

Investor Presentation

June 2020

Safe Harbor Statement

*This document contains forward-looking statements, as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements include information about possible or assumed future sales, results of operations, developments, regulatory approvals or other circumstances. Sentences that include "believe", "expect", "plan", "intend", "estimate", "anticipate", "project", "may", "will", "shall", "should" and similar expressions, whether in the positive or negative, are intended to identify forward-looking statements.

All forward-looking statements in this news release reflect management's current views about future events and are based on assumptions and subject to risks and uncertainties. Consequently, actual results may differ materially from those expressed here as a result of various factors, including all the risks discussed and identified in public filings with the U.S. Securities and Exchange Commission (SEC).

In addition, the Company operates in a highly competitive, constantly changing environment, influenced by very large organizations that have resulted from business combinations, aggressive marketing and pricing practices of competitors, and regulatory oversight. The following factors, if markedly different from the Company's planning assumptions (either individually or in combination), could cause Triple-S Management's results to differ materially from those expressed in any forward-looking statements shared here:

- Trends in health care costs and utilization rates
- Ability to secure sufficient premium rate increases
- Competitor pricing below market trends of increasing costs
- Re-estimates of policy and contract liabilities
- Changes in government laws and regulations of managed care, life insurance or property and casualty insurance
- Significant acquisitions or divestitures by major competitors
- Introduction and use of new prescription drugs and technologies
- A downgrade in the Company's financial strength ratings
- A downgrade in the Government of Puerto Rico's debt
- Litigation or legislation targeted at managed care, life insurance or property and casualty insurance companies
- Ability to contract with providers consistent with past practice
- Ability to successfully implement the Company's disease management, utilization management and Star ratings programs
- Ability to maintain Federal Employees, Medicare and Medicaid contracts
- Volatility in the securities markets and investment losses and defaults
- General economic downturns, major disasters, and epidemics

This list is not exhaustive. Management believes the forward-looking statements in this release are reasonable. However, there is no assurance that the actions, events or results anticipated by the forward-looking statements will occur or, if any of them do, what impact they will have on the Company's results of operations or financial condition. In view of these uncertainties, investors should not place undue reliance on any forward-looking statements, which are based on current expectations. In addition, forward-looking statements are based on information available the day they are made, and (other than as required by applicable law, including the securities laws of the United States) the Company does not intend to update or revise any of them in light of new information or future events.

Readers are advised to carefully review and consider the various disclosures in the Company's SEC reports.

Investment Highlights



Strong balance sheet



Well regulated market = strong barrier to entry



Upgrading infrastructure/technology to improve service, lower costs and enhance long-term margins



Rebuilt management team with deep managed care expertise leveraging 60+ year experience and brand equity



Well positioned to grow business as Puerto Rico economy recovers

Introduction to Triple-S

Who we are

- Most experienced managed care organization (MCO) in Puerto Rico
- Exclusive BCBS licensee for Puerto Rico, Costa Rica and U.S. Virgin Islands
- NYSE: GTS

Solid Financials

- Premiums earned 5-year CAGR of 8.9%
- 2019 medical loss ratio (MLR) of 84.6%
- As of March 31, 2020, approximately \$105 million in cash and cash equivalents and \$25 million of long-term debt on balance sheet

Recent Progress

- Four consecutive years of 4.0 star rating or higher for Medicare Advantage (MA) HMO product
- Grew MA membership by over 8,200 members during 2020 open enrollment, expanded MA market share by 300 bps to 23%
- Established and expanding ambulatory clinic network in Puerto Rico

Progressing and Creating Value

Then

Founded in 1959; received Blue Shield exclusive license six years later; operated initially as “non-profit”, became “for-profit in 1990s

IPO: December 2007

Went public with dual class structure

19 member Board; siloed management structure

Underinvested in business

In recent years, focused on short term; top-line growth at expense of bottom line

vs

Now

Rationalizing and stabilizing Managed Care business

More disciplined underwriting

Simplified, single class common share structure

Rebuilt an experienced management team focused on long-term value and profitability

