



PRESENTS

Portugal Fintech Report 2020

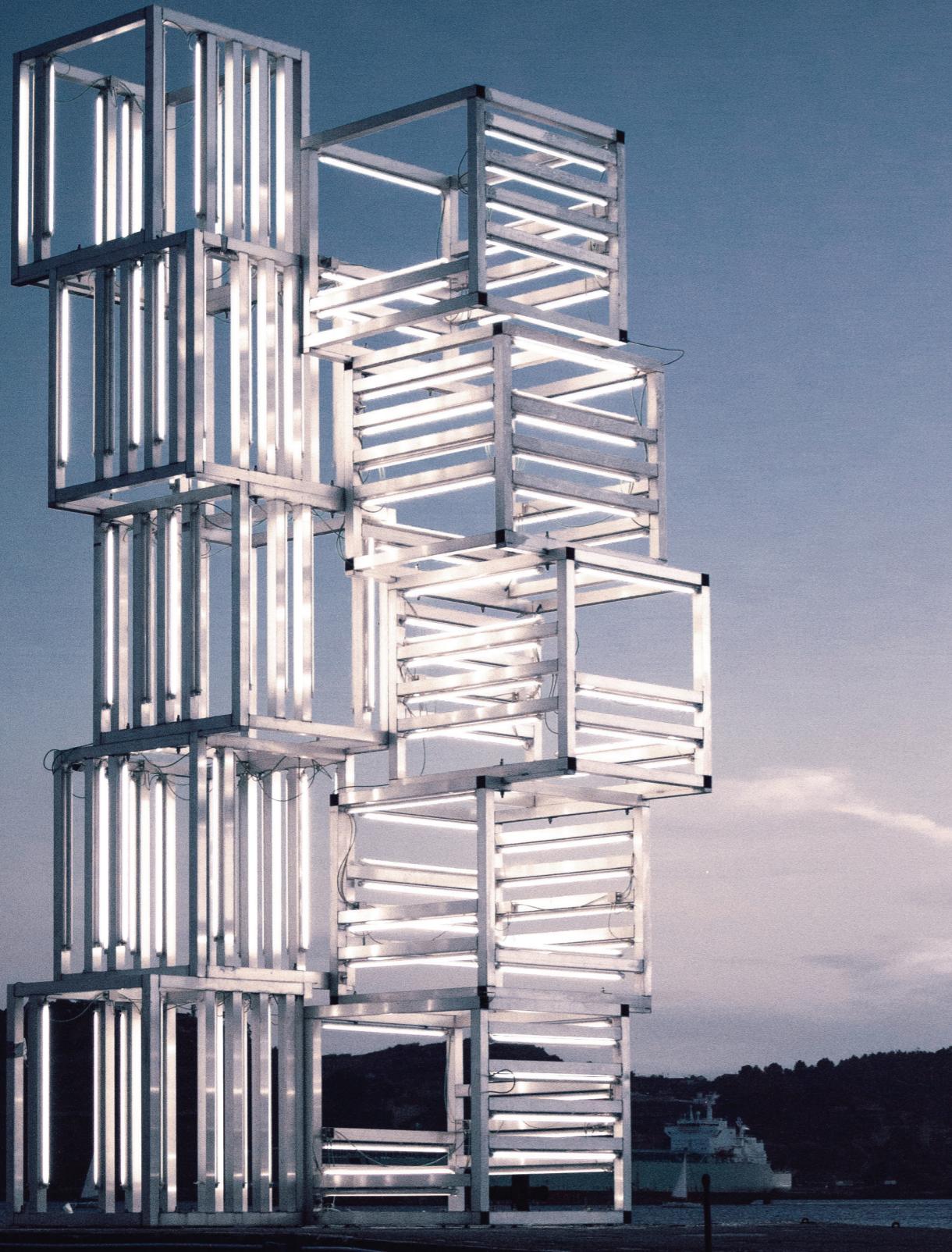
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MORAIS LEITÃO
CALVÃO TELES, SOARES DA SILVA
& ASSOCIADOS

Welcome



It is with great pleasure that we welcome you to the Portugal Fintech 2020 Industry Report.

The Portugal Fintech Report brings to you the state of the Portuguese Fintech, providing the Industry statistics, as well as a reflection on the main drivers and trends, bringing the insights of experts and exploring real examples of collaboration representing the perspectives of all stakeholders. On top of this, we also give you a deep dive into the best of Fintech in Portugal: from the top 30 Portuguese Fintechs to high potential startups founded during 2020.

Created completely startup-centric, Portugal Fintech has the mission to foster collaboration within the Fintech ecosystem, connecting each stakeholder. We are creating the tools to drive fruitful interaction.

2020 was severely marked by the hit of Covid-19 pandemic, navigating its impact and responding to new challenges posed by it. Committed to our mission, Portugal Fintech developed several initiatives to support the Fintechs by conducting careful studies of the different initiatives promoted by the Government to help businesses, listening to the pains and concerns of the stakeholders and bringing those insights to the policymakers, as well as showcasing the value that Portuguese Fintechs were bringing to the Financial Sector in a time when Digital Transformation became an imperative priority to every organization. Some of the most basic functions such as opening a bank account, buying a product, collect a payment, claim an insurance were forced to move quickly into a digital journey. After the initial stage of the lockdown where almost all projects were halted, Portuguese fintechs grew their activity to levels higher than pre-crisis. They proved to be a solid catalyst of this transformation. Looking forward, will we see the industry going beyond simply moving digital? Will journeys be strongly re-imagined and simplified leveraged by new technologies?

Acting as enablers and connectors has been, and will continue to be, our focus. As such, we hope this report can be insightful. Based on report's data we can highlight that:

- **Despite the pandemic constraints, Portuguese fintechs kept last year's trend of growth.** Not only have the existing ones consolidated sales, achieved international expansion and grew funding, but also new companies have emerged.
- **Portugal as a European Fintech Hub.** We see an increasing trend of international fintechs moving to Portugal. Not just commercially, but also as a second office or even as the place to start the expansion to Europe. The Fintech House has been the physical representation of this reality.
- **Mature players are finally using fintechs as their catalyst to a real and deep digital transformation.** We report multiple tangible use cases.
- **Regulation is open to innovation.** The second edition of the Finlab kept the momentum with strong participation from startups and, this year, from incumbents.

Innovation never stops. Neither do we.

We are **EMPOWERING THE ECOSYSTEM**

About Portugal Fintech

Portugal Fintech is a startup-centric network which brings together the key stakeholders of the industry – from founders, investors, regulators, and academia, to incumbents in banking, insurance, consultancy and law firms - **to create the best conditions for the development of the Fintech ecosystem.** The main initiatives intend to connect startups with clients, provide them with privileged contact with investors and

help them navigate regulatory frameworks. As such we drive our mission by closely engaging with, and connecting the ecosystem - promoting a common ground for dialogue and supporting the growth of Fintech in a sustainable way.

Our activity is, thus, sustained by four pillars of action: talent and academia, capital and investors, partners and clients, as well as regulation and policy.

MATURE PLAYERS

Portugal Fintech connects Fintechs and Incumbents to foster collaborative win-win partnerships. Entrepreneurs are, then, more prepared to develop products and services that empower incumbents and benefit the consumer. This relation is, hence, imperative for the growth of an innovative financial system.

REGULATION

Collaborating with regulatory agencies and legislators to help create an easier, faster and clearer environment for innovation is a priority for us. It was with that in mind that Portugal Fintech co-created the Portugal FinLab – a communication channel between the Portuguese financial regulators (BdP, CMVM and ASF) which aims to provide regulatory clarity to financial innovation projects.

ACADEMIA

Through a close relationship with Universities, Portugal Fintech promotes awareness to the Fintech ecosystem at all layers of talent. It is the understanding of the startups' needs in terms of talent, along with the proximity with the best professionals and academia hubs, that allows to connect these two for the development of fintech projects.

INVESTORS

We connect the Portuguese Fintech ecosystem with investors at a national and international level, from networking events to 1-on-1 meetings. We have build a network of expert investors, from Business Angels, to Corporate Investors and Venture Capital Funds that can best support each company on its journey.

2016	2017	2018	2019	2020
Networking and pitch event – celebrating the launch of Portugal FinTech and a side event during the Web Summit composed by pitching sessions and a discussion panel.	Three community events: Pay-Challenge with CIONET and Banco de Portugal, BNP Pitch Competition inside Web Summit and the networking event Lisbon Welcomes Fintech.	Release of Portugal Fintech's first report for the event Lisbon Welcomes Fintech. It includes an overview of the Portuguese Fintech Startups.	Launch of the Portugal Finlab, in collaboration with the Portuguese Financial Regulators.	Inauguration of the Fintech House!
		Accenture Pitching Competition inside Web Summit; and Lisbon Welcomes Fintech networking event.	Release of the 2018 Portugal Fintech Industry Report at Banco de Portugal in the event FinLab Meets.	Fintech Solutions List: value that Fintechs can bring during the period of, and following the Covid-19 outbreak.

The Fintech House



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PORTUGAL FINTECH



THE MUST GO PLACE FOR FINTECH

The Fintech House was launched in January 2020 and is the home of the fintech community. On top of a physical space to base their offices, Startups have now a place to develop their solutions through a closer contact with the entire ecosystem, from banks, insurance companies, partners, technical consultants, legal firms, investors or regulators.

