 Pages. 17-21
<b>REPORT PARAMETERS</b>			
3.1	Reporting period for information provided	G	2008
3.2	Date of most recent previous report	G	2007 (www.mapfre.com/responsabilidad-social)
<b>REPORT PROFILE</b>			
3.3	Reporting cycle (annual, biennial, etc.)	G	Annual
3.4	Contact point for questions regarding the report or its contents	G	— Page. 78
<b>REPORT SCOPE AND BOUNDARY</b>			
3.5	Process for defining report content	G	— Pages. 11-12
3.6	Boundary of the report	G	— Pages. 5; 11-12; 76-77
3.7	Specific limitations on the scope or boundary of the report	G	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	NA	— See indicators 3.5, 3.6, 3.7

SECTION	INDICATOR	WHERE TO FIND THE INFORMATION/SCOPE COMMENTS
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	G — Pages. 5; 11-12; 76-77
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	G — Page. 28. See note n°8
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	G — Pages. 11-12 <b>Note:</b> Although not part of the scope and boundary of this year's social responsibility report, to provide an overall vision of the MAPFRE Group's workforce and its economic dimension, the corresponding indicators include Commerce and Genel Sigorta, which were recently acquired There were no other significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report
<b>GRI CONTENT INDEX</b>		
3.12	Table identifying the location of the Standard Disclosures in the report	— Pages. 60-72
<b>ASSURANCE</b>		
3.13	Policy and current practice with regard to seeking external assurance for the report	G — Pages. 5; 11-12; 76-77
<b>GOVERNANCE</b>		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight Mandate and composition (including number of independent members and/or non-executive members) of such committees and indication of any direct responsibility for economic, social, and environmental performance	G — Financial Statements, Management Report 2008 Pages. 51-90
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)	G
4.3	Number of members of the highest governance body that are independent and/or non-executive members	G
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	G — Pages. 22; 42 — Financial Statements, Management Report 2008 Pages. 51-90 — Shareholders and Investors: <a href="http://www.mapfre.com/corporativo/accionistas">www.mapfre.com/corporativo/accionistas</a> — Code of Good Governance: <a href="http://www.mapfre.com">www.mapfre.com</a>
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	G MAPFRE's senior management employment contracts tie these executives' bonuses to delivery of the targets and businesses initiatives planned for the Group or corresponding business area
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	G — Financial Statements, Management Report 2008 Pages. 51-90 — Code of Good Governance: <a href="http://www.mapfre.com">www.mapfre.com</a> — Internal code of conduct relating to listed securities issued by MAPFRE <a href="http://www.mapfre.com">www.mapfre.com</a> and CNMV web
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	G — Financial Statements, Management Report 2008 Pages. 51-90 — Code of Good Governance: <a href="http://www.mapfre.com">www.mapfre.com</a>
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	G — Pages. 12; 49; Report covers — Institutional principles, Business principles. Code of Good Governance: <a href="http://www.mapfre.com">www.mapfre.com</a> — Internal code of conduct relating to listed securities issued by MAPFRE <a href="http://www.mapfre.com">www.mapfre.com</a> and CNMV web — Website ( <a href="http://www.mapfre.com">www.mapfre.com</a> ) : Social Responsibility section: Environment: Environmental policy — FTSE4GOOD and FTSE4GOOD IBEX ( <a href="http://www.Ftse4Good.com">www.Ftse4Good.com</a> )

SECTION	INDICATOR		WHERE TO FIND THE INFORMATION/SCOPE COMMENTS
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	G	<ul style="list-style-type: none"> <li>— Page. 11</li> <li>— Financial Statements, Management Report 2008</li> <li>Pages. 45; 51-90; 165</li> <li>— Code of Good Governance: <a href="http://www.mapfre.com">www.mapfre.com</a></li> </ul>
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	G	<ul style="list-style-type: none"> <li>— Financial Statements, Management Report 2008</li> <li>Pages. 45; 51-90</li> <li>— Code of Good Governance: <a href="http://www.mapfre.com">www.mapfre.com</a></li> </ul>
<b>COMMITMENTS TO EXTERNAL INITIATIVES</b>			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	G	<ul style="list-style-type: none"> <li>— Financial Statements, Management Report 2008</li> <li>Pages. 45-46; 51-90; 165-177</li> </ul>
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	G	<ul style="list-style-type: none"> <li>— Pages. 40; 54</li> <li>— Global Compact: <a href="http://www.pactomundial.org">www.pactomundial.org</a></li> <li>— UNEP Finance Initiative: Innovative financing for sustainability <a href="http://www.unepfi.org">www.unepfi.org</a></li> </ul>
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization	G	<ul style="list-style-type: none"> <li>— Page. 58</li> </ul>
<b>STAKEHOLDER ENGAGEMENT</b>			
4.14	List of stakeholder groups engaged by the organization	G	<ul style="list-style-type: none"> <li>— Report covers</li> </ul>
4.15	Basis for identification and selection of stakeholders with whom to engage	G	<ul style="list-style-type: none"> <li>— Pages. 11-12; 22; 24; 28-29; 42-43; 43-44; 46-47; 54</li> <li>— Report covers</li> </ul>
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	G	<ul style="list-style-type: none"> <li>— Report covers</li> </ul>
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	ND	<ul style="list-style-type: none"> <li>— Pages. 5; 11-12</li> </ul>