Investing considerably in IT and analytics to enhance long-term margins

Positioned to grow Managed Care despite ongoing Puerto Rico macro issues

Deep Senior Management Expertise



Roberto García-Rodríguez
President & CEO

- 25+ years of health care / legal industry experience
- Has held various roles since joining Triple-S in 2008, including COO from 2013-2016
- Member of the Board of Directors of the Blue Cross Blue Shield Association



Juan José Román-Jiménez
Executive VP & CFO

- 30+ years of financial and health care industry experience, CPA
- Prior to rejoining Triple-S, was CFO of EVERTEC, a NYSE-listed payments services company
- Previously spent 15 years at Triple-S and its subsidiaries in various positions



Madeline Hernández-Urquiza
Executive VP & COO
President - Triple-S Salud and Triple-S Advantage

- 30+ years of health care and financial industry experience
- Held various positions at Triple-S, including Chief Risk Officer for Commercial and Medicaid businesses
- Successfully reorganized company's Medicare Advantage subsidiary, leading to upgraded 4-Star HMO rating in late 2016 and 4.5-Star HMO rating in 2018



Arturo Carrión-Crespo
President – Triple-S Vida

- 30+ years of life/health insurance industry experience
- President of Triple-S Vida since 1998
- Also spent 11 years at Great American Life Assurance Company of Puerto Rico

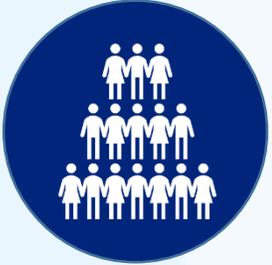


José Del Amo-Mojica
President – Triple-S Propiedad and Triple-S Insurance Agency

- 30+ years of property and casualty insurance industry experience
- Joined the company in 1998
- Held various positions of increasing responsibility including Surety Manager, Manager, VP and Senior VP of Underwriting and, Senior VP of Underwriting and Claims

Health Insurance Market in Puerto Rico

Key segments



Commercial

- Corporate accounts – small and large groups
 - Fully-insured and self-funded groups
- Federal and local government employees
- Individual accounts



Medicare Advantage

- Dual and Non-Dual products
- Dual products target population eligible for both Medicare and Medicaid, with the government of Puerto Rico assuming the premiums for additional benefits



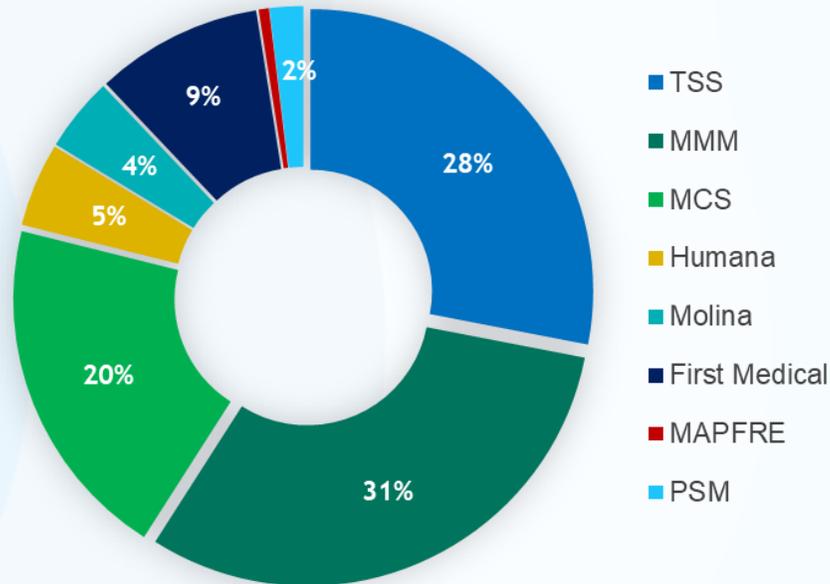
Medicaid

- At-risk contract with the government of Puerto Rico
- Market participants serve the medically indigent population throughout Puerto Rico