The Fintech House was born from collaboration itself. One of the biggest co-working operators in the country – Sitió – brings the knowledge and experience of building +10 spaces from Lisbon to Porto, which alongside Portugal Fintech – a community enabler – created a place where startups have all the conditions to thrive.



+170

SEATS

At the Fintech House in the business district of Lisbon

+40

STARTUPS

On the network from all corners of the World

+25

PARTNERS

Contributing and committed to the growth of the ecosystem

+30

EVENTS

Organized until the moment for the community



A PLACE FOR STARTUPS TO THRIVE

This International Hub follows Portugal Fintech's ambitions of supporting startups in four main verticals: access to capital; contact with talent; proximity with corporates; and navigating the regulatory waters. Therefore, more than being a space where innovators can work, there is a set of tools in place to accelerate each one of these pillars.

Here, startups can access a set of services and perks, from cloud infrastructure to saas programs to take their business to the next level; a learning portal, where all the information created at the House is stored to be applied from business to technological areas; an HR Portal, to post openings and find the best talent; and last but not least, a set of communication tools to quickly get in touch with any person in the network.

2020 was a very particular year and the Fintech House also had to adapt. After opening its physical doors, the Hub reinforced the digital infrastructure allowing any startup in the world to take advantage from it, through the virtual membership.

OPEN TO ANY PLAYER IN THE INDUSTRY

The historical building “Palácio das Varandas” or “The Balcony Palace”, in the heart of the city, is a place to close the gap between the players in the industry to foster innovation and specially collaboration. Being on the areas of Fintech, Insurtech, Regtech or Cybersecurity, its 5 floors and more than 170 seats available are open to any players to:

- Host and organize their own events – both public and private on the 100 m² auditorium;
- Understand the best practices in the ecosystem and meet the best startups to work with;
- Run sprints and accelerate the development of unique use cases with the startups;
- Create tailored programs such as accelerators or hackathons.

PARTNERS



MORAIS LEITÃO
CALVÃO TELES, SOARES DA SILVA & ASSOCIADOS

accenture

FIDELIDADE
SEGUROS DESDE 1808

BBVA



Railsbank

Google Cloud



DigitalOcean





CHAPTER 1 INDUSTRY OVERVIEW

- 12** A vibrant ecosystem
- 14** Ecosystem snapshot
- 18** Drivers & Trends
- 28** What will the future be like

CHAPTER 2 THE TOP OF FINTECH

CHAPTER 3 KEY INSIGHTS

- 78** Manuela Veloso *JP Morgan*
- 83** Ben Marrel *Breega*
- 88** Chris Skinner *11:FS*
- 92** Mariano Kostelev & Miguel Santo Amaro *Entrepreneurs*
- 96** Flash Interview with *Maria João Carioca, Caixa Geral de Depósitos*
- 98** Flash Interview with *José Gomes, AGEAS Portugal*

CHAPTER 4 INNOVATION THROUGH COLLABORATION: CASE-STUDIES

- 102** Innovation Partnerships
- 104** Lovys & Ma Nouvelle Ville
- 107** Accenture: The Bay
- 111** Switch & Its Terminal Application
- 113** Visa & Setoo
- 116** Alfredo AI & Maisconsultores
- 119** Visor AI & Millennium BCP

CHAPTER 5 WHERE REGULATION MEETS INNOVATION

- 124** The Policymarker's view
- 126** The FinLab's 2nd edition
- 128** Insights from the Organizers



CHAPTER **1**

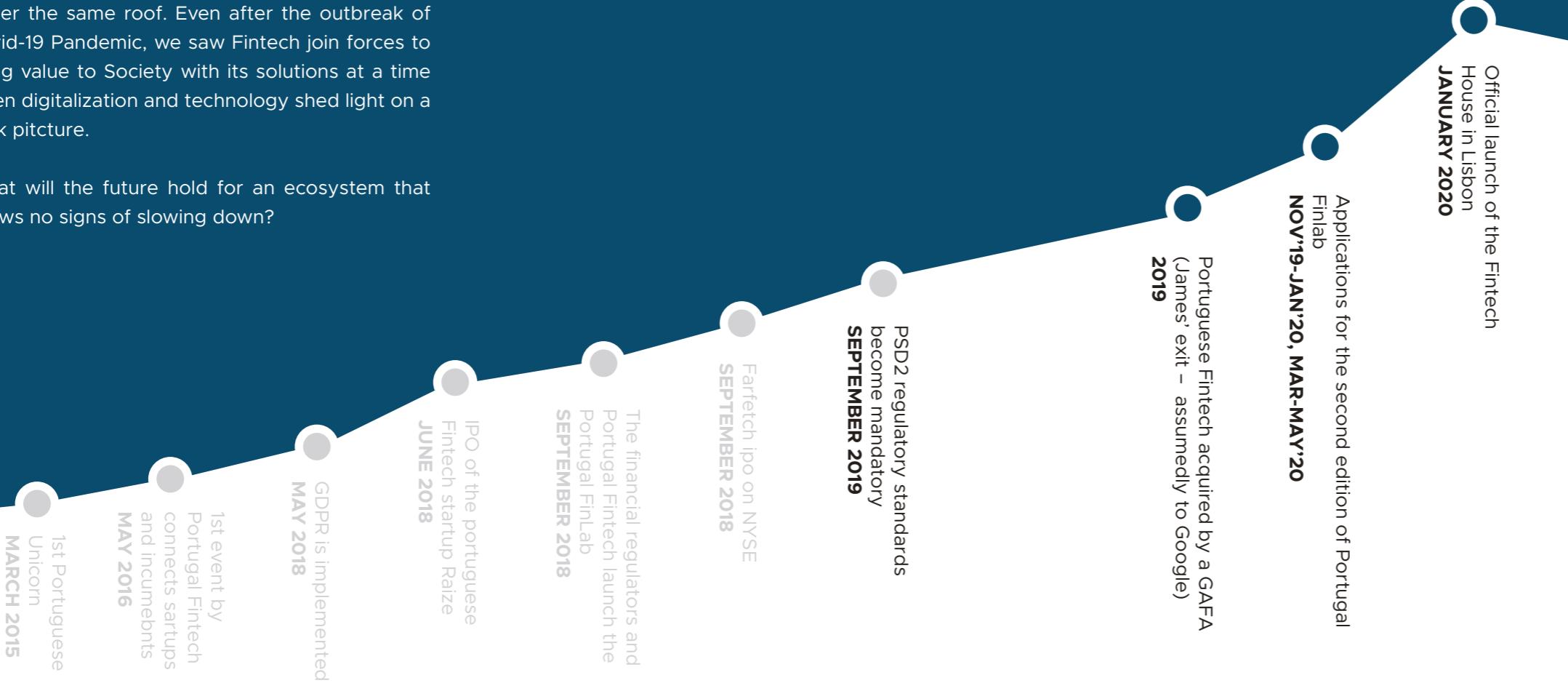
THE PORTUGUESE ECOSYSTEM:
UP AND UP WE GO

A vibrant Ecosystem with no signs of slowing down

Since we first launched a report reflecting the state of the industry, much has changed. Looking back, it is astonishing to see how much we have evolved, how much we have grown.

Regulators have worked to build a bridge between regulation, legislation and the Fintech space by relaunching the Portugal Finlab with a second edition and taking steps towards the implementation of a Regulatory Sandbox. The community has grown and matured, and with that also the need to collaborate has risen – with that purpose in mind, the Fintech House opened doors in the beginning of 2020 and has over 40 startups and 25 partners under the same roof. Even after the outbreak of Covid-19 Pandemic, we saw Fintech join forces to bring value to Society with its solutions at a time when digitalization and technology shed light on a dark picture.

What will the future hold for an ecosystem that shows no signs of slowing down?



European Commission adopted a digital finance package, including strategy and legislative proposals
SEPTEMBER 2020

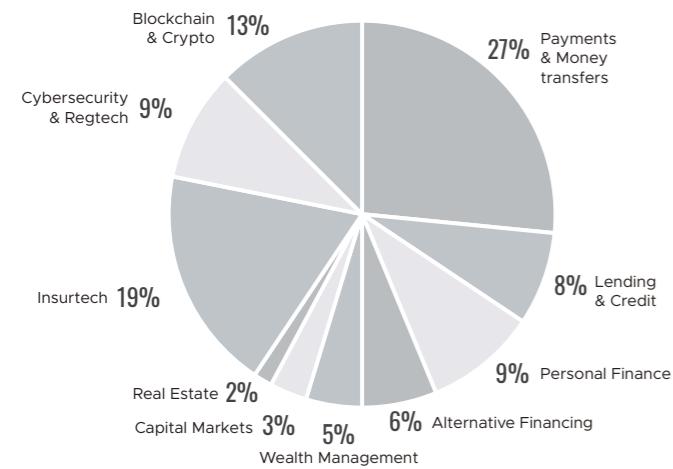
Ecosystem Snapshot

KEY FINDINGS

Harboring the belief that the Portuguese fintech ecosystem is the most candid and truest source of information in itself, Portugal Fintech conducted an open survey to reach key findings to better understand where we stand and where we want our future to lead us.

FINTECHS PER VERTICAL

In terms of distribution per vertical, Portuguese Fintechs are biasing towards Payments & Money transfers, Insurtech and Blockchain and Crypto Verticals.