# Economic Performance Indicators

NA: NOT APPLICABLE ND: NOT AVAILABLE E: SCOPE IN SPAIN G: GLOBAL SCOPE

IND	INDICATOR	COMMENTS
<b>ECONOMIC PERFORMANCE INDICATORS</b>		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	G — Financial Statements, Management Report 2008 Pages. 94-179
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	G — Financial Statements, Management Report 2008 Pages. 165; 179
EC3	Coverage of the organization's defined benefit plan obligations	G — Page. 26 — Financial Statements, Management Report 2008 Pages. 94-179
EC4	Significant financial assistance received from government	G — Financial Statements, Management Report 2008 Pages. 94-179
<b>MARKET PRESENCE</b>		
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	ND At MAPFRE there is no "standard entry level wage". Starting salaries applied are those provided for in each country's labour legislation and any applicable collective bargaining agreements
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	G — Pages. 12; 46. Covers — Financial Statements, Management Report 2008 Pages. 94-179
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	G 97% of senior management working in the Group's companies outside Spain was hired locally. The boundary of this indicator has been extended in relation to the 2007 indicator presented, which only included this figure for the Americas
<b>INDIRECT ECONOMIC IMPACT</b>		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	NA
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	NA

# Environmental Performance Indicators

(THE BOUNDARY AND CONTENT OF THE ENVIRONMENTAL DISCLOSURES RELATE TO THE SPANISH INSURANCE COMPANIES)

NA: NOT APPLICABLE ND: NOT AVAILABLE E: SCOPE IN SPAIN G: GLOBAL SCOPE

IND	ASPECT	COMMENTS
<b>MATERIAL</b>		
EN1	Materials used by weight or volume	E — Pages. 52-53
EN2	Percentage of materials used that are recycled input materials	E
<b>ENERGY</b>		
EN3	Direct energy consumption by primary energy source	E — Pages. 50-51; 55-56
EN4	Indirect energy consumption by primary energy source	E
EN5	Energy saved due to conservation and efficiency improvements	E
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	E — Pages. 51-52
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	E
<b>WATER</b>		
EN8	Total water withdrawal by source	E — Page. 52
EN9	Water sources significantly affected by withdrawal of water	NA
EN10	Percentage and total volume of water recycled and reused	NA
<b>BIODIVERSITY</b>		
EN11	Description of land in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Location and size of land owned, leased or managed in areas of high biodiversity value outside protected areas	E All of MAPFRE's facilities are located on urban or industrial sites; they are not near protected areas or areas rich in biodiversity outside protected areas; accordingly the Group's activities do not have any direct impact on biodiversity
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	E
EN13	Habitats protected or restored	E
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	E
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	E
<b>EMISSIONS, EFFLUENTS AND WASTE</b>		
EN16	Total direct and indirect greenhouse gas emissions by weight	E — Pages. 51-52; 55-56
EN17	Other relevant indirect greenhouse gas emissions by weight	E
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	E
EN19	Emissions of ozone-depleting substances by weight	E — Pages. 52-53
EN20	NO, SO, and other significant air emissions by type and weigh	NA
EN21	Total water discharge by quality and destination	NA
EN22	Total weight of waste by type and disposal method	E — Pages. 52; 53



IND	ASPECT	COMMENTS
EN23	Total number and volume of significant spills	E We are not aware of any significant spills in 2008 in the establishments and facilities managed by MAPFRE in Spain. Accordingly, no emergency plans of an environmental nature were put in motion during the year
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	NA
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	E All of MAPFRE's facilities are located on urban or industrial sites; they are not near protected areas or areas rich in biodiversity outside protected areas; accordingly the Group's activities do not have any direct impact on biodiversity
<b>PRODUCTS AND SERVICES</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	E — Pages. 53-54
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	NA
<b>COMPLIANCE</b>		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	E All of MAPFRE's facilities are located on urban or industrial sites; they are not near protected areas or areas rich in biodiversity outside protected areas; accordingly the Group's activities do not have any direct impact on biodiversity We are not aware of any pending significant fines or sanctions for non-compliance with environmental laws and regulations during 2008
<b>TRANSPORT</b>		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	NA
<b>GENERAL</b>		
EN30	Total environmental protection expenditures and investments by type	E — Pages. 52; 55-56

## Social Performance Indicators

NA: NOT APPLICABLE ND: NOT AVAILABLE E: SCOPE IN SPAIN G: GLOBAL SCOPE

IND	ASPECT		COMMENTS
<b>EMPLOYMENT</b>			
LA1	Total workforce by employment type, employment contract, and region	G	— Pages. 17-18
LA2	Total number and rate of employee turnover by age group, gender, and region	G	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	G	— Page. 26
<b>LABOUR / MANAGEMENT RELATIONS</b>			
LA4	Percentage of employees covered by collective bargaining agreements	G	— Pages. 22-23
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	E	Prevailing legislation is applied. Notice periods: articles 40, 41 and 44.8 of the Workers' Statute
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	E	Occupational health and safety standards are in effect and applied in most of the Latin American countries where MAPFRE operates, although there is not a health and safety committee in all of them — Page. 24
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region	G	— Page. 26
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	G	— Pages. 24-26
LA9	Health and safety topics covered in formal agreements with trade unions	E	— Pages. 24-26
LA10	Average hours of training per year per employee by employee category	G	— Pages. 20-22
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	G	
LA12	Percentage of employees receiving regular performance and career development reviews	G	— Page. 22
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
LA13	Composition of governance bodies and breakdown of employees according to gender, age group, minority group membership and other indicators of diversity per category according to gender, age group, minority group	G	— Pages. 17-18; 20 — Financial Statements, Management Report 2008 — Pages. 51-90
LA14	Ratio of basic salary of men to women by employee category	E	There are no significant differences between men and women in this respect. Page. 26