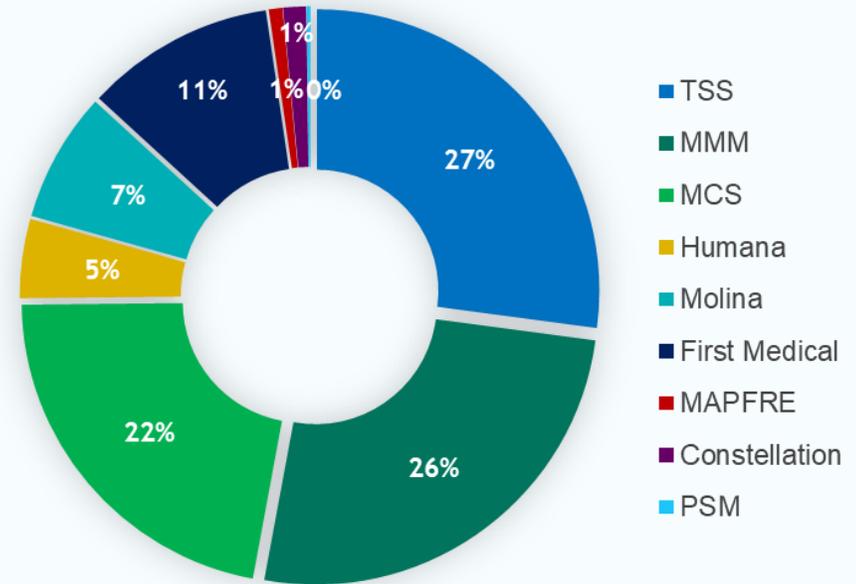
Market Share in Puerto Rico

Premiums written for all managed care segments

2019



2018



*Based on Premiums Written per statutory filings. 2019 market share based on premiums written for the nine months ended 9/30/2019. 2018 market share based on premiums written for the year ended 12/31/2018.

Puerto Rico Economic Highlights



- PR economy began recovery in 2019
 - Ongoing rebuilding efforts after Hurricane Maria expected to support economy in FY 2020
 - Recovery should extend as more federal funding is disbursed and rebuilding progresses
 - Structural reforms enacted would expect to have a longer-term positive impact on economic growth
- 2025 population projections¹ have Medicaid and Commercial sectors contracting, partially offset by an increase in the Medicare Advantage population
- Medicaid recently funded by government until end 2021
- Earthquakes in January 2020 have abated, damages limited in scope and not expected to have long-term impact
 - Puerto Rico government estimates Islandwide losses of \$200 million

Key Macro Indicators (as of December 31, 2019)



PR unemployment rate 8%
Lowest in 55 years



Net job creation **+7,100** y/y
Highest growth in private sector in five years



PR Treasury Dept. collected record FY 2019 revenue of \$11.3 billion (+22% vs. FY18)

¹ Source: U.S. Census Bureau

Significantly Upgraded Medicare Advantage Product



Legacy

Inconsistent product
Lack of cost control



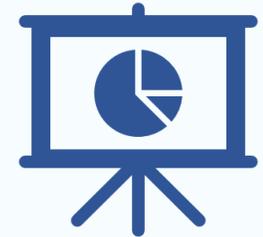
2013-2016

Reposition
Reorganize



2016-2019

HMO Plan offerings with
at least a
4-star Designation



2020

23% market share
following 2020 AEP;
second consecutive year
with the highest
enrollment growth rate in
PR

Competitive MA Offering Expands Growth Opportunities...