Source: 2020 Portugal Fintech Survey

MOST POPULAR YEAR OF FOUNDATION

2018	17% of companies were founded in 2018
2020	11% of companies were founded in 2020
2019	14% of companies were founded in 2019
2017	14% of companies were founded in 2017
...	

Source: 2020 Portugal Fintech Survey

TOTAL FUNDING TO DATE FROM TOP 30 FINTECHS

€ 275,863,900

The top 30 Fintechs have raised an aggregate over € 275 million euros.

Source: 2020 Portugal Fintech Survey

SIZE

Most companies (69%) have up to

20 EMPLOYEES

with 31% being larger

Source: 2020 Portugal Fintech Survey

STAGE

13% of companies are pre-seed

22% of companies are between series A and C

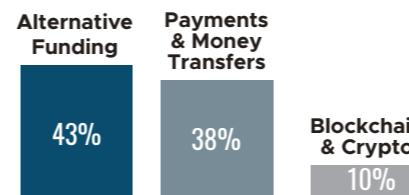
43% of companies are seed

22% are either bootstrapped or from later stages

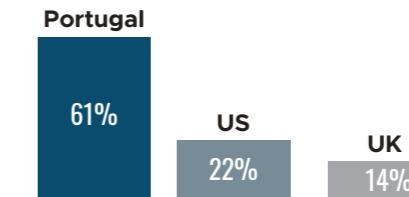
Source: 2020 Portugal Fintech Survey

STILL ABOUT FUNDING...

The top three verticals with regards to funding are:



The top three regions with regards to funding are:



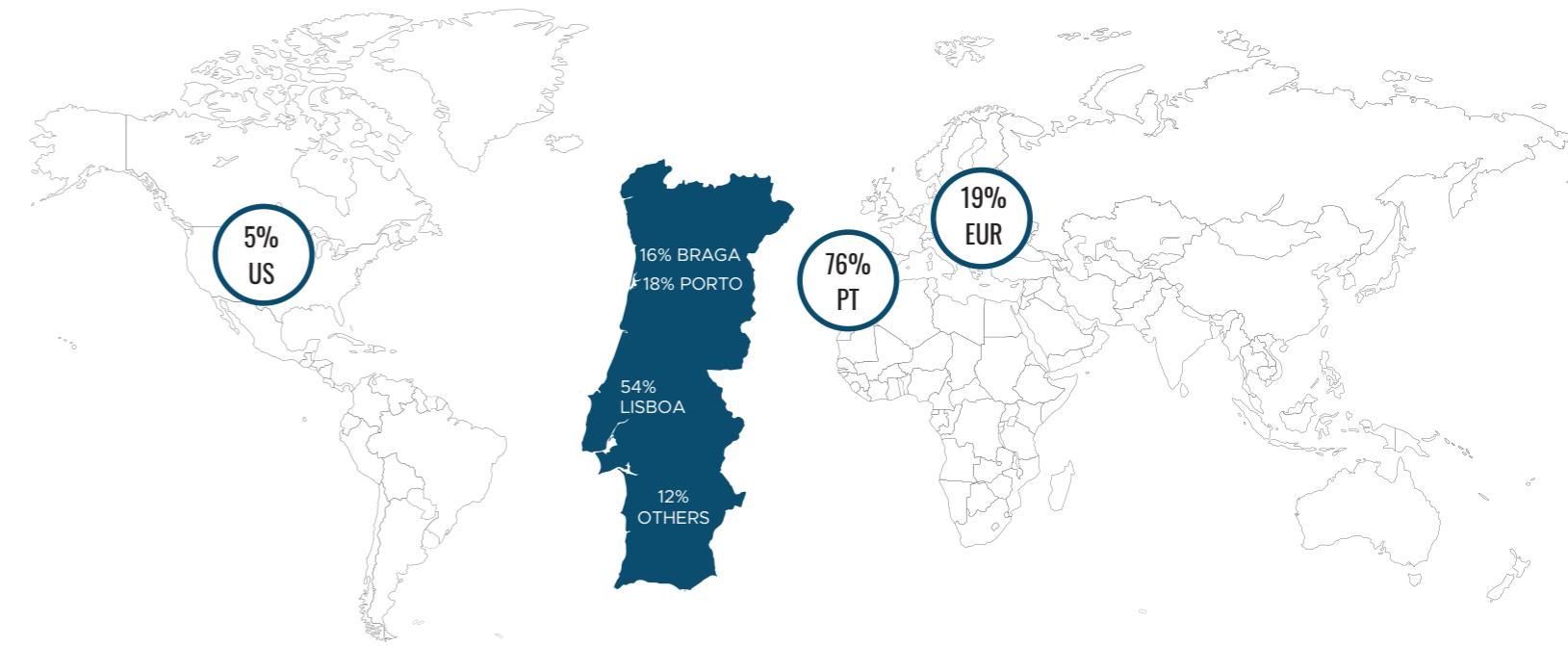
Approximately

29%

of funding comes from external capital (international players)

Source: 2020 Portugal Fintech Survey

GEOGRAPHIC DISTRIBUTION

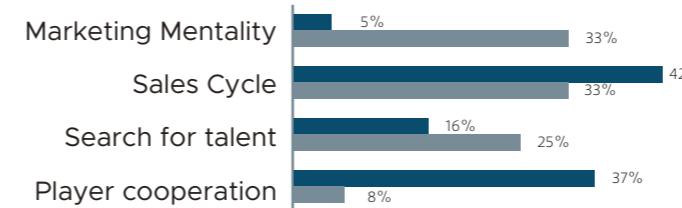


Lisbon, Porto and Braga are the main Fintech hubs for the Portuguese-based companies. Outside of Portugal, most of Portuguese companies are based in the UK, the US and Spain.

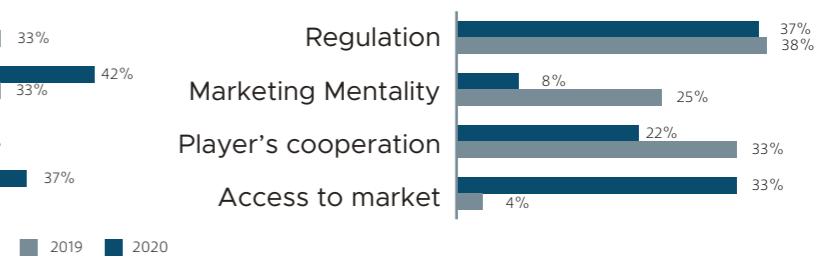
Source: 2020 Portugal Fintech Survey

OTHER INTERESTING FIGURES

GREATEST HARDSHIP



MAIN AREAS TO IMPROVE



When asked about their opinion on hardships, Fintechs showed to be struggling with the sales cycle. Regarding the areas they thought should be improved, similarly to the previous year regulation is the first priority, followed by access to market.

Source: 2020 Portugal Fintech Survey

Ecosystem Snapshot

KEY FINDINGS

TALENT

In a world of fast-paced, continuous innovation, talent is an imperative need.

93,800

**PROFESSIONAL
DEVELOPERS**

In Portugal in 2019,
versus 89,600 in 2018.

Source: 2020 Portugal Fintech Survey

43

**SKILLS
COMPETITIVENESS**

Portugal in worldwide ranking
of general level of skills of the
workforce and the quantity and
quality of education.

Source: World Economic Forum, 2019

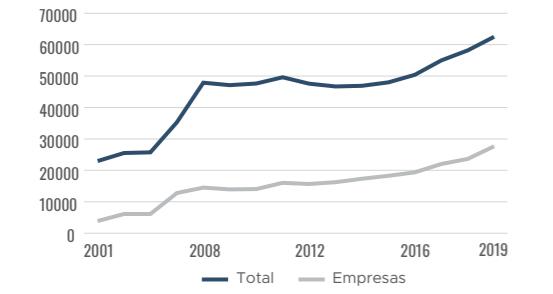
28

**BUSINESS DYNAMISM
COMPETITIVENESS**

Portugal in worldwide ranking
of capacity to generate and
adopt new technologies and
new ways to organize work.

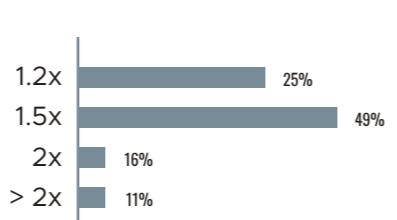
Source: World Economic Forum, 2019

TOTAL FTE ALLOCATED TO RESEARCH & DEVELOPMENT



Source: Pordata

ESTIMATE OF THE INCREASE IN THE COST OF TALENT



Source: 2020 Portugal Fintech Survey

WHAT IS THE MOST DIFFICULT TO FIND OR HIRE IN THE JOB MARKET?

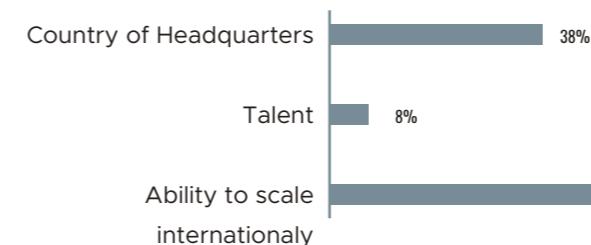


Source: 2020 Portugal Fintech Survey

CAPITAL & INVESTMENT

Capital is oxygen. Thus, startups having a wider access to investment and capital is a reflection of an economy which believes in, pushes and capacitates innovation.

WHAT ARE THE GREATEST OBSTACLES WHEN APPROACHING INVESTORS?