IND	ASPECT	COMMENTS
<b>INVESTMENT AND PROCUREMENT PRACTICE</b>		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	ND Principle 1 of MAPFRE's social responsibility policy provides for compliance with prevailing national and international standards in all the Group's operating markets, adopting complementary international standards and guidelines wherever local legislation is insufficiently advanced, and assuming, by way of a declaration of minimum humanitarian standards, respect for the United Nations Universal Declaration of Human Rights and the ten Global Compact principles. This principle is applicable to the entire Group and is built into the Group's management — Report Covers
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	ND — See indicator SUP1
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	G — Pages. 20-21
<b>NON-DISCRIMINATION</b>		
HR4	Total number of incidents of discrimination and actions taken	G There is no record of any outstanding discrimination claim. In 2008, across the entire MAPFRE Group in Spain, there is a record of just one incident which comprises a claimed infraction of the Work Inspection rules relating to a specific case which is currently being appealed
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>		
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	0/G In 2008 there is no record of any class of activity at the Company which could jeopardise the right to exercise freedom of association and collective bargaining nor of any kind of activity identified as having risk for incidents of child labour — Global Compact Progress Report — Membership of FOOTSE4Good and FOOTSE4Good IBEX
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	0/G — Global Compact Progress Report — Membership of FOOTSE4Good and FOOTSE4Good IBEX
<b>FORCED AND COMPULSORY LABOUR</b>		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	0/G No operations were identified as having significant risk for incidents of forced or compulsory labour — Global Compact Progress Report — Membership of FOOTSE4Good and FOOTSE4Good IBEX
<b>SECURITY PRACTICE</b>		
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	E In Spain, the security personnel used belong to EULEN, a signatory of the Global Compact Also, all personnel engaged in facility surveillance and protection have received the training programs stipulated by the Ministry for the Interior, in addition to specific training tailored to MAPFRE's requirements
<b>INDIGENOUS RIGHTS</b>		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	0/G There is no record of any incidents of violations involving rights of indigenous people or the need for any related actions — Global Compact Progress Report — Membership of FOOTSE4Good and FOOTSE4Good IBEX
<b>COMMUNITY</b>		
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	ND By their nature, the operations performed by MAPFRE do not have significant impacts on communities. There is a procedure governing the opening of new commercial branches, which includes, among other aspects, performing economic viability analysis of the operation to ensure the business will be sustainable and profitable over time, benefitting the community of which it is part

IND	ASPECT	COMMENTS
S02	Percentage and total number of business units analysed for risks related to corruption	G <p>MAPFRE has in place internal controls to oversee risks related to corruption. In addition, many of its operating markets in Latin America have stringent anti-corruption laws which the company applies</p> <p>Specifically in relation to money laundering, in Spain there is a committee dedicated to its prevention and all prevailing legislation on this subject is made available to Group employees on the MAPFRE intranet</p> <p>In addition, as part of the audit of the regional organisational structure, MAPFRE VIDA's (LIFE) internal audit service performed a special review of money laundering matters and the internal audit service for technology reviewed the PEDRA Money Laundering application (software managing transactions performed by the Life &amp; Savings Business Unit which have to be notified to the Service for the Prevention of Money Laundering)</p> <p>In addition, the measures and actions taken by the MAPFRE Group companies (MAPFRE VIDA, Musini Vida, MAPFRE SEGUROS GENERALES, MAPFRE VIDA Y PENSIONES S.G. DE FONDO DE PENSIONES, MAPFRE INVERSIÓN DOS, S.G.I.I.C.C, MAPFRE INMUEBLES, Inmobiliaria Bravo Ureña, Servicios Inmobiliarios MAPFRE, Desarrollos Urbanos CIC and Inmobiliaria Mapinver) were studied and assessed for compliance with money laundering prevention legislation by an independent expert in accordance with prevailing regulations in effect in Spain. This audit was performed by ITUARRIAGA CONSULTORES</p> <p>MAPFRE has put in place procedures to flight fraud, and in most of its Latin American operating markets it has set up Fraud Control Committees.</p> <p>— See indicator CSR3</p> <p>— MAPFRE promotes and sponsors the international and Latin American edition of the Robin Cosgrove prize for papers on ethics in finance written by people under 35</p>
S03	Percentage of employees trained in the organization's anti-corruption policies and procedures	E <p>In 2008, a total of 6,446 employees were signed up for training courses on internal control and the prevention of money laundering, covering 7,077 hours of training</p>
S04	Actions taken in response to incidents of corruption	G <p>— Code of Good Governance</p> <p>— Financial Statements, Management Report 2008 Pages. 45-46; 165-177</p> <p>— Internal control</p> <p>— Risk management</p>
<b>PUBLIC POLICY</b>		
S05	Public policy positions and participation in public policy development and lobbying	G <p>The institutional principles set out in MAPFRE's Code of Good Governance stipulate the independence of the Group and all its entities with regard to all persons, entities, groups of powers of any sort. This implies that all the assets comprising MAPFRE's equity should be used exclusively for business purposes, with the sole exception of any contributions made to the MAPFRE FOUNDATION</p> <p>For this reason we are not aware of any financial or in-kind contributions made in 2008 in any of MAPFRE's operating markets, to any political party or related institution</p> <p>— MAPFRE's Code of Good Governance, published on the corporate webpage (www.mapfre.com) within the corporate governance section under Investors</p>
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	0/G <p>For this reason we are not aware of any financial or in-kind contributions made in 2008 in any of MAPFRE's operating markets, to any political party or related institution</p> <p>— MAPFRE's Code of Good Governance, published on the corporate webpage (www.mapfre.com) within the corporate governance section under Investors</p>
<b>ANTI-COMPETITIVE BEHAVIOUR</b>		
S07	Total number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices and their outcomes	0/G <p>— Page. 12. Principle 1 of MAPFRE'S Social Responsibility Principles</p>
S08	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	— See indicators HR4; PR8; PR9