Four consecutive years of at least 4.0-star designation in HMO product -
provides company with growth engine



Consistency

MA product conservative with benefits



Choice

75% of eligible consumers choose an MA plan



Cash

Designation provides additional premium in 2020



Competitive

Can price premiums more competitively in the market



Complement

Continuing to optimize costs in segment to drive improving bottom line

...Yielding Strong Performance in 2019



Premiums

25% growth in
MA premiums in
2019 vs. 2018



Membership

136,000 MA
members
enrolled as of
January 31, 2020

25% increase
from 2018 year-
end membership



Medical Loss Ratio (MLR)

80.3% recasted
MLR in 2019

240 bps
improvement
from prior year



Optimizing Commercial Segment

Focused on disciplined underwriting

- Triple-S maintains significant market share in Commercial segment in Puerto Rico
- Focus in last couple of years to methodically reduce membership in order to clean up portfolio and remove unprofitable accounts, thus improving MLR
- With portfolio underwriting improving, have carefully restarted growth initiatives

	Commercial Fully-Insured Members (as of year-end)	Annual Medical Loss Ratio (MLR)	Adjusted Annual Medical Loss Ratio (MLR)*
2015	367,278	84.2%	86.6%
2016	335,643	85.2%	83.6%
2017	321,571	77.5%	76.7%
2018	311,222	82.4%	82.8%
2019	322,973	82.4%	82.5%

*Adjusts for effect of prior period reserve developments and hurricanes; hurricane favorable impact on utilization in 2017 accounted for 330 basis points



Focused on Excellence

Partnership with Optum

- IT and core processes outsourcing modernized infrastructure and improved operational efficiency
- Upgrade customer service and overall efficiency
- Simplified business functions

Data Management and Analytics

- Enable coordinated clinical care
- Gives providers analytical tools leading to better quality of care, stable MA star ratings

Pharmacy Benefits Management (PBM) Consolidation

- Three-year strategic agreement with Abarca Health consolidating management of pharmacy benefits of Commercial and MA businesses
- Chosen for innovative technology, products and services, analytic rigor, and customer focus
- Provides prescription drug claim processing, pharmacy network management, and delivery of clinical programs
- Prior collaboration contributed to recent upgrades in MA star ratings
- Expected to improve care management and create operational efficiencies, ultimately reducing expenses and generating long-term value for customers and shareholders

P&C Segment – Back to Profitable

 **TRIPLE-S** PROPIEDAD



- Post-hurricanes, commercial markets in Puerto Rico experiencing increases in pricing and modifications on policy conditions; typical following natural catastrophe events
- Stabilized P&C benefiting from “hard market”; \$14.5 million operating income for 2019
- At the end of 2019, P&C’s RBC ratio is approximately 220% after additional capital contributions and positive results from operations
- **No unfavorable prior-period developments for six consecutive quarters; P&C adequately reserved for hurricane-related claims**

By the numbers (as of March 31, 2020)

Current reinsurance coverage	\$815 million; protects company for losses caused by 1-in-250 year catastrophic event
Gross hurricane-related claims paid	\$745 million
Hurricane-related cases closed	~96%

Strong and Stable Balance Sheet

Continuing to prudently
allocate capital



As of March 31, 2020:

- Investment portfolio of \$1.7 billion;
- No exposure to Puerto Rico Government bonds;
- Approximately \$105 million in cash and cash equivalents
- Long term debt of \$25 million



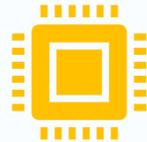
Expanded existing share
repurchase program in
November 2019; as of May 6,
2020, \$2.5 million of availability
remained

Well-Positioned to Grow Long-Term

Creating long-term value by growing within Puerto Rico



Focus on retaining current Medicare Advantage client base and using more competitive offering to win new business and capture additional market share



Continue modernizing IT and analytics to further improve level of service while creating additional efficiencies to reduce costs



Expand ambulatory clinic network – leverage as additional platform to engage large employer groups, improve quality of medical access while reducing cost, address MA population needs for complex chronic conditions, and build into additional competitive advantage

Investment Highlights



Strong balance sheet



Well regulated market = strong barrier to entry



Upgrading infrastructure/technology to improve service, lower costs and enhance long-term margins