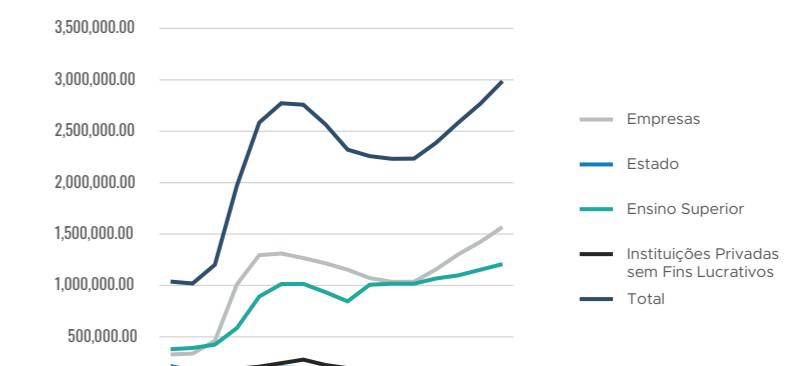


Source: 2020 Portugal Fintech Survey

WHICH DO YOU SEE INVESTORS POINTING OUT AS POSITIVE CHARACTERISTICS OF PORTUGUESE FINTECHS?



TOTAL EXPENDITURE WITH RESEARCH & DEVELOPMENT (€ thousands)



Source: Pordata

POLICY & REGULATION

Policymakers and regulators are key to unlock the potential of a country to encourage collaboration, creativity and innovation.

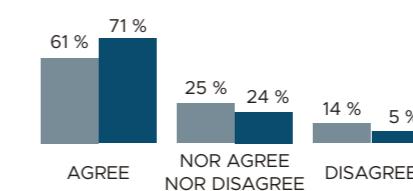
31

**INNOVATION CAPABILITY
COMPETITIVENESS**

Portugal in worldwide ranking
of R&D and environment for
collaboration and innovation.

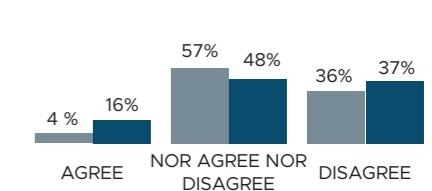
Source: World Economic Forum, 2019

DO YOU BELIEVE FINTECHS NEED STRONGER TIES WITH THE GOVERNMENT?



Source: 2020 Portugal Fintech survey

DO YOU BELIEVE REGULATORS ACT WITH THE FINTECH STARTUPS' INTERESTS IN MIND?



Source: 2020 Portugal Fintech survey

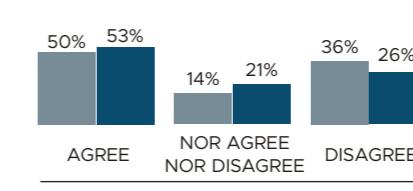
96

BURDEN OF GOVERNMENT REGULATION

Portugal in worldwide ranking,
scoring on average 3.1 on a scale
of 1 to 7 where 1 is 'extremely
burdensome'.

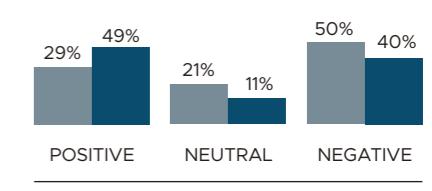
Source: World Economic Forum, 2019

DO YOU BELIEVE THERE HAS BEEN AN IMPROVEMENT IN ACCESSIBILITY TO PORTUGUESE REGULATORS?



Source: 2020 Portugal Fintech survey

WHAT IMPACT DO YOU ESTIMATE REGULATION TO HAVE HAD ON YOUR FINTECH IN THE PAST 12 MONTHS?



Source: 2020 Portugal Fintech survey

2019 2020

17

Drivers & Trends



By: Gabriel Coimbra

Group Vice-president & Country Manager

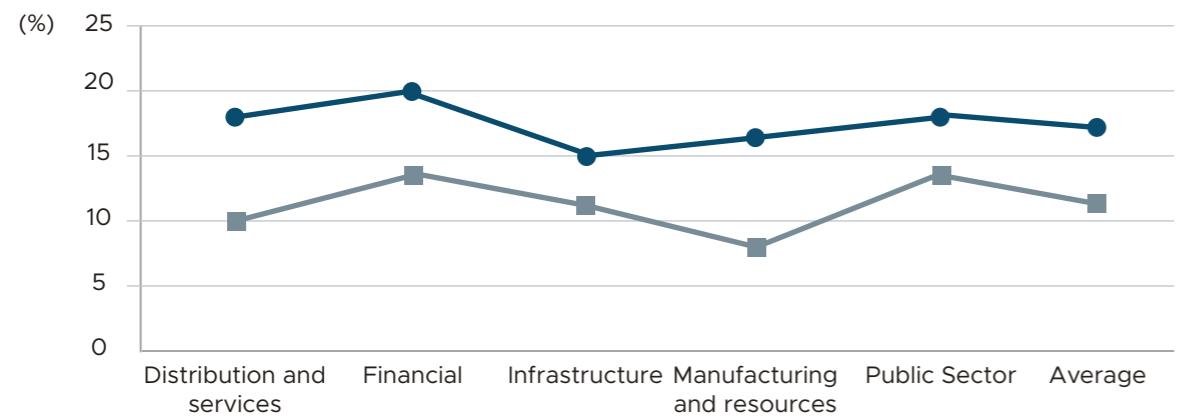
FINDING THE NEXT NORMAL: 2020 TECHNOLOGY SOURCING LEADERSHIP IMPERATIVE

DIGITAL TRANSFORMATION SPEND IMPACTED BY COVID-19

Prior to COVID-19, digital transformation (DX)-related spending was projected to grow at unprecedented rates. Although the pandemic has certainly had a significant impact (\$500 billion three-year forecast downward adjustment), growth rates remain strong in certain sectors (see Figure 1). Furthermore, the 2020 spending forecast for certain DX use cases remains strong according to IDC's Worldwide Digital Transformation Spending Guide, April 2020.

Similarly, based on a global IDC survey of over 800 executives, 42.7% of enterprises will spend less on IT than originally budgeted. Although this may seem like a dire forecast, 27.6% of survey respondents did not anticipate any impact on their IT spending. Furthermore, 26.8% anticipated higher spending than budgeted.

WORLDWIDE DX GROWTH RATE BY SECTOR:
BEFORE AND AFTER THE COVID-19 IMPACT, 2020



Source: IDC's Worldwide Digital Transformation Spending Guide Use Case Forecast, version 1, April 2020

BE PREPARED

At last, you may think, some positive data. Before celebrating, consider that over 65% of enterprises were not prepared to respond to COVID-19. Consider supply chain resiliency, which has been challenged by the pandemic.

As cloud ecosystems have expanded, the supply chain has been something of an adoption laggard, and the resulting resiliency of supply chain IT systems has become more difficult to assess. For example, an ERP application may be hosted in a resilient cloud environment in one or more geographic locations. As with all critical applications, the operation ERP solution is dependent on regular updates, patches, and support provided by geographically dispersed teams.

Furthermore, these teams depend on collaboration applications that are hosted in yet other cloud environments. Accordingly, the reliance of the supply chain is highly dependent on the capability of the global organization to communicate and work effectively. COVID-19 exposed weaknesses in this cloud supply chain as enterprises scrambled to supply their team members with computing resources in remote locations where reliable broadband and, in some cases, electricity were not available.

IT SOURCING/PROCUREMENT AGILITY KEY TO QUICK RESPONSE

Although there are a number of reasons why the response was slow, a major contributing factor is the agility, or lack thereof, within IT sourcing/procurement organizations.

Another recently conducted IDC survey correlates the pandemic response with the effectiveness of IT sourcing/procurement organizations. Enterprises that were able to quickly implement changes as a result of COVID-19 were supported by highly effective and agile IT sourcing/procurement organizations. Conversely, enterprises that were slow at responding to COVID-19 challenges do not have effective agile IT sourcing/procurement organizations. Furthermore, 26.8% anticipated higher spending than budgeted.

DX MORE CHALLENGING TO IT SOURCING/PROCUREMENT THAN COVID-19

Now, with all the focus on COVID-19 crisis response, it appears that many IT sourcing/procurement organizations have lost focus on what used to be most enterprises' number 1 priority — digital transformation. Accordingly, IDC survey data shows that many enterprises no longer rely on IT sourcing/procurement to assist in their DX initiatives, which, as pointed out previously, continue to grow at rapid, albeit slightly reduced, rates. According to IDC survey data, the most digitally oriented enterprises are dissatisfied with the effectiveness of their IT sourcing/procurement organizations.

In enterprises where a significant amount of business (>50%) comes from digital products, services, or channels, executives are far less satisfied with the effectiveness of the IT sourcing/procurement organization in supporting the business than enterprises where a relatively small amount of business (<50%) comes from such digital products, services, or channels. In a nutshell, the bar is set much higher in digitally motivated organizations as IT sourcing/procurement organizations are challenged by new delivery models, sourcing strategies, and contract negotiations for technologies required for digital transformation. Accordingly, our clients at IDC consistently engage us to help formulate agile technology sourcing strategies and develop corporatewide IT sourcing/procurement policies that are effective at supporting critical DX initiatives.