IND	ASPECT		COMMENTS
<b>CUSTOMER HEALTH AND SAFETY</b>			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	NA	MAPFRE's insurance products and services do not affect its customers' health and safety
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	NA	
<b>RODUCT AND SERVICE LABELLING</b>			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	G	MAPFRE complies with the provisions of Spain's Insurance Contract Act and other applicable legislation
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	0/G	We are not aware of any claims of non-compliance with voluntary codes concerning product and service information and labelling
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	G	— Pages. 35-38
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	G	MAPFRE applies the provisions of the UNESPA Good Practice Guide on advertising and transparency throughout the Group
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	0/G	We are not aware of any claims on non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion
<b>CUSTOMER PRIVACY</b>			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	G	In 2008, the MAPFRE Group was notified of a total of 4 claims relating to the Spanish Personal Data Protection Act. All these cases are currently being appealed before the pertinent courts and no binding rulings have yet been issued In 2008 MAPFRE developed procedures and mechanisms designed to ensure it complies with the new regulations stipulated in the Spanish Personal Data Protection Act as amended
<b>COMPLIANCE</b>			
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	G	— This relates to indicators PR3 and PR4 We are not aware of any significant fines levied in this connection

## Financial Services Sector Supplement – Social Dimension

NA: NOT APPLICABLE ND: NOT AVAILABLE E: SCOPE IN SPAIN G: GLOBAL SCOPE

IND	ASPECT	COMMENTS
<b>MANAGEMENT OF RSC</b>		
CSR1	CSR policy	G – Pages. 5; 12
CSR2	CSR organisation	G – Page. 78
CSR3	CSR audits	G – Pages. 5; 11-12 MAPFRE's General Audit Department performed 791 audits in 2008, of which 160 corresponded to specific assignments in Spain and abroad related to various CSR topics: Human resources, the prevention of money laundering, fraud prevention, customer service, review of the claims management regulations, distribution channels, suppliers, the SCR report, review of the data protection act and new enacting regulations, review of safety and environmental impacts of specific MAPFRE buildings and a review of the environmental management system in MAPFRE's corporate buildings and subsidiaries where customer and supplier – See indicator S04
CSR4	Management of sensitive issues (bribery and corruption, contributions to political parties, anti-money laundering, identification of terrorist money, etc.)	G – MAPFRE's Code of Good Governance, published on the corporate webpage ( <a href="http://www.mapfre.com">www.mapfre.com</a> ) within the corporate governance section under Investors – Financial Statements, Management Report 2008 – Pages. 45-46; 165-177 – See indicator S02; S03, S04 – FTSE4Good; FTSE4Good IBEX ( <a href="http://www.Ftse4good.com">www.Ftse4good.com</a> )
CSR5	Non-compliance with any law or regulatory code of conduct	G – See indicator EN28; HR4, HR5; HR7; HR8; HR9; S04; S07; PR2; PR4; PR6; PR7; PR8; PR9
CSR6	Stakeholder dialogue	G – See indicator 4.16, 4.17 – Covers
<b>INTERNAL SOCIAL PERFORMANCE</b>		
INT1	Internal CSR policy issues covered in the organisation's HR policies (equal opportunities, freedom of association, training, layoff policy, occupational health & safety)	G – Pages. 17-27
INT2	Staff turnover and job creation	G – Page. 18 – Covers
INT3	Employee satisfaction	ND
INT4	Senior management and Director remuneration	G – Financial Statements, Management Report 2008 – Pages. 51-90
INT5	Bonuses fostering sustainable success	G – See indicator 4.5
INT6	Female-male salary ratio	E – See indicator LA14
INT7	Employee profile (gender, disability, etc.)	G – See indicator LA1; LA2