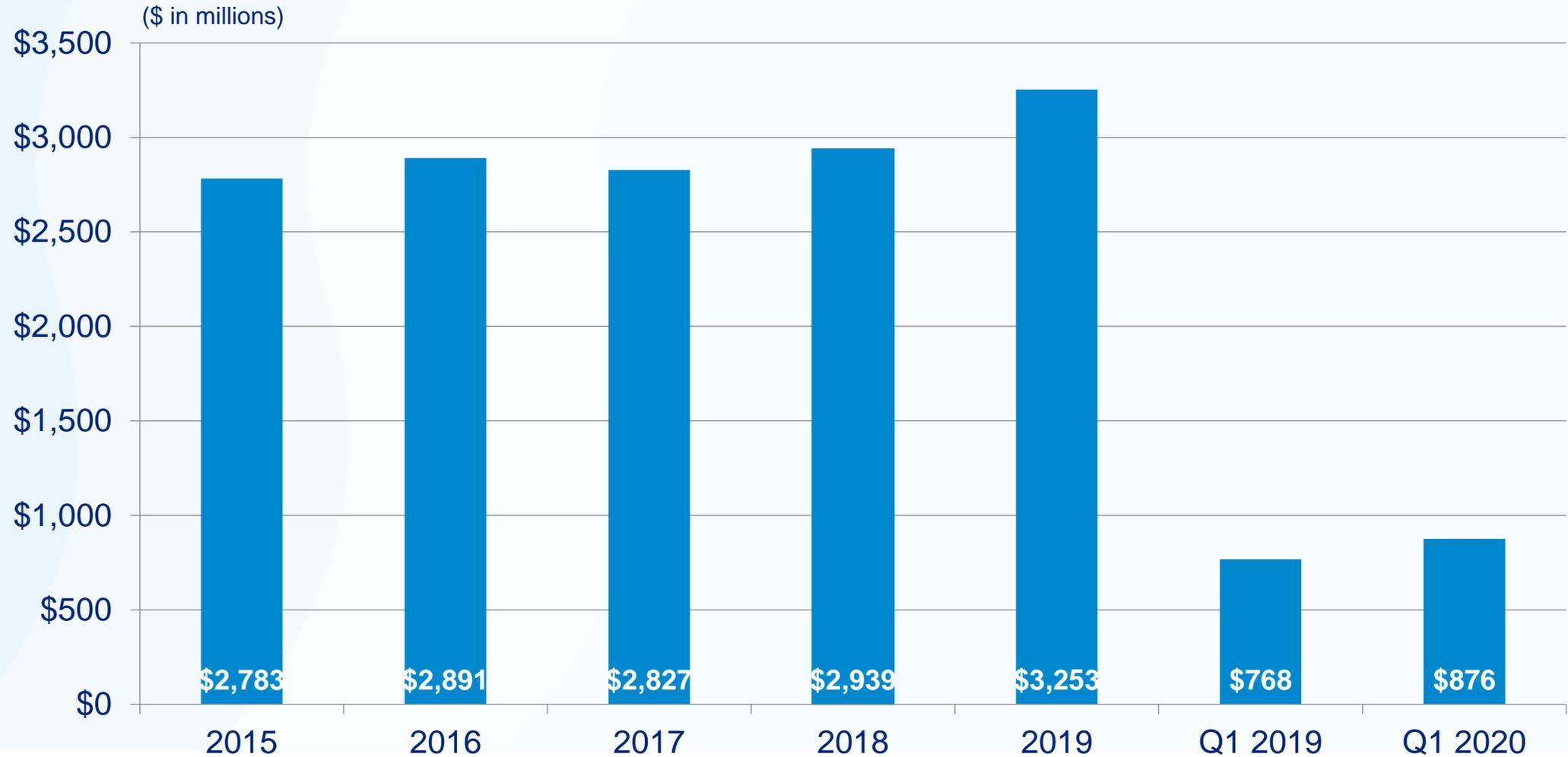
Rebuilt management team with deep managed care expertise leveraging 60+ year experience and brand equity



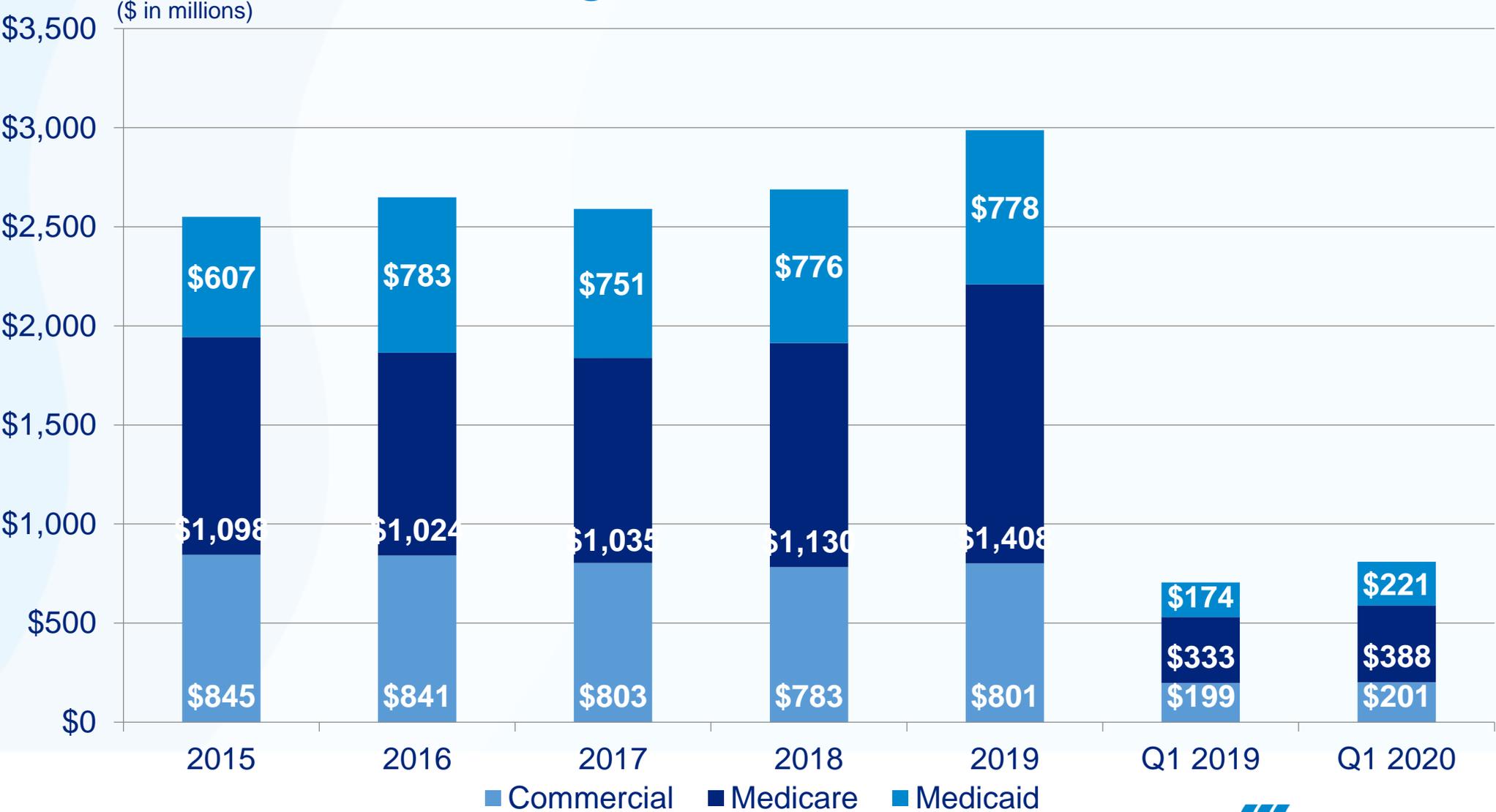
Well positioned to grow business as Puerto Rico economy recovers

Appendix

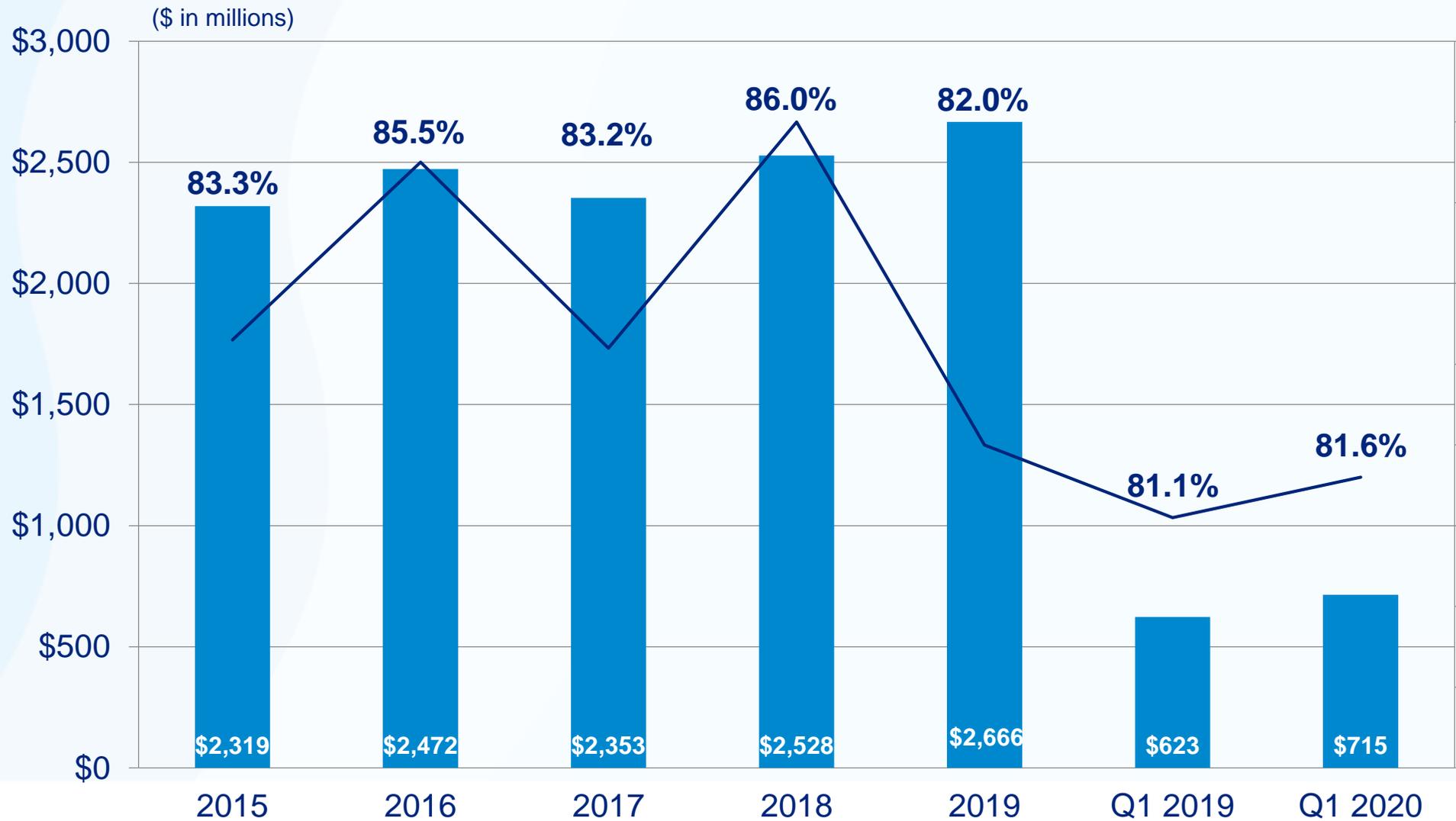
Consolidated Premiums Earned, net



Managed Care Premiums Earned, net



Consolidated Claims Incurred and Loss Ratio



Consolidated Operating Expenses and Expense Ratio