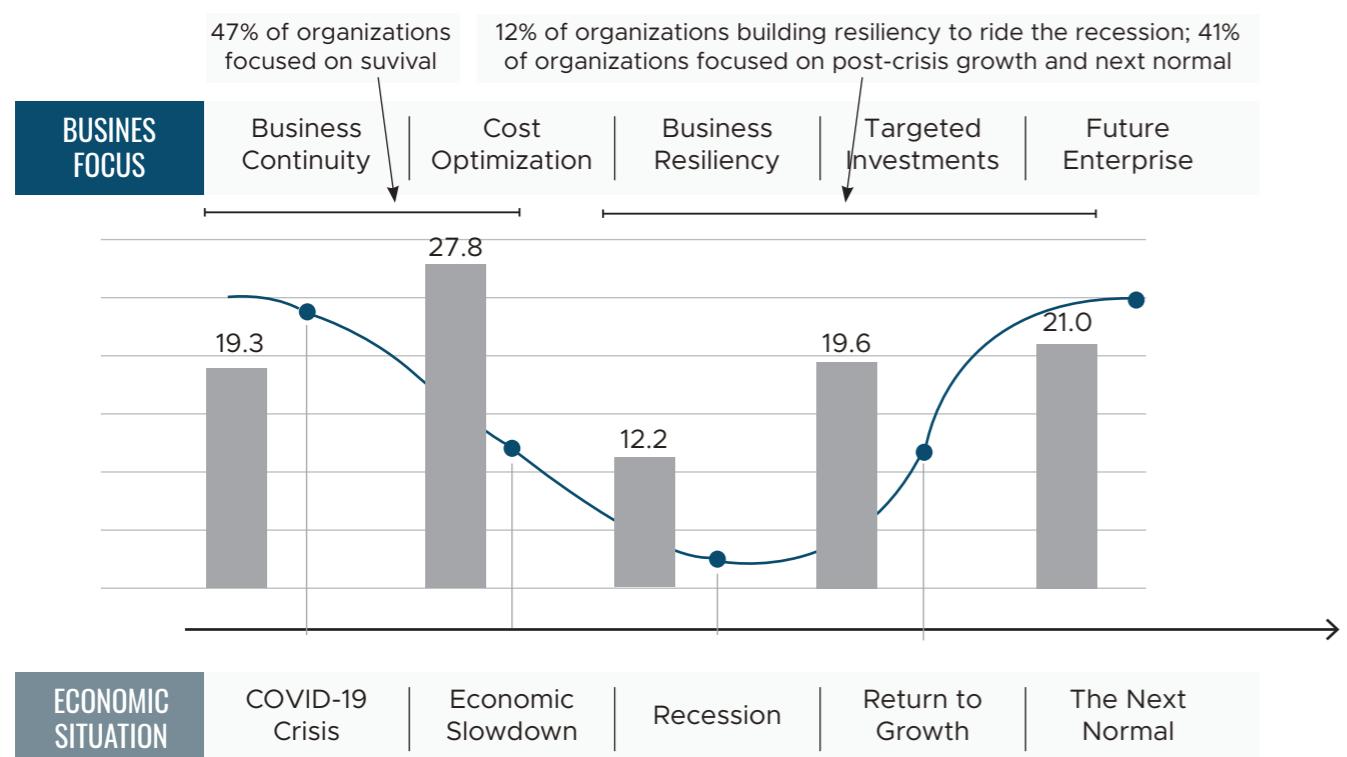
With the aforementioned situation in mind, in this document and in the following series of documents, we explore the characteristics of IT sourcing/procurement organizations that are effective at supporting their businesses. Furthermore, we provide actionable advice to help executives transform their IT sourcing/procurement operations for more effective digital transformation and recovery from the pandemic-inspired recession.

FROM CRISIS RESPONSE TO FINDING THE NEXT NORMAL

As mentioned previously, IDC survey data indicates that IT sourcing/procurement organizations have succeeded at responding to the COVID-19 crisis as well as dealing with the economic slowdown. The latest IDC survey data shows that 41% of enterprises globally are either returning to growth or aggressively pursuing the next normal. For these enterprises, the priority is no longer the pandemic response or the global economic slowdown. Digital transformation is once again a priority.

To be effective, the IT sourcing/procurement organizations supporting these enterprises must shift priorities accordingly. Unfortunately, this is not the case, especially in enterprises that rely on DX for their revenue sources. As a result, it is imperative for IT sourcing/procurement executives to understand where their enterprises are positioned along the recovery curve. Operating in crisis mode while your business is returning to growth and focusing on new investments will create misalignment and even prolong the road to recovery for the enterprise.

BUSINESSES RETURNING TO GROWTH AND FINDING THE NEXT NORMAL



n = 664 worldwide

Note: The survey was conducted July 20–31, 2020.

Figure 2

Source: IDC's COVID-19 Impact on IT Spending Survey, July 2020

EMERGING TECHNOLOGIES DRIVE DIGITAL TRANSFORMATION

As discussed previously, the majority of enterprises are no longer battling the crisis or focused on survival. Over 50% of enterprises have moved on to transform and grow the business. IDC expects this trend to continue. In fact, survey data shows that nearly 80% of enterprises are either implementing significant business transformation initiatives powered by disruptive technologies or are using disrupting technologies in limited production environments.

CHANGING PRIORITIES FOR IT SOURCING/PROCUREMENT ORGANIZATIONS

IDC's recent survey data indicates that technology sourcing and procurement organizations are operating in crisis mode, focusing on the immediate concerns of the pandemic, while line-of-business leaders look to implementing business transformation initiatives leveraging emerging and disruptive technologies. In fact, according to IDC executive survey respondents, the number 1 priority for increasing the effectiveness of IT sourcing and procurement is the effective procurement of emerging technologies such as cloud, SaaS, PaaS, IoT, AI, and Big Data. On the other end of the spectrum, according to survey respondents, issuing RFPs and the effective administration of purchase orders and invoices are functions that are least likely to improve the effectiveness of procurement organizations if performed at the highest level of effectiveness.

WHERE IS YOUR ENTERPRISE ALONG THE EMERGING/DISRUPTING TECHNOLOGY CONTINUUM?

ARE YOUR TECHNOLOGY SOURCING/PROCUREMENT RESOURCES SUPPORTING AND LEADING THE BUSINESS TRANSFORMATION ACTIVITIES?

IS YOUR PROCUREMENT ORGANIZATION STILL OPERATING IN CRISIS MODE AND STILL FOCUSED ON IMMEDIATE CONCERN OF THE PANDEMIC?

WHAT CHANGES TO YOUR PROCUREMENT OPERATIONS WOULD MOST IMPROVE THE EFFECTIVENESS OF YOUR IT SOURCING/PROCUREMENT ORGANIZATION?

ARE YOU FOCUSED ON MAKING THE RIGHT CHANGES?

ARE YOU SPINNING YOUR WHEELS MAKING CHANGES THAT WILL NOT AMOUNT TO MUCH FROM A BUSINESS PERSPECTIVE?

Drivers & Trends



MORAIS LEITÃO, GALVÃO TELES, SOARES DA SILVA

By: Luís Roquete Geraldes
Francisco Vieira de Almeida
Inês Agapito
Team Genesis @ MLGTS

FUNDRAISING: CONVERTIBLE INSTRUMENTS (AND THE WRONG WAY OF USING THEM)

A key aspect to running a successful emerging company, regardless of its development stage, is to ensure the company has access to capital to fund its operations. There are multiple funding options to raise capital and, most often, emerging companies resort to equity rounds, convertible debt or convertible equity. There is a series of factors that need to be considered when it comes to selecting one (or more) of the available financing options, such as the growth stage, timings, the target investment amount, runway, size and industry of the business.

Within this context, in late 2013, the famed Y Combinator introduced the Simple Agreement for Future Equity ("Safe"), which has since emerged as the main instrument used for early stage fundraising. The Safe is an agreement whereby the investor is granted (i) the right to receive shares of the target company upon the occurrence of the next equity financing (i.e. when the target company raises a priced round, the outstanding Safes will automatically convert), or (ii) the right to receive certain amounts upon the occurrence of other trigger events, including a sale of the target company.

The number of shares to be issued to the Safe

holder is determined at the next priced round, when institutional investors (typically VCs) set the price for preferred shares. Then, using the Valuation Cap or the Discount Rate (as such terms are explained below), the Safe will often convert into preferred shares at a lower price per share than the institutional investors paid.

Entrepreneurs seeking investment typically struggle to understand the main differences between a Safe and a convertible note. While the latter is a debt instrument, the Safe is generally accepted and classified as a *quasi-equity* instrument, as it non-reimbursable and it does not carry interest or a maturity date, i.e., the Safe will remain outstanding unless the Safe holder is issued preferred shares in connection with a priced financing round or receives certain amounts in connection with a liquidity or dissolution event. Further, a convertible note will typically convert into equity upon the occurrence of a qualified priced round (i.e. a priced round in which the company raises a pre-determined minimum amount) whereas conversion of a Safe will be triggered upon the occurrence on any *bona fide* priced round, regardless of the amount being raised.

The Y Combinator made available four different types of Safes, including different features:

- a) Safe: Valuation Cap, no Discount;
- b) Safe: Discount, no Valuation Cap;
- c) Safe: Valuation Cap and Discount; and
- d) Safe: MFN, no Valuation Cap, no Discount.

