

REVISED TEXT OF THE COMPANY BYLAWS OF MAPFRE, S.A.

TITLE I

NATURE, CORPORATE NAME, REGISTERED OFFICE, CORPORATE
PURPOSE AND TERM

Article 1

Under the name of MAPFRE, S.A. a company is hereby incorporated subject to these Bylaws and to the regulations which apply to limited companies.

The Company has full legal capacity to act, and it may acquire, possess and alienate, by any title, any kind of property, rights and securities, and take part in the incorporation of any kind of company without limitation by virtue of its corporate purpose, with the agreement of the corresponding corporate body, as appropriate.

Article 2

The corporate purpose comprises the following:

- The acquisition, sale and holding of participations in insurance, finance and commercial companies in general.
- The monitoring and supervision of the activities and results of its subsidiary or investee companies.
- The provision of any kind of services to the aforementioned companies as required for their better organisation, promotion and development.
- The granting of loans, securities, guaranties and, in general, the execution of any action that the Board of Directors may deem necessary to render financial support to its subsidiary or investee companies.
- Any legitimate activity that may be accessory, complementary or related to the foregoing.

Should the Board of Directors so decide, the corporate purpose may be pursued in part by holding shares or participations in companies with the same or a similar corporate purpose.

Article 3

The company has been incorporated for an indefinite period.

Article 4

Its registered office is located in Majadahonda (Madrid), at Carretera de Pozuelo, 52. The Board of Directors is authorised to relocate the registered address within the same town. Any move outside this town shall require the agreement of the General Meeting.

TITLE II

SHARE CAPITAL AND SHARES

Article 5

The share capital is set at THREE HUNDRED AND SEVEN MILLION, NINE HUNDRED FIFTY FIVE THOUSAND, THREE HUNDRED TWENTY SEVEN EUROS, THIRTY CENTS, represented by 3,079,553,273 ordinary shares with a par value of 0.10 euros each, numbered consecutively from number 1 to 3,079,553,273, both inclusive, which have been fully paid up.

Article 6

All the shares have the same economic rights. However, the Company may issue non-voting shares the par value of which taken together shall not at any time exceed one half of the paid-up share capital. The holders of these shares shall be entitled to receive a minimum annual dividend of 5% and to benefit from all other rights stipulated by the legislation in force.

Article 7

Shares shall be represented by means of book entries, which shall be governed by Stock Market regulations and all other applicable provisions. The transfer of shares, which will be free, shall take place by book transfer. The registration of the transfer in the Accounting Register in favour of the acquirer shall have the same effects as the delivery of securities. The company shall acknowledge the status of shareholder to anyone who is duly registered with an entry in the Accounting Register, in which all successive transfers of shares and the establishment of rights in rem thereto shall be recorded.

Article 8

The provisions of the laws in force shall be applicable to all matters referring to the indivisibility of the co-ownership of shares, their acquisition by the Company itself or its subsidiaries, the submission of any shareholder to the corporate resolutions, and the usufruct, pledge, loss or theft of securities.

TITLE III

CORPORATE MANAGEMENT AND ADMINISTRATION

Chapter 1. Annual General Meeting

Article 9

It is the supreme governing body of the Company and is governed according to the Law, the Company Bylaws and the Regulations of the General Meeting. The resolutions it passes in accordance with the aforementioned provisions shall be binding on all shareholders, including those who are absent or dissent.

Article 10

Its meetings can be Ordinary or Extraordinary and shall be called by the Board of Directors.

The Ordinary General Meeting shall be necessarily held once a year, within the six months following the end of each annual financial year, in order to approve the corporate management and, where required, previous year's Financial Statements, as well as decide on the distribution of earnings.

An Extraordinary General Meeting shall be held whenever it is called by the Board of Directors in accordance with the legal requirements laid down for this purpose.

Article 11

It shall meet at the Company's registered office, or wherever it is stated in the calling of the meeting, within the town where the registered office is located. However, the General Meeting may be held in any other place within the town of Madrid if the Board of Directors sees fit when calling the meeting. Likewise, when the meeting is a General Meeting of Shareholders, it may be held anywhere in the country.

The holders of 1,000 shares which are registered in the Accounts Register five days prior to the Meeting date shall be entitled to attend the General Meeting. Resolutions shall be approved by a simple majority of votes of the shareholders in attendance or represented at the meeting, and a resolution shall be deemed to be approved when it receives more votes in favour than against, save in those cases in which a qualified vote in favour is required by Law or the Company Bylaws. Each share entitles its holder to one vote.

The Chairman and the Secretary of the meeting shall be whoever hold the same offices on the Board of Directors, or whoever may be standing in for them temporarily, in accordance with provisions contained in these Bylaws.

Article 12

Where these Bylaws or the Regulations of the Annual General Meeting are silent, the requirements for the General Meeting to be quorate, shareholders' attendance at the Meeting, shareholders' right to information, the majority necessary for the adoption of resolutions, shareholders' submission to the resolutions approved by the majority and, in general, all matters relating to administrative issues shall be governed by the legal provisions in force.

Chapter 2. Board of Directors

Article 13

The Board of Directors is the body entrusted with the management, administration and representation of the Company and it is governed by Law, the Company Bylaws and its own Regulations. It has full power of representation, disposal and management, and its actions bind the Company without any limitation other than those which are expressly reserved to the Annual General Meeting pursuant to the Law and these Bylaws. In particular, it has authority to decide whether the Company takes part in the promotion and incorporation of any other firm, in Spain or abroad, whatever its corporate purpose may be, and its shareholding therein.

It may set up Committees and Sub-Committees in order to improve the performance of its functions, and it may delegate all or some of its powers to its members and grant powers of attorney to anyone deemed necessary, subject to the restrictions and limits laid down by Law.

It shall issue the rules for the functioning of the Committees and Sub-Committees, as well as of the Executive Committee, and it shall set their powers and freely appoint and replace their members, unless they are ex-officio members due to the office they hold.

Article 14

It is composed of a minimum of five and a maximum of twenty Directors. The total number of Directors shall be determined by the General Meeting, either directly or indirectly.

The persons who hold the office of director should have a renowned reputation in their professional and commercial activity, and should hold the necessary professional qualifications or experience, in the same terms as those required by Law for financial or insurance companies subject to the supervision of the Public Authorities.

Persons who hold substantial shareholdings in, or provide professional services to, competitors of the Company or any Group company, or are employees,

executives or administrators thereof are not entitled to hold the office of Director, unless they are expressly authorised by the Board of Directors.

The Company shall take out a Third Party Liability insurance policy for Directors, according to market standards which, where required, will be adapted to the Company's circumstances.

Article 15

The Board shall, from amongst its members, elect a Chairman and it may likewise appoint one or more Vice-Chairmen, as well as one or more Managing Directors. It shall also appoint a Secretary and it may appoint a Vice-Secretary, for which positions it will not be necessary to be a Director.

The Chairman shall represent the Company, and call, chair and coordinate the meetings of the Board of Directors, exercising all other functions conferred by Law, the Company Bylaws, the Regulations of the General Meeting and the Regulations of the Board of Directors.

The Vice-Chairmen, in the order established in their appointment, shall stand in for the Chairman in the event that he or she is absent, ill, or following an express delegation made by the latter. In default of this, they shall be replaced by the eldest Director.

The Secretary shall, on behalf of the Chairman, sign calls to General Meetings and Board meetings, draw up the minutes of the meetings, keep the minutes books at the registered address, issue certificates as necessary and exercise all other functions conferred by Law, the Company Bylaws, the Regulations of the General Meeting and the Regulations of the Board of Directors. If absent, the Secretary shall be replaced by the Vice-Secretary and, failing that, by the youngest Director in attendance.

The Board of Directors shall determine in every moment which of the above-mentioned positions will perform executive functions, as well as their reporting line when there is more than one.

Notwithstanding the foregoing, the Board shall appoint one or several Managing Directors who, reporting to the person determined in each case, shall be responsible for the management of the Company within the operational scope assigned to each of them.

Every person who performs the executive functions referred to in this article should provide their services to the Company on an exclusive basis, although they may also discharge functions in other Group companies and in the foundations linked thereto.

The Board of Directors, with the abstention of the Executive Directors, shall appoint a Coordinating Director from among Independent Directors. This person will be especially empowered to request that a meeting of the Board of Directors

is called or that new items are included in the agenda of a Board meeting already called, coordinating and convening non-executive Directors and overseeing, where required, the periodic evaluation of the Chairman of the Board of Directors.

Article 16

The appointment and dismissal of Directors may be undertaken by the General Meeting at any time. The Board may temporarily cover any foreseen vacancies that may arise on the said Board by co-optation, in accordance with the legal provisions.

Directors shall hold office for a term of four years. They may be re-elected up to the age of 70 years when they must formalise the corresponding resignation.

Directors who, when appointed, do not hold any office or executive position in the Company or in any other Group company, may not take on such functions unless they previously retire from their office on the Board, although they may subsequently be eligible for such office at a later date.

Article 17

The position of Director is remunerated.

The remuneration of Directors, in their capacity as such, shall consist of a fixed sum as members of the Board of Directors and, where appropriate, as members of the Committee and Sub-Committees. This sum may be higher for those Directors sitting on the Board or who chair the Committee and Sub-Committees. The members of the Steering Committee will also receive a travel, subsistence and accommodation allowance for attending meetings. This remuneration may be supplemented with other non-cash benefits (life or healthcare insurance, discounts on products sold by MAPFRE Group companies) that are generally provided to the Company's personnel.

The maximum annual remuneration of Directors, in their capacity as such, shall be set by the General Meeting and it shall be distributed in the manner agreed by the Board of Directors, taking account of the criteria mentioned in the previous paragraph.

Directors who perform executive functions in the Company or in the Group will be excluded from the remuneration system established in the previous paragraphs and shall be entitled to receive remuneration only for the performance of said executive functions. Said remuneration shall be set by the Board of Directors, providing details of every item in the corresponding contract entered into by the Company and the Executive Directors, which must be approved by the Board of Directors.

The remuneration of the Directors who perform executive functions may include the distribution of shares, share options or sums linked to the share price, subject to the legal requirements in force in every moment.

Regardless of the remuneration established in the preceding paragraphs, all Directors shall be paid for their travel, mobility and other expenses incurred to attend the meetings of the Company or for the performance of their functions.

In all cases, the remuneration of Directors shall adhere to the provisions of the Directors' remuneration policy approved by the General Meeting, in accordance with the Law.

Article 18

As many meetings as may be necessary shall be held in order to decide any matters within its remit, as well as those issues that are submitted for its consideration by the Chairman, other governing bodies of the Company or by any Director; and be informed about, and where required authorise, the main issues addressed and resolutions approved by the Committees and Sub-Committees.

It shall be called by the Chairman, or by whoever replaces him or her in accordance with the provisions contained in these Bylaws, on his or her own initiative or at the request of the Coordinating Director or three Directors. The call may be made by letter, e-mail, fax or any other means that ensure that it is received at least three days in advance, except where, in the opinion of the Chairman, there exist reasons of urgency, in which case it may be called with a minimum notice of twenty-four hours. It shall be deemed to be quorate when the meeting is attended, either in person or by proxy, by one half plus one of its members. Meetings shall also be quorate although they are not called in advance provided that all members of the Board are in attendance, and there is unanimous agreement to hold the meeting.

Resolutions shall be adopted by an absolute majority of the Directors attending the meeting, except in the cases provided for by current legislation. The Chairman shall have a casting vote in the event of a tie. It may also pass resolutions by written vote and without a meeting being held, provided no Director objects to this procedure.

Minutes shall be drawn up of each meeting and they shall be approved by the Board itself at the end of the meeting or at a later meeting, or by the Chairman of the Meeting and two Directors delegated by the Board for this purpose. The Minutes shall be transcribed into the corresponding official register and shall be signed by the Secretary of the body or the meeting, by the person who chaired the meeting and, where appropriate, by the Directors who have approved them by delegation from the Board.

Article 19

All of the members of the Board of Directors shall be empowered to record any resolutions passed either by the Board of Directors or by the General Meeting as a public deed, without prejudice to any specific delegations agreed for such purpose at any of the meetings of these bodies. The Board may also grant powers of attorney to any third party to record corporate resolutions as public deeds.

Chapter 3. Committees and Sub-Committees

Article 20

Pursuant to the provisions of article 13 of these Bylaws, the Board of Directors may set up Committees and Sub-Committees, with such powers and operational rules as it considers appropriate in each case.

Section 1. Steering Committee

Article 21

It is the delegated body of the Board of Directors for the high-level management and permanent supervision of the running of the Company and its subsidiaries in strategic and operational matters, and for the adoption of the decisions that may be necessary for the proper functioning thereof, all of which in accordance with the powers that the Board of Directors may delegate to it at any given time.

It shall be composed of a maximum of ten members, all of whom shall sit on the Board of Directors. Its Chairman, First and Second Vice-Chairmen and Secretary shall be ex-officio those who hold the same office on the said Board, which shall appoint the other members up to a maximum of ten, and may also appoint a Vice-Secretary who shall not be entitled to vote.

The Board of Directors shall establish, and amend as often as it considers necessary, the powers and the functioning of this Committee, which shall be set forth in a public deed.

Section 2. Audit and Compliance Sub-Committee

Article 22

The Audit and Compliance Sub-Committee will comprise at least three but not more than five Directors, all of whom shall be non-executive, and at least the majority of whom must be Independent Directors, and one of whom will be designated in view of his or her knowledge and experience in matters of

accountancy, auditing or both. Overall, the members of the Sub-Committee should have the pertinent technical knowledge in relation to the Company's sector of activity. Its Chairman shall be an Independent Director and they must be substituted in this position every four years, only to be reelected to the post one year after leaving that position. The Secretary will be that of the Board of Directors, and a Vice Secretary may be appointed, a position that need not be filled by a Director.

This Sub-Committee will have the following responsibilities:

- a) To apprise the Annual General Meeting of matters that are the responsibility of the Committee and, in particular, regarding the results of the audit, explaining how the committee has contributed to the integrity of the financial information and role that the Committee had in said process.
- b) To supervise the efficiency of the internal control of the company, internal audit and risk management systems, as well as debate the significant weaknesses in the internal control system detected when carrying out audits with the external auditor without compromising the independence thereof. For such purpose, and as the case may be, they may present recommendations or proposals to the Board of Directors and the corresponding term for the tracking thereof.
- c) To supervise the process of drawing up and presenting the mandatory financial information, and present recommendations or proposals to the Board of Directors with a view to safeguarding its integrity.
- d) To bring before the Board of Directors the proposals for the selection, appointment, re-election and substitution of the External Auditor, being accountable for the selection process as contemplated in the corresponding legislation currently in force, as well as the conditions of his/her hiring and regularly gathering from him information relating to the audit plan and its execution, as well as remaining independent in the performance of his or her functions.
- e) To establish appropriate relationships with the External Auditor in order to receive information concerning those issues which may jeopardize their independence, so that they may be examined by the Committee, and any other issues related to the accounts auditing process, and, whenever pertinent, authorizations of services other than the ones prohibited in the terms contemplated in the pertinent legislation in force for auditing accounts, regarding regulations concerning independence, and all other communications as stipulated under account auditing legislation and auditing standards. In any case, they must receive annual written confirmation from the External Auditor of their independence from the company or companies directly or indirectly linked to it, as well as the detailed and individualized information concerning the additional services of any type rendered and those professional fees received corresponding to these companies by said External Auditor, or by the people or

companies linked to them in accordance with the provisions of the accounts auditing legislation in force.

- f) To issue a yearly report, prior to the publication of the accounts audit report, expressing an opinion concerning whether the independence of the External Auditor has been compromised. This report, in any case, must contain the reasoned evaluation of the provision of each and every one of the additional services to which the above letter makes reference, individually considered and jointly, apart from those concerning legal audits and in relation to the independent status or with the regulatory statutes for account auditing activity.
- g) To report in advance to the Board of Directors regarding all issues covered by Law, in these Articles and in the Rules of the Board of Directors, and in particular about the financial information that the Company must make public periodically, about the creation or acquisition of shares in special purpose companies or with their registered address in countries or regions that are considered to be tax havens, and regarding transactions with linked parties.
- h) To verify the application of the established good governance regulations at all times.
- i) To supervise compliance with internal and external regulations, especially with internal codes of conduct, regulations and procedures for the prevention of money laundering and financing terrorism, as well as making proposals for their improvement.
- j) To supervise the adoption of actions and measures resulting from inspection reports or actions taken by administrative supervision and control authorities.
- k) Any other responsibilities which may be assigned by the Board of Directors or attributed to it in the Regulations of the said body.

Section 3. Appointments and Remuneration Sub-Committee

Article 23

The Appointments and Remuneration Sub-Committee shall be composed of a minimum of three and a maximum of five members, all of whom shall be non-executive members and two of whom, at least, shall be Independent Directors. Its Chairman shall be an Independent Director. Its Secretary shall be the Secretary of the Board of Directors and a Vice-Secretary may also be appointed, for which positions it will not be necessary to be a Director.

This Sub-Committee shall have the following functions:

- a) Evaluate the skills, knowledge and experience required at the Board of Directors, defining the functions and aptitudes expected from the candidates who will fill each vacancy and assessing the time and dedication needed to properly discharge their responsibilities.
- b) Set a representation target for the under-represented sex at the Board of Directors and provide guidance on how to attain said target.
- c) Submit to the Board of Directors the proposals for the appointment of Independent Directors to be designated by co-optation or to be approved by the Annual General Meeting, as well as the proposals for their re-election or dismissal by the latter, providing information in those cases in which the proposals may affect all other Directors.
- d) Provide information on the proposals for the appointment and dismissal of senior managers and their basic contractual conditions.
- e) Examine and organise the succession of the Chairman of the Board of Directors and, where required, make the necessary proposals to the Board so that such succession takes place in an orderly and controlled manner.
- f) Propose to the Board of Directors the remuneration policy to be applied to Directors and General Managers or to persons who perform senior management functions directly reporting to the Board, the Steering Committee or the Managing Directors, as well as the individual remuneration and all other contractual conditions of Executive Directors, ensuring that they are duly observed.
- g) Propose to the Board of Directors the candidates to be appointed as Trustees of FUNDACIÓN MAPFRE whose designation corresponds to the Company.
- h) Authorise the appointment of the External Directors of the remaining Group companies.

Section 4. Risks Sub-Committee

Article 24

The Risks Sub-Committee will consist of at least three, but no more than five members, all of them non-executive. The Board of Directors will appoint a Chairman and a Secretary for the Sub-Committee, as well as a Vice Secretary where appropriate, these positions do not need to be filled by a Director.

This Sub-Committee will have the following responsibilities:

- a) To support and advise the Board of Directors in the definition and evaluation of the Group's risk policies and in the determination of susceptibility to risk and risk strategy.
- b) To assist the Board of Directors in overseeing the application of the risk strategy.
- c) To be familiar with and value the methods and tools for risk management, monitoring the models applied regarding results and validation.
- d) Any other responsibilities which may be assigned by the Board of Directors or attributed to it in the Regulations of the said body.

Chapter 4. Executive Committee

Article 25

The Board of Directors may set up an Executive Committee, under the supervision of the Steering Committee, which will be responsible for developing and executing the decisions of the latter, for drawing up draft proposals and plans for approval by the Steering Committee, and for making ordinary management decisions within the powers conferred to it at any given time, in order to ensure coordinated management and in synergy with the ordinary activities of the Company and its subsidiaries.

It shall be composed of a maximum of twelve members, elected from amongst the members of the Board of Directors and the Senior Managers of the Company and its subsidiaries. It shall be chaired by the Chairman of the Board of Directors or by the person delegated thereby.

The Board of Directors shall appoint, and where appropriate dismiss, the remaining members and the Secretary –and where appropriate the Vice-Secretary– of the Committee, and it shall determine its operational rules and powers, which shall be set out in the corresponding public deed.

TITLE IV

PROTECTION OF THE GENERAL INTEREST OF THE COMPANY

Article 26

In order to safeguard the general and most important interests of the Company, the precepts of this title are hereby established, which may only be amended by a resolution of an Extraordinary General Meeting called for this purpose, approved with the votes in favour of more than fifty per cent of the share capital.

The measures required in order to ensure compliance with these precepts shall be implemented both at the Company and at all entities in which the Company has a direct or indirect control.

Article 27

The members of the governing bodies and the executives of the Company and its subsidiaries may only be shareholders of those companies or entities in which the Company directly or indirectly holds a substantial economic participation with the express authorisation of the Board of Directors or the body designated by the Board of Directors for this purpose, and in accordance with the limits and rules approved for this purpose by the Annual General Meeting. In the case of companies listed on the Stock Exchange, the said authorisation will not be required but the following rules must be observed:

- No Director or Executive shall hold, whether directly or indirectly, shares in excess of one thousandth of the outstanding shares. However, if a company is to be listed on the Stock Exchange, the Directors or Managers who hold shares in excess of the aforementioned limit at that time may retain them on an exceptional basis, but they cannot buy further shares until their shareholding meets the limits laid down in this article.
- The Directors or Executives who hold shares must give notice, within seven days, to the body designated by the Board of Directors for this purpose of any purchase or sale transactions carried out.

The provisions of this article shall not be deemed to be infringed by the directors of a Company who have been appointed precisely because of their status as shareholders of the said Company.

Article 28

The Board of Directors shall take special care to ensure that, under no circumstances, any funds or property forming part of the assets of the Company and its subsidiaries are used directly or indirectly for ideological or political purposes, or for other purposes different from its corporate objects and objectives; with the sole exception of the limited sums which are contributed to good causes, charity or social needs in accordance with the Group's business size.

In the event of the dissolution, corporate restructuring or merger of the Company or its subsidiaries, the Directors, Managers and Employees cannot reserve any interest or special right over tangible or intangible assets of the said entities, without prejudice to any entitlement they may have as shareholders.

Article 29

No one may join as a member of the Board of Directors, as a Manager, Head of Department or Employee if they are related up to the second degree, whether by blood or by affinity, to any member of the Board of Directors, Managers, Heads of Department or Employees who are currently working at the Company. The hiring of anyone who has a third-degree blood relationship shall require the authorisation of the body designated by the Board of Directors.

TITLE V

MANAGEMENT REPORT, ANNUAL FINANCIAL STATEMENTS AND DISTRIBUTION OF EARNINGS

Article 30

The financial year shall commence on 1st January and end on 31st December of each year.

Article 31

The Board of Directors shall, within three months of the close of the financial year, draw up the Annual Financial Statements, the Management Report, and the proposal as to how to distribute the earnings obtained in the financial year and, whenever appropriate, the consolidated Financial Statements and Management Report.

These documents, once verified by the Accounts Auditors where required by Law, shall be submitted to the Ordinary General Meeting.

Article 32

Any attributable profits shall be allocated first to the allowance of the statutory reserves, and thereafter shareholders shall be given a dividend as may be decided upon. Any surplus shall be allocated to a new account or to the allowance of voluntary reserves.

The General Meeting and the Board of Directors may advance to the shareholders an interim dividend in the manner and according to the requirements as provided by law.

Article 33

The Annual General Meeting may resolve the distribution of dividends, either against the year's results or against freely distributable reserves, or against the



share premium, either totally or partially in kind, provided the assets or securities to be distributed are homogeneous and liquid enough or distributable, considering in any case that the latter case is applicable when referring to securities that are admitted or are going to be admitted to trading in a regulated market when the agreement comes into force or when the Company provides adequate liquidity guarantees within a maximum period of one year.

The assets or securities cannot be distributed at a value below that recorded in the Company's balance sheet.

The terms contained in the previous paragraph shall also be applicable to the return of contributions in the event of share capital reductions.

TITLE VI

DISSOLUTION AND LIQUIDATION

Article 34

The Company shall be dissolved in those cases provided by Law and whenever the Annual General Meeting so decides. The General Meeting itself shall decide upon how to proceed with the liquidation by appointing for this purpose one or more Liquidators, whose number must always be odd. This appointment shall terminate the powers of the Board of Directors. In the liquidation of the Company, the provisions of the legislation in force concerning limited companies, as well as all other applicable provisions shall be considered.

TITLE VII

EQUITABLE ARBITRATION

Article 35

Any matter that may arise between the shareholders and the Company, or directly between the shareholders in their capacity as such, shall be submitted to equitable arbitration in accordance with the legal provisions regarding this matter, without prejudice to the right of the parties to initiate legal actions, or the provisions of the legislation in force concerning challenges to corporate resolutions.