IND	ASPECT	COMMENTS
<b>PERFORMANCE TO SOCIETY</b>		
SOC1	Contributions to charitable causes, community investments and commercial sponsorships (cash support, staff time, gifts in kind and management costs)	ND — Annual Report of the MAPFRE FOUNDATION In addition to the charitable work instrumented through the Foundation, in 2008 MAPFRE sponsored a number of activities, mainly in the sports field, in the amount of €2,393,000 <b>Page. 23</b> Besides, 519 computers have been donated to schools, associations and other entities <b>Page. 23</b>
SOC2	Economic value added (EVA)	G — Financial Statements, Management Report 2008. <b>Page. 97</b>
<b>SUPPLIERS</b>		
SUP1	Screening of major suppliers (screening of suppliers' employment conditions and health and safety safeguards, etc)	G — <b>Pages. 46-48</b>
SUP2	Supplier satisfaction (early payments, prices and treatment, etc.)	G
<b>RETAIL BANKING</b>		
RB1	Socially relevant aspects of retail banking policy (products, social exclusion, etc.)	NA
RB2	Lending profile (industrial sectors and company sizes, etc)	NA
RB3	Lending with high social benefit (products with socially relevant elements, etc.)	NA
<b>RETAIL BANKING</b>		
IB1	Socially and environmentally relevant aspects of investment banking policy	NA
IB2	Global profile of investment banking customers	NA
IB3	Transactions with high social/environmental benefit	NA
<b>ASSETS MANagements</b>		
AM1	Socially relevant aspects of asset management policy	ND
AM2	Assets under management with high social benefit	ND
AM3	SRI oriented shareholder activity	ND
<b>INSURANCE</b>		
INS1	Socially relevant aspects of underwriting policy (responsible marketing, transparent commissioning, best advice, etc.)	G — <b>Page. 12</b> — MAPFRE's Code of Good Governance, published on the corporate webpage ( <a href="http://www.mapfre.com">www.mapfre.com</a> )
INS2	Customer profile	G — <b>Pages. 27; 34-35</b>
INS3	Customer profile	E
INS4	Insurance with high social benefit (insurance for people/SMEs in deprived areas, insurance for the disabled, etc.)	G — <b>Pages. 29-34</b>

## Financial Services Sector Supplement – Environmental Dimension

THE BOUNDARY AND CONTENT OF THE ENVIRONMENTAL DISCLOSURES RELATE TO THE SPANISH INSURANCE COMPANIES

NA: NOT APPLICABLE ND: NOT AVAILABLE E: SCOPE IN SPAIN G: GLOBAL SCOPE

IND	ASPECT	COMMENTS
F1	Description of environmental policies applied to core business lines	E — Pages. 50-51 MAPFRE's Code of Good Governance, published on the corporate webpage (www.mapfre.com)
F2	Description of process(es) for assessing and screening environmental risks in core business lines	E — Pages. 52-53
F3	State the threshold(s) at which environmental risk assessment procedures are applied to each core business line	E — Pages. 53-54
F4	Description of processes for monitoring clients' implementation of and compliance with environmental aspects raised in risk assessment process(es)	E
F5	Description of process(es) for improving staff competency in addressing environmental risks and opportunities	E — Page. 54
F6	Number and frequency of audits that include the examination of environmental risk systems and procedures related to core business lines	E — Pages. 51-52
F7	Description of interactions with clients/investee companies/business partners regarding environmental risks and opportunities	E — Pages. 53-54
F8	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has engaged on environmental issues	ND
F9	Percentage of assets subjected to positive, negative and best-in-class environmental screening	NA
F10	Description of voting policy on environmental issues for shares over which the reporting organisation holds the right to vote shares or advise on voting	NA
F11	Percentage of assets under management where the reporting organisation holds the right to vote shares or advise on voting	NA
F12	Total monetary value of specific environmental products and services broken down according to the core business lines	E — Pages. 53-54
F13	Value of portfolio for each core business line broken down by specific region and by sector	E — Pages. 55-56



# Reconciliation of Global Compact Principles and GRI G3 indicators

## Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights under their sphere of influence.

HR1	HR2	HR3	HR4	HR5
HR6	HR7	HR8	HR9	EC5
LA4	LA6	LA7	LA8	LA9
LA13	LA14	S05	PR1	PR2
PR8				

2. Business should make sure that they are not complicit in human rights abuses.

HR1	HR2	HR3	HR4	HR5
HR6	HR7	HR8	HR9	S05

## Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

LA4	LA5	HR1	HR2
HR3	HR5	S05	

4. Businesses should uphold the elimination of all forms of forced and compulsory labour

HR1	HR2	HR3	HR7	S05
-----	-----	-----	-----	-----

5. Businesses should uphold the effective abolition of child labour

HR1	HR2	HR3	HR6	S05
-----	-----	-----	-----	-----

6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.

LA2	LA13	LA14	HR1	HR2
HR3	HR4	EC7	S05	

## Environment

7. Businesses should support a precautionary approach to environmental challenges

EC2	EN18	EN26	EN30	S05
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8. Businesses should undertake initiatives to promote greater environmental responsibility

EN1 - EN30	S05	PR3	PR4
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9. Businesses should encourage the development and diffusion of environmentally friendly technologies

EN2	EN5	EN6	EN7	EN10
EN18	EN26	EN27	EN30	S05

## Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery

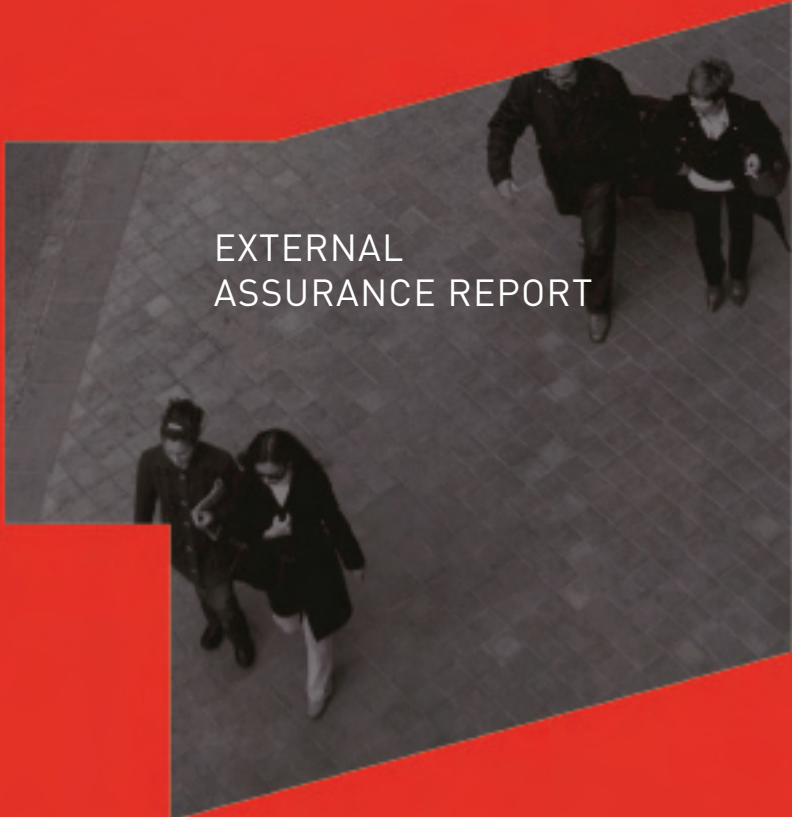
S02	S03	S04	S05	S06
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[Source: prepared by MAPFRE based on the information available on [www.globalreporting.es](http://www.globalreporting.es)]

## GRI Indicator Application Level Grid (G3)

This social responsibility report was drawn up in accordance with Application Level A+ reporting requirements set out in the Global Reporting Initiative reporting framework G3 guidelines. This application levels has been externally checked by Ernst &Young, as testified in its assurance report.

REPORT APPLICATION LEVEL		C	C+	B	B+	A	A+
Standard disclosures	G3 Profile Disclosure	Required indicator reporting: 1.1; 2.1-2.10; 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4 , 4.14 - 4.15	Report Externally Assured	Required indicator reporting 1.1 - 1.2 2.1 - 2.10 3.1 - 3.13 4.1 - 4.17	Report Externally Assured	Required indicator reporting: 1.1 - 1.2 2.1- 2.10 3.1 - 3.13 4.1 - 4.17	Report Externally Assured
	G3 Management Approach Disclosures	Not required		Management Approach Disclosers for Each Category		Management Approach Disclosures for Each Category	
	G3 Performance Indicators and Sector Supplement Performance Indicators	Report on a minimum of 10 performance indicators, including at least one from each of: Economic, Social and Environmental		Report on a minimum of 20 performance indicators, including at least one from each of: Economic, Environmental Human Rights, Labour, Society, Product Responsibility		Report on each core G3 indicator and sector supplement indicator with due regard to the Materiality Principle by either: a) reporting on the indicator, or b) explaining the reason for its omission	

An aerial, black and white photograph showing four people walking on a paved surface. The people are dressed in dark, professional attire. The image is tilted and set against a solid red background.

EXTERNAL  
ASSURANCE REPORT

## REPORT ON INDEPENDENT REVIEW OF MAPFRE'S 2008 ANNUAL SOCIAL RESPONSIBILITY REPORT

To the Management of MAPFRE, S.A.

### *Scope of the work*

We have reviewed the adaptation of the contents of MAPFRE's 2008 Social Responsibility Report, worldwide, to the guidelines in the Global Reporting Initiative (GRI) Preparation Guide for Sustainability Reports, version 3.0 (G3), the financial sector supplement and the first version on environmental matters of March 2005.

Likewise, we have reviewed the information and data relating to the central and sector indicators for the activities carried out by the MAPFRE insurance companies.

The preparation of the Annual Social Responsibility Report, as well as the information contained therein, is the responsibility of the administrative bodies and management of MAPFRE, S.A. They are also responsible for defining, adapting and maintaining the management systems and internal controls from which the information is obtained. Our responsibility is to issue an independent report based on the procedures applied in our review.

We have performed our review in accordance with the *International Standard on Assurance Engagements 3000* (ISAE 3000) of the International Auditing and Assurance Standard Board (IAASB) and the performance guide of the Institute of Certified Public Accountants of Spain (ICJCE).

The reviews performed refer to 2008; however, we also checked that the data relating to the central indicators and social sectors for the previous year coincided with MAPFRE's 2007 Annual Social Responsibility Report.

The procedures carried out were as follows:

- Meetings with MAPFRE managers to gather information on activities performed and data-collection systems used.
- Review of Minutes issued by Committees relating to different aspects of Social Responsibility and the Board of Directors.
- Verification that the structure and contents of the Social Responsibility Report comply with GRI standards.
- Analysis, if applicable, of the IT systems and methodology used in order to collect quantitative data on MAPFRE's central and sector indicators.
- Checking, by review tests on selected samples, of the quantitative and qualitative information of the central indicators and those specific to the financial supplement included in the 2008 Social Responsibility Report. In addition, checking that the data supplied by the information sources on MAPFRE's activity in Spain, Argentina, Brazil, Columbia and Mexico, which together account for 75% of its business, had been compiled correctly.
- Analysis of the reasonableness of the criteria used to classify indicators as "not applicable" or "unavailable."

The accompanying appendix provides a list of the indicators included in our scope and descriptions of the procedures applied in this review.

The scope of a limited review is considerably less extensive than that of an audit. We do not provide, therefore, an audit report on MAPFRE's 2008 Annual Corporate Social Responsibility Report.

### *Independence*

We have performed our work in accordance with the standards of independence required by the Code of Ethics of the International Federation of Accountants (IFAC).


### *Conclusions*

Our review has not revealed any significant matters regarding the analysis of:

- The concordance of the structure of the Annual Report on Social Responsibility, MAPFRE 2008, with the principles and guidelines of the GRI standards.
- The information and data relating to the central and sector indicators for the activities carried out by MAPFRE's insurance companies operating in Spain, Argentina, Brazil, Columbia and Mexico, which together account for approximately 75% of its business.

This report has been prepared solely for the management of MAPFRE, S.A., in accordance with the terms set out in our engagement letter.

ERNST & YOUNG, SERVICIOS CORPORATIVOS, S.L.