The *Valuation Cap* is a feature that has been introduced to benefit early stage investors for taking additional risk. In brief, the valuation cap sets the maximum price that the Safe will convert into equity upon the occurrence of an equity round. Likewise, the *Discount* feature sets forth that the price per each share subscribed by the Safe holder will carry a discount, which typically ranges between 10% to 20% of the price per share paid in next equity round. Finally, the *MFN* feature (or Most Favored Nation clause), means that if the target company subsequently issues Safes with provisions that would be advantageous to the holders of outstanding Safes (such as a valuation cap and/or a discount rate), such Safe holders may choose to amend their Safes to reflect the terms of the later-issued (and more favorable) Safes.

PRE-MONEY SAFE VS POST-MONEY SAFE

A few years after releasing the initial version of the Safe (the "Pre-money Safe"), the Y Combinator unleashed an updated version, the "Post-money Safe", which includes significant changes on how dilution is calculated. The key takeaway is that the Post-money Safe is the best instrument for both founders and investors to understand ownership and calculate exactly how they will be diluted in subsequent financing rounds, thus making sure that the founders no longer have a hard time deciding how much to fundraise while ensuring they sell the intended percentage of their company.

PROS OF THE SAFE

- a) The Safe is a simple, straightforward and short document that significantly simplifies and accelerates the fundraising process, notably due to its standardized form and limited set of variable terms (such as the discount, the valuation cap and the most favored nation);
- b) Given the simple and standardized form of the Safe, there will be less negotiation;
- c) Decreased negotiation time will lead to lower transaction costs and more efficiency;
- d) Safes are quasi-equity, as opposed to being convertible debt so, from an accounting perspective, Safes are registered in the left side of the balance sheet;
- e) Safes do not carry interest nor a maturity date, which provides the company with additional flexibility as regards to timing of subsequent financing rounds;
- f) Founders and investors defer the discussion about the valuation of the target company to a later stage.

STRATEGIC GUIDANCE AND SUBOPTIMAL SCENARIOS:

KEY TAKEAWAY: BE SURE TO LOCALIZE THE SAFE TEMPLATE

The Y Combinator Safe templates are open sourced for founders and investors to use as they may deem fit. However, and even though the Safe templates provide a satisfactory starting point, we strongly encourage founders and investors to have their lawyers reviewing the document. This is particularly the case with target companies incorporated outside the United States of America, as the Safe templates should always be “localized” pursuant to the laws of the country of incorporation of such company.

KEY TAKEAWAY: BE SURE TO ADEQUATELY CHOOSE THE SAFE'S GOVERNING LAW

The Safe should be governed by the applicable laws of the target's country of incorporation. Just downloading the Safe template from the Y Combinator's website and using it for a Portuguese target “as is” is just asking for trouble and hemorrhaging money with legal costs down the road.

KEY TAKEAWAY: ALL OUTSTANDING CONVERTIBLE INSTRUMENTS SHOULD BE THE SAME AND HAVE THE SAME TERMS.

Having multiple convertible instruments outstanding with different terms and conditions (notably discount, valuation cap and trigger events but also SAFEs along with convertible notes or along with advanced subscription agreements) can be tremendously cumbersome to manage, notably in connection with the conversion of such instruments, as most often the parties have different interpretations of the conversion scenarios and such may hinder or impair future financing rounds. Founders often overlook the conversion mechanics of different instruments but, as a cautionary tale, we have seen quite a fair share of “broken cap tables” owing to different convertible instruments and varying terms.

KEY TAKEAWAY: DO THE MATH AND AGREE ON A FULLY DILUTED CAP TABLE

Before entering into any convertible instruments, founders and investors should have full visibility on the fully diluted cap table to ensure alignment between the parties on each of the conversion scenarios. Failure to do so may significantly delay closing of future financing rounds and will create significant discomfort with the early investors.

KEY TAKEAWAY: AVOID HAVING SIDE LETTERS WHICH TRANSFORM A CONVERTIBLE ROUND INTO AN EQUITY ROUND

The purpose of a convertible instrument is to streamline the funding process and try to close as swiftly as possible. Side letters tend to add an extra layer of complexity, thus slowing down the investment process as additional negotiation will be required, notably to make sure the terms and conditions set forth under the side letter will not hinder or impair future financing rounds. Furthermore, some investors will agree to a Safe provided they can have “equity round-like” rights granted under a side letter. Remember: a side letter can be perfectly fine (for instance, when it offers some assurances in case of an exit) but one should be on the lookout for side letters which mimic or actually legislate for what will occur in the next round.

Drivers & Trends



By: Filipa Franco
Head of Listing, Euronext Portugal

WHY IT IS THE RIGHT TIME TO LOOK FOR CAPITAL MARKETS' FINANCING

For all executives in charge of running and fostering a company's growth, finding and securing the right funding at the right time is crucial.

On last year's report I shared my views on “why your ambition should be IPO-driven”, highlighting capital markets' benefits and specificities. I also addressed a few myths and prejudices surrounding this funding alternative (which can be considered the most liberating route), offering management freedom of action while accelerating companies' growth.

In this peculiar year, marked by the COVID-19 outbreak, funding remains a central topic and capital markets have shown to still play a pivotal role in supporting innovative businesses in times of crises.

As always, capital markets and investor behaviour reflect economic circumstances: in times of prosperity, all economic agents are driven by optimism and growth perspectives (a causal situation known as bullish markets). In less prosperous times, economic agents will turn bearish, more cautious in their decision-making, either on stock selection or companies' valuations.

Unsurprisingly, in times of unprecedent uncertainty, as we have faced since the end of February, capital markets registered extraordinary trading volumes, volatility and an abrupt fall of stock prices. However, over the past weeks, with improved visibility on the pandemic's impact, capital markets' performance gradually normalised and many issuers seized opportunities to capture new funding:

- By early June, the Euronext 100 index had recovered almost half its losses and was

down by only 11% since the start of the year, with tech companies appearing to be one of the most resilient in this crisis. In fact, in our newly digitalised world, tech businesses have either registered significant growth or seen their business models rapidly validated. Tech companies listed on Euronext registered an 18% market cap valuation increase and over €3bn funds' inflow in 2020, second only to health care companies (which, business-wise, are naturally the main beneficiaries of a health crisis).

- Equity capital markets' (ECM) activity gradually yet significantly increased, both on primary and secondary deals. In H1 2020, ECM volumes across Europe reached €61bn, 45% more than in 2019. The 246 executed deals were primarily directed at strengthening balance sheets and liquidity purposes (60% of the deals) and the remaining 40% accounting for funds raised to finance growth opportunities, either organically or through acquisitions.

Debt capital markets (DCM) also recorded historic highs, especially in February, when existing issuers quickly secured funding from their ongoing debt programmes. Over €1.2tn was raised on Euronext markets since January. Sustainable bonds gained market share as investor demand for ESG inclusion factors increased, and ESG-compliant issuers and firms raising capital sought to benefit from the increased visibility, improved investor profile and lower interest rates that ESG compliance can bring. Naturally, most of those deals were performed by existing issuers, who benefited from continued support and a facilitated access to funding, a relevant competitive

advantage over privately held companies. Either during an economic crisis, when access to funding is critical (yet more challenging), or when an opportunity comes up, requiring funding on a specific moment (for instance an acquisition), the ability to timely raise money is key to the success of a company.

However, as market conditions significantly improved, IPOs gradually returned to the market. Tech businesses led new listing ambitions throughout Europe as they demonstrated their businesses' ability to succeed in the new post-COVID-19 environment while still meeting investors' appetite.

At Euronext, we welcomed 22 technology companies since the beginning of the year, among which: Pexip (a videoconference provider), Nyxoah (a medtech developing an innovative solution against sleep apnea) and Unifiedpost (a fintech specialised in the optimisation of the electronic processing of invoice flows and other administrative documents).

In total, tech companies have raised €1.42bn on Euronext markets this year for an aggregated market cap of €7.72bn

LOOKING BACK ON RECENTLY LISTED COMPANIES, TWO CONCLUSIONS CAN BE HIGHLIGHTED:

- Even in times of increased uncertainty, capital market investors are keen to support and invest in resilient businesses and growth strategies;
- In spite of the social distancing measures imposed, virtual roadshows took the lead and paved the way forward, factually grounding their ability to connect companies and investors in an effective, cost-saving and environment-friendly way. This proved an important support for all issuers, as it allowed companies to increase the number of potential investors they could market their business to. It became particularly relevant for smaller companies, or those based outside the main financial centres, who were previously required to make a stronger effort to connect with investors.

477 Listed Tech companies	€757bn Aggregated market capitalization
198 Tech companies have gone public on Euronext since 2013	€55bn Capital raised in equity since 2013
1300+ institutional investors on the Tech sector	€55m raised at IPO on average, ranging from €5m to €1bn



IT CAN ALSO BE NOTED THAT EUROPEAN FINTECH PLAYERS ARE AMONG BEST PERFORMERS ON EURONEXT MARKETS

Adyen: the Dutch leading, worldwide provider of payment solutions continued its extraordinary performance since its €7bn IPO in mid-2018, reaching €48bn in market cap in September 2020 (+585%). Throughout this period, pre-IPO shareholders gradually sold their shares, increasing free float from 13% to 80%, benefitting from the company's significant growth performance and corresponding valuation.

Unifiedpost: A Belgian fintech, specialised in the optimisation of electronic processing of invoice flows and other administrative documents, executed its successful listing in September. With the ambition to become the leading pan-European cloud-based platform for SME business services built on documents, identity and payments, the company raised €252m, effectively valuing the company at €608m in market cap on its listing day. The private placement, priced at the high-end of the offer range, was oversubscribed and executed in 2 days, benefitting from 6 investors who had previously committed €87m (securing cornerstone investors ahead of the offer period is an effective risk mitigation strategy in Europe, and becoming increasingly popular with younger companies and/or offers placed during higher volatility periods). We are proud to see one more alumni from TechShare, Euronext's pre-IPO programme designed for tech companies, taking this decisive step.

A FINAL NOTE ON ANOTHER TREND EMERGING FROM THIS CRITICAL SITUATION

An increased awareness towards sustainable business models and activities, either focusing on environment, social and/or governance goals. As always, capital markets are leading the way with investors moving funds towards sustainable companies, ensuring that and those that succeed on an effective ESG performance and communication will benefit from increased access to funding by securing a broader investor base.

Capital markets thus remain an appealing and available financing alternative for those who – regardless of their size – have the ambition to independently pursue their vision and business strategy while demonstrating the resilience and suitability of their businesses in spite of the current economic and social environment. In this regard, tech companies were granted a significant competitive advantage over other companies, thanks to a superior and more favourable market sentiment.

FINANCING DIFFERENT GROWTH PROFILES OF TECH COMPANIES VIA AN IPO

Recent transactions from small caps to unicorns



April 2019 €976M raised €6bn m. cap Oslo TMT Adevinta	October 2018 €697m raised €1.4bn m. cap Paris Cleantech NEOEN	April 2017 €426m raised €1bn m. cap Paris TMT FAB	June 2018 €947m raised €7bn m. cap Amsterdam TMT adyen
September 2020 €74M raised €410M m. cap Brussels Life Sciences Nyoah	September 2020 €625M raised €608M m. cap Brussels TMT unifiedpost	May 2020 €237M raised €575,4M m. cap Oslo TMT pexip[Mar 2020 116,7M raised 574,7ME m. cap Paris TMT nacon
June 2020 €61.8M or €71M raised €250M m. cap Brussels Life Science Hylois PHARMACEUTICALS	February 2020 €36.8M raised €60.58M m. cap Paris TMT Monic	February 2019 €28M raised €107M m. cap Brussels Life Sciences sequana medical	June 2018 €39M raised €105M m. cap Paris TMT cogelec

| Source : Euronext, September 25th, 2020



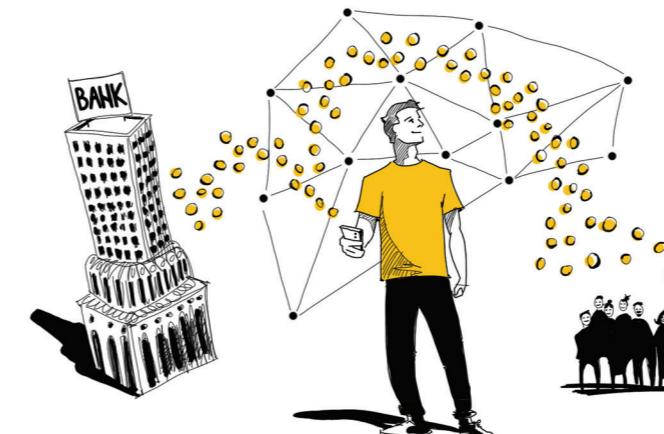
Ecosystems: As essential as Water.



Embedded in life's daily activities, financial products will invisibly be available how, where and when customers need them.

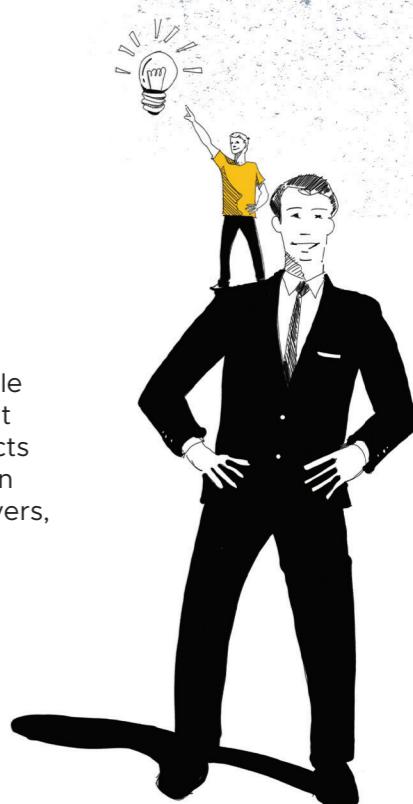
Money and risk will seamlessly be transferred, empowered by digital-first solutions. With high connectivity, transactions will be literally made at the speed-of-thought, becoming portable and just a nod away from our mental wishes. Financial institutions will build networks with other industries, by adapting their offering as water to the shape of its holder, as naturally as in a well-functioning ecosystem.

Technology, a trampoline;
Identity, a key: Data, the energy.



Do it Yourself

Each financial business vertical will be unbundled, optimized and available as a service, off the shelf for any player to distribute. Clients will not want multiple providers for every single action, so re-bundling the best products will be critical. Business models will be re-imagined, and disintermediation will be enabled by technology. The infrastructure layer will have less players, with high volume and low margins. This will enable the proliferation of customer-facing players. Catalyse this process and continuously evolve partnering with startups is wise and capital efficient.



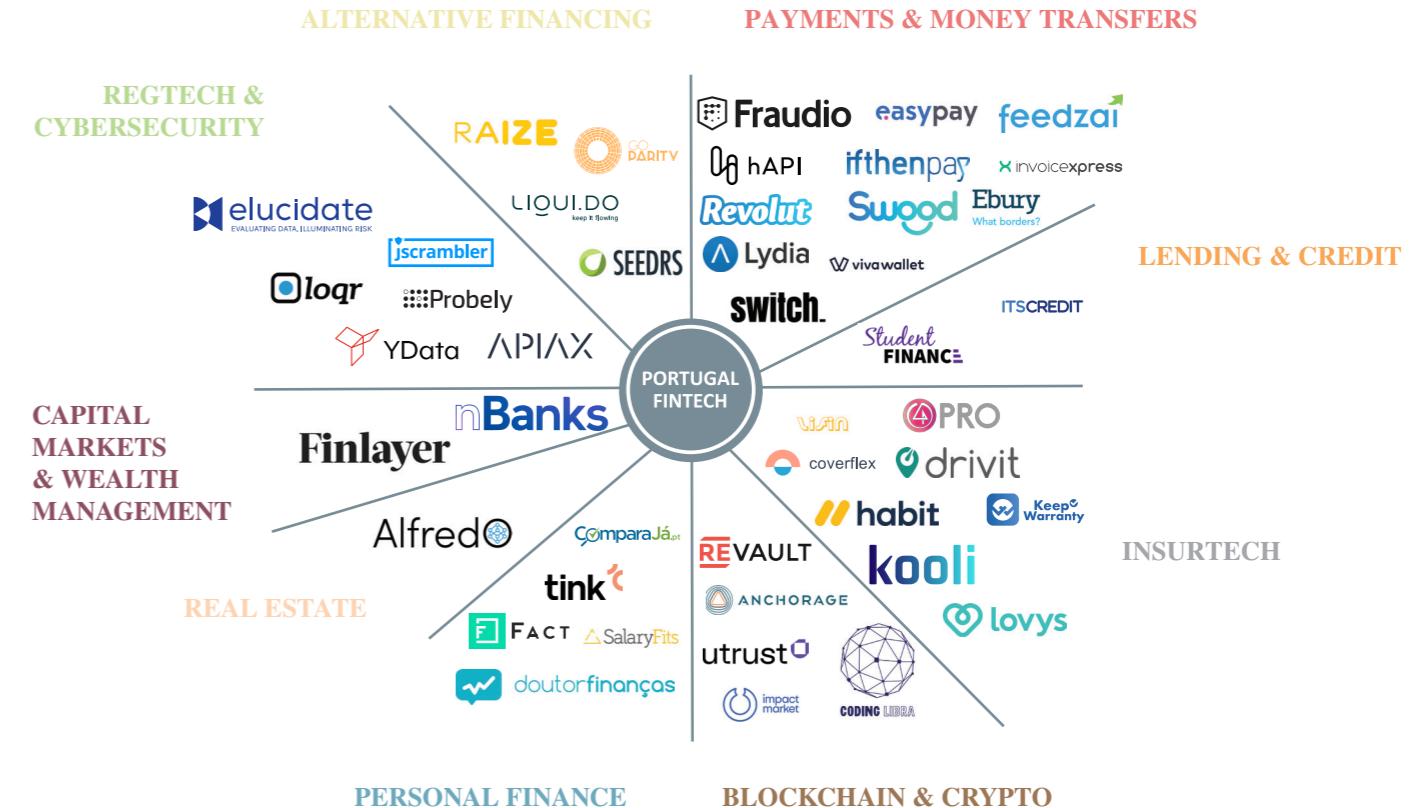
Augmented humans,
sailing in uncertain waters.



Organizations will realize that being digital-first is a never ending process. This creates uncertainty in the industry, where maps or rulebooks don't exist. In order to go forward, fast experimentation will be key. Failing fast, learning fast and rebuilding fast will not only be the accepted path, but instead will become the compass to find the path. And humans? Empowered by technology capabilities, humans will be able to focus on doing H2H (Human-to-Human) activities.

CHAPTER 2

THE TOP OF FINTECH



EMERGING FINTECHS

- 33 Swood
- 34 Lifin
- 35 P4LPRO
- 36 Finlayer
- 37 Codinglibra
- 38 ImpactMarket
- 39 Revault

INSURTECH

- 41 Coverflex
- 42 Drivit
- 43 Habit Analytics
- 44 Keep Warranty
- 45 Kooli
- 46 Lovys

REGTECH & CYBERSECURITY

- 47 Elucidate
- 48 Jscrabbler
- 49 Loqr
- 50 Probely
- 51 YData

PERSONAL FINANCE

- 52 Doutor Finanças
- 53 GOFACT

REAL ESTATE

- 54 Alfredo

CAPITAL MARKETS & WEALTH MANAGEMENT

- 55 nBanks

ALTERNATIVE FINANCING

- 56 GoParity
- 57 Liqui.do
- 58 Raize
- 59 Seedrs

LENDING & CREDIT

- 60 Itscredit
- 61 StudentFinance

PAYMENTS & MONEY TRANSFERS

- 62 Easypay
- 63 Feedzai
- 64 Fraudio
- 65 hAPI
- 66 Ifthenpay
- 67 InvoiceXpress
- 68 Switch

BLOCKCHAIN & CRYPTO

- 64 Anchorage
- 66 UTRUST

INTERNATIONAL OPERATING IN PORTUGAL

- 72 APIAX
- 72 ComparaJá.pt
- 73 SalaryFits
- 73 Tink
- 74 Ebury
- 74 Lydia
- 75 Revolut
- 75 Viva Wallet

Emerging Fintech Startups

INNOVATION NEVER STOPS

Fintechs created in 2020

PAYMENTS & MONEY TRANSFERS



SWOOD



JULIA COHEN
CEO



BRUNO LIMA
CSO



LEONEL SANCHES
CTO

SWOOD GREW FROM 5 TO 50 PARTNERS IN JUST 4 MONTHS DURING THE PANDEMIC. THE COMPANY IS ALSO A FINALIST OF THE PORTUGAL FINLAB.

ABOUT

Swood is an all-in-one platform that allows companies to take care of their talent, a place where they can offer products and services that employees truly want. A combination of financial services along with human resources features that lets the HR department focus on what really matters: people.

TARGET CLIENTS

SMEs

USE-CASE

Swood can be used to adjust the employment benefits to the tax framework as well as boost and simplify the offer and management of employee benefits.

KEY DIFFERENTIATION

All-in-one positioning that offers both financial services and human resources features.

HEADQUARTERS



Aveiro, Portugal

PRESENCE



Portugal

STAGE



Pre-Seed

FOUNDED IN



2020

WWW

www.usewood.com

INSURTECH

LIFIN



CRISTÓVÃO PEREIRA
Co-Founder & CEO



FRANCISCO COSTA
Co-Founder & CTO

INSURTECH

P4LPRO



IGOR BRITO
CEO



RUI RIBEIRO
CTO



DIOGO MENDONÇA
COO

LIFIN FOCUSES ON INSURANCE THAT PROTECT FAMILIES

i ABOUT

Lifin is a human-centric insurtech startup. Offering self-service insurance policies, in a simpler way and implementing technology to automate all processes. A fully self-service digital insurance for B2C clients, betting on a simple, and hassle-free user experience, using technology to achieve it.

🎯 TARGET CLIENTS

Lifin targets consumers directly, whose average age is 35-years-old.

💼 USE-CASE

Subscriptions or claims can be done fully online through Lifin's platform, in just 2 minutes. Insurance made simpler and more transparent.

🔑 KEY DIFFERENTIATION

Highly focused on human protection, the company is bringing insurance to the consumer's pocket, in an easier, faster and ethical way. With a vision of self-service and tailor-made insurances.

HEADQUARTERS

Braga, Portugal

PRESENCE

Portugal

STAGE

Pre-Seed

FOUNDED IN

2020

WWW

www.lifin.io

i ABOUT

The digital all-in-one solution for insurance players. Rated as an “Uber” for brokers and an “Amazon” for Insurers.

🎯 TARGET CLIENTS

Brokers and Insurance Companies.

💼 USE-CASE

Professional platform with CRM, Marketing, Sales and Business tools, to generate more and better leads, to scale sales and manage customers. It's the best way to increase overall engagement and digital presence.

🔑 KEY DIFFERENTIATION

All-in-one model. Incorporates brokers' knowledge into the sales process. A new way to deliver insurance and financial products. 360° view on personal finances.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal

STAGE

Seed

FOUNDED IN

2020

WWW

www.pro.planning4life.com

CAPITAL MARKETS & WEALTH MANAGEMENT FINLAYER

Finlayer



JOÃO TÁVORA
CEO



PEDRO BARREIRA
CTO

WEALTH MANAGEMENT TECH SOLUTION

i ABOUT

Finlayer is developing a Wealth Management SaaS solution that helps Managers, Securities Agencies and Financial Advisors with their main daily activities, allowing advisors to have total focus on relationships with their clients and managing a greater number of portfolios.

🎯 TARGET CLIENTS

Small and medium size Independent Financial Advisors

💼 USE-CASE

Finlayer offers an end-to-end platform to support Financial Advisors throughout each step: Pre-Incorporation, Incorporation, Profiling, Wallet Creation and Management, Execution, Report Generation, Auditing and Compliance.

🔑 KEY DIFFERENTIATION

Finlayer is offering a full-featured solution with a pricing model adapted to the needs and financial capacity of medium and small independent financial advisors.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal and Spain

STAGE

Pre-Seed

FOUNDED IN

2020

WWW

www.finlayer.tech

BLOCKCHAIN & CRYPTO CODINGLIBRA



ARTUR GOULÃO
CTO



JAIME FERREIRA
Managing Director

CODINGLIBRA HAD ITS FIRST COLD-WALLET ETHEREUM TRANSACTION VALIDATED BY MULTIPLE PARTIES (MULTI-SIGN) IN SEPTEMBER 2020

i ABOUT

i ABOUT

CodingLibra is a software development company that focuses on blockchain development. Its first product is CryptoFortis, a secure vault for both cloud and on-premises, that tackles the cybersecurity issue of crypto custody, staking and management, crypto currencies, stablecoins and DeFi tokens. Its main focus is on the B2B european and emerging countries' markets.

🎯 TARGET CLIENTS

Banks & Insurance companies, Big Telcos, Fintechs, institutional companies.

💼 USE-CASE

Trusted and secure custody platform for digital assets, namely bitcoin, Ethereum and stablecoins, with multi-party authorizations for institutional companies.

🔑 KEY DIFFERENTIATION

🔑 KEY DIFFERENTIATION

Provides a secure end-to-end crypto offering targeting Institutional companies in Europe and emerging markets. The principal product, CryptoFortis, offers a cloud and on-premises secure vault with the highest security standards.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Europe & Emerging Markets

STAGE

Bootstrapped

FOUNDED IN

2020

WWW

www.codinglibra.tech

BLOCKCHAIN & CRYPTO IMPACTMARKET



MARCO BARBOSA
Entrepreneur



BERNARDO VIEIRA
Developer



AFONSO BARBOSA
Designer

BLOCKCHAIN & CRYPTO REVAULT



KEVIN LOAEC
CEO



ANTOINE POINSOT
CTO



JACOB SWAMBO
Researcher



EDOUARD PARIS
Developer

OPEN CROWDFINANCE INFRASTRUCTURE FOR SOCIAL IMPACT STARTING INITIAL PILOTS SOON!

i ABOUT

ImpactMarket enables any vulnerable community to have its own unconditional basic income system for their beneficiaries, where each member can claim a fixed amount on a regular basis, and make/receive payments, with just a mobile phone.

Anyone can back those beneficiaries by donating directly to their UBI community contracts.

🎯 TARGET CLIENTS

Vulnerable communities.

💼 USE-CASE

Giving unconditional basic income to vulnerable communities in Braga, Brazilian favelas and refugees in Ghana.

🔑 KEY DIFFERENTIATION

Open structure, free, using dollars and medium of exchange and money claiming is based on needs and not just sent to the beneficiaries.

HEADQUARTERS

Braga, Portugal

PRESENCE

Global

STAGE

Seed

FOUNDED IN

2020

WWW

www.impactmarket.com

i ABOUT

A Bitcoin security company offering state of the art bitcoin custody software and integration for institutions. Revault offers mitigation against theft and loss from external and internal threats, online and in-person. It allows banks, exchanges and any other institution to store bitcoins securely.

🎯 TARGET CLIENTS

Financial and non-financial institutions.

💼 USE-CASE

Secure bitcoin storage for institutions.

🔑 KEY DIFFERENTIATION

Revault's security model doesn't rely on trusted 3rd parties, allowing the client to be in full control of their funds. Revault is the first implementation to include physical threats in their security model, a must have for large institutions.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Global

STAGE

Seed

FOUNDED IN

2020

WWW

www.revault.dev

Top 30 Portuguese Fintechs

INSURTECH

COVERFLEX



NUNO PINTO
CEO



JOSÉ AIROSA
CTO



MIGUEL AMARO
CPO



RUI CARVAHO
COO



LUÍS ROCHA
CMO



coverflex



ADDING VALUE TO COMPENSATION BY SIMPLIFYING
BENEFITS' AND INSURANCE MANAGEