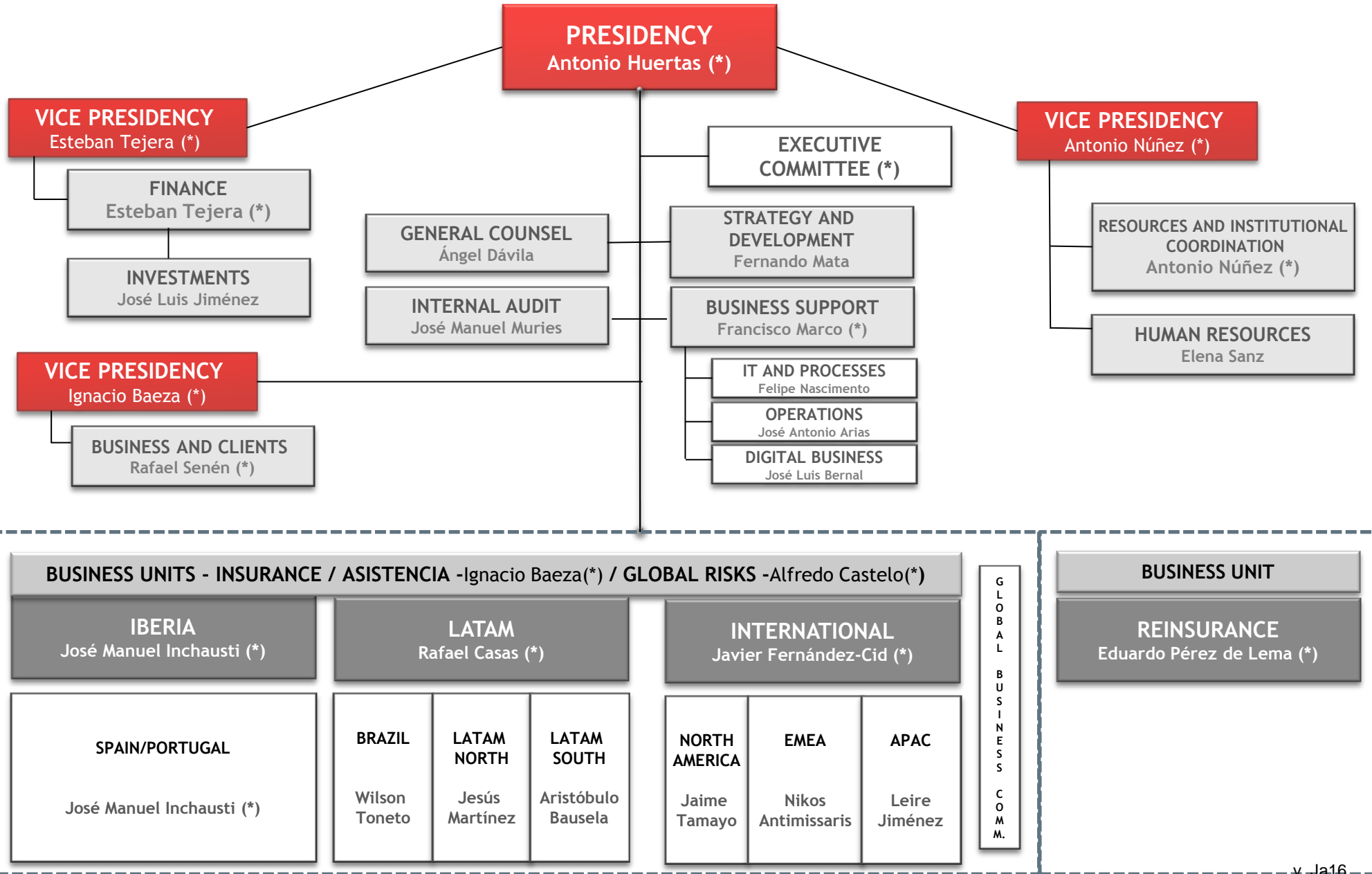
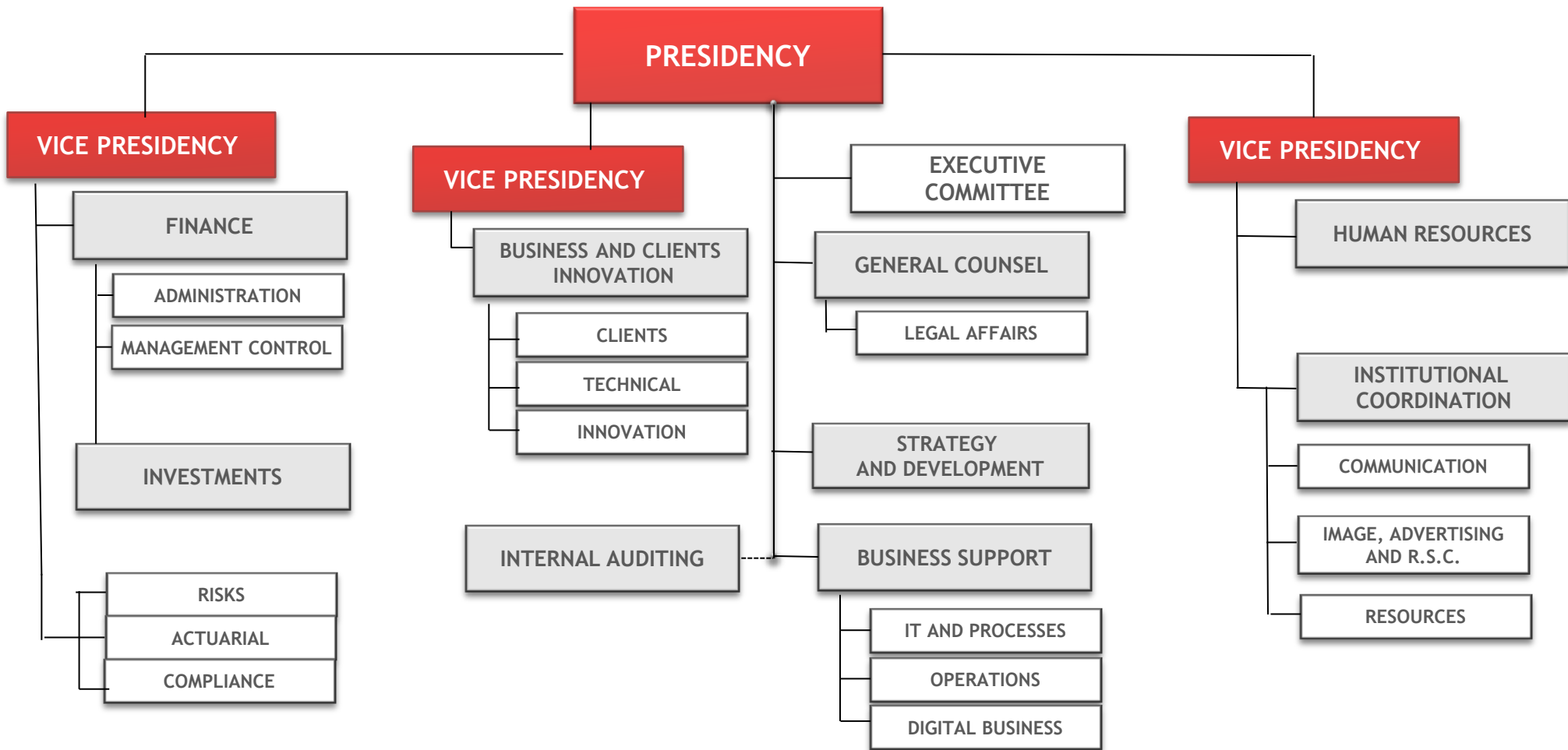


MAPFRE MANAGEMENT ORGANIZATION CHART JANUARY 2016

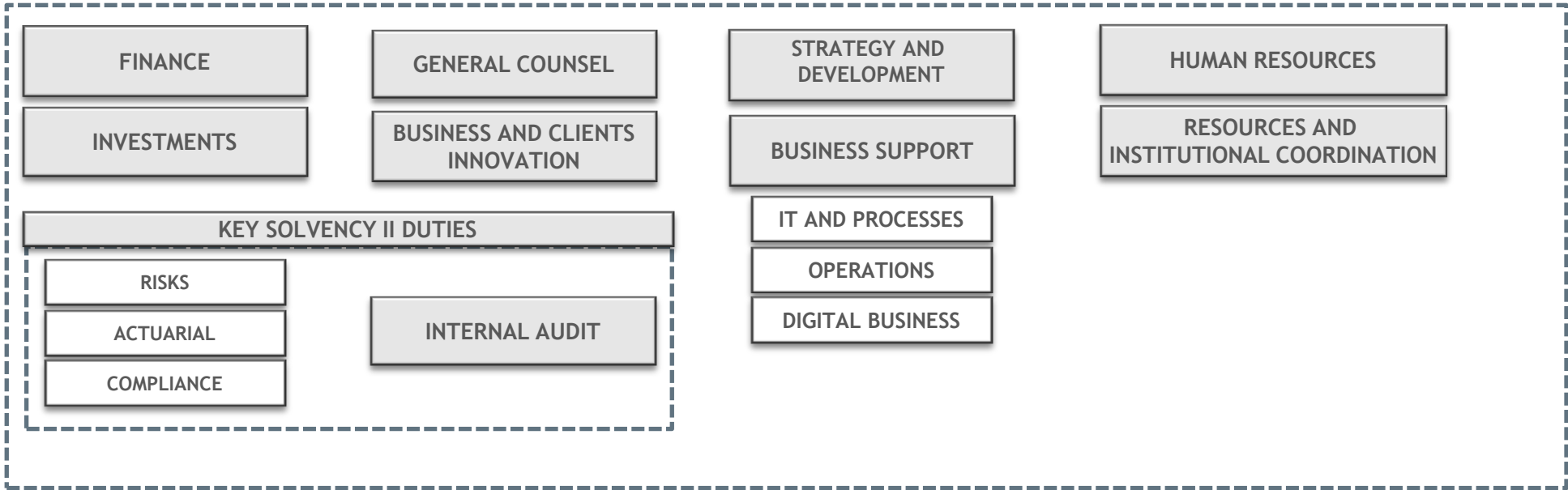


CORPORATE STRUCTURE ORGANIZATIONAL CHART 2016



MAPFRE GLOBAL FUNCTION ORGANIZATIONAL CHART

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