José Luis Solís Céspedes  
Partner

Madrid, February 19, 2009

INDICATORS

ECONOMIC PERFORMANCE					HUMAN RIGHTS					SUPPLEMENT GRI OF FINANCIAL SECTOR				
ASPECT	IND.	ALC.	P.V.	CAP.	ASPECT	IND.	ALC.	P.V.	CAP.	ASPECT	IND.	ALC.	P.V.	CAP.
Economic performance	EC1	G	CA	2	Treatment and procurement Practices	HR1	n.d.	n.d.	-	Management of the SIC	RSC1	G	PP	3
	EC2	G	CA	2		HR2	n.d.	n.d.	-		RSC2	G	SI	4
	EC3	G	SI/FE	2/4.1		HR3	G	FE	4.1		RSC3	G	SI/FE	3
	EC4	G	CA	2	No discrimination	HR4	G	CG/FE	4.1		RSC4	G	CG/PM	3
Market presence	EC5	n.d.	n.d.	-	Freedom of association and collective bargaining	HR5	G	DE	4.1		RSC5	G	DE	3
	EC6	G	CA	4	Child Labour	HR6	G	DE/CG	4.1		INT1	G	PP	4.1
Indirect Economic Impacts	EC7	G	SI/FE	4.1	Forced and compulsory labour	HR7	G	DE/CG	4.1	INT2	G	SI/FE	4.1	
	EC8	n.a.	n.a.	-	Security Practices	HR8	E	SI	4.1	INT3	n.a.	n.a.	-	
EC9	n.a.	n.a.	-	Indigenous Rights	HR9	G	DE	4.1	INT4	G	(I)	(I)		
ENVIRONMENTAL PERFORMANCE INDICATORS					SOCIAL					Internal Social Performance				
ASPECT	IND.	ALC.	P.V.	CAP.	ASPECT	IND.	ALC.	P.V.	CAP.	Performance is four of the society	INT5	G	DE	3.8
Materials	EN1	E	FE	3	Community	SO1	n.d.	n.d.	-	Suppliers	SI/PP	G	SI/PP	4.1
	EN2	E	FE	3		SO2	G	SI	3.8	SI/PP	G	SI	4.1	
Energy	EN3	E	FE	3	Competition	SO3	E	SI/FE	3.8	SI/PP	G	SI	4.1	
	EN4	E	FE	3		SO4	G	SI	3.8	SI/PP	G	SI	4.1	
	EN5	E	FE	3	Public Policy	SO5	G	CG	3.8	SI/PP	G	SI	4.1	
	EN6	E	FE	3	Anti-competitive Behaviour	SO6	G	DE	3.8	SI/PP	G	SI	4.1	
	EN7	E	SI	3	Compliance	SO7	G	DE	3.8	SI/PP	G	SI	4.1	
	EN8	E	SI	3		SO8	G	DE	3.8	SI/PP	G	SI	4.1	
Water	EN9	E	FE	3	PRODUCT RESPONSIBILITY					Investment Bank	IB1	n.a.	n.a.	-
	EN10	n.a.	n.a.	-	ASPECT	IND.	ALC.	P.V.	CAP.		IB2	n.a.	n.a.	-
	EN11	E	DE	3	Customer Health and Safety	PR1	n.a.	n.a.	-		IB3	n.a.	n.a.	-
	EN12	E	DE	3		PR2	n.a.	n.a.	-		IB4	n.a.	n.a.	-
EN13	E	DE	3	Products and services Shelling	PR3	G	PP	4.1	IB5		n.a.	n.a.	-	
EN14	E	DE	3		PR4	G	DE	4.1	IB6		n.a.	n.a.	-	
Biodiversity	EN15	E	DE	3	Marketing Communications	PR5	G	PP	4.1	IB7	n.a.	n.a.	-	
	EN16	E	DE	3		PR6	G	PP	4.1	IB8	n.a.	n.a.	-	
	EN17	E	SI	3	Customer Privacy	PR7	G	DE	4.1	IB9	n.a.	n.a.	-	
	EN18	E	SI	3		PR8	G	DE	4.1	IB10	n.a.	n.a.	-	
	EN19	E	SI	3	Compliance	PR9	G	DE	4.1	IB11	n.a.	n.a.	-	
	EN20	n.a.	n.a.	-	ENVIRONMENTAL PERFORMANCE					IB12	n.a.	n.a.	-	
	EN21	n.a.	n.a.	-	ASPECT	IND.	ALC.	P.V.	CAP.	IB13	G	(I)	3	
	EN22	E	SI/FE	3	Customer Health and Safety	PR1	n.a.	n.a.	-	IB14	G	SI/MI	4.1	
	EN23	E	DE	3		PR2	n.a.	n.a.	-	IB15	E	SI	4.1	
	EN24	n.a.	n.a.	-	Products and services Shelling	PR3	G	PP	4.1	IB16	G	SI/FE	4.1	
EN25	E	DE	3		PR4	G	PP	4.1	ENVIRONMENTAL PERFORMANCE					
Emissions, Effluent and Waste	EN26	E	SI	3	Marketing Communications	PR5	G	DE	4.1	ASPECT	IND.	ALC.	P.V.	CAP.
	EN27	n.a.	n.a.	-		PR6	G	DE	4.1	F1	E	PP	3	
Products and Services	EN28	E	DE	3	Customer Privacy	PR7	G	DE	4.1	F2	E	PP	3	
	EN29	n.a.	n.a.	-	Compliance	PR8	G	DE	4.1	F3	E	SI	3	
Compliance	EN30	E	SI/FE	3	SOCIAL PERFORMANCE INDICATORS					F4	E	n.v.	3	
	EN31	n.a.	n.a.	-	LABOUR PRACTICES					F5	E	FE	3	
SOCIAL PERFORMANCE INDICATORS	EN32	E	SI/FE	3	ASPECT	IND.	ALC.	P.V.	CAP.	F6	E	FE	3	
	EN33	E	DE	3	1.A1	G	FE	4.1	F7	E	PP	3		
	EN34	n.a.	n.a.	-	Employment	1.A2	G	FE	4.1	F8	n.d.	n.d.	3	
	EN35	E	DE	3	Labour Management Relations	1.A3	G	FE	4.1	F9	n.a.	n.a.	-	
	EN36	E	DE	3		1.A4	G	FE	4.1	F10	n.a.	n.a.	-	
	EN37	E	DE	3	Health and Safety	1.A5	E	PP	4.1	F11	n.a.	n.a.	-	
	EN38	E	PP/FE	4.1		1.A6	E	PP/FE	4.1	F12	E	SI	3	
	EN39	G	FE	4.1	Training and Education	1.A7	G	FE	4.1	F13	E	CA	3	
	EN40	G	SI	4.1		1.A8	G	SI	4.1	ENVIRONMENTAL PERFORMANCE				
	EN41	G	SI	4.1	Diversity and Opportunity	1.A9	G	FE	4.1	ASPECT	IND.	ALC.	P.V.	CAP.
EN42	G	SI	4.1		1.A10	G	FE	4.1	F1	E	PP	3		
EN43	G	SI	4.1		1.A11	G	FE	4.1	F2	E	PP	3		
EN44	E	SI	4.1		1.A12	G	SI	4.1	F3	E	SI	3		
EN45	E	SI	4.1		1.A13	G	SI	4.1	F4	E	n.v.	3		
EN46	E	SI	4.1		1.A14	E	SI	4.1	F5	E	FE	3		
EN47	E	SI	4.1						F6	E	FE	3		
EN48	E	SI	4.1						F7	E	PP	3		
EN49	E	SI	4.1						F8	n.d.	n.d.	3		
EN50	E	SI	4.1						F9	n.a.	n.a.	-		
EN51	E	SI	4.1						F10	n.a.	n.a.	-		
EN52	E	SI	4.1						F11	n.a.	n.a.	-		
EN53	E	SI	4.1						F12	E	SI	3		
EN54	E	SI	4.1						F13	E	CA	3		

IND. Siglas  
ALC. Tipo  
P.V. Verificación proceso  
CAP. Chapter  
G. Maple Group  
E. Maple Group Spain

(1) Although the report of Social Responsibility becomes mention to the Annual Report of Corporate Government of Maple, the information contained in the same one has not comprised of the reach of the verification.  
(2) Although in the Report of Social Responsibility mention to the donation conducted by the organizations of Maple to the Maple Foundation becomes, the management and destiny of the same ones takes shelter in the Report of the Original Activity that has not comprised of the reach of the verification.  
(3) Verified the adherence of Maple to the guide of the good ones practice in the matter of transparency and Publicity approved by UNESFA.

## Contact Us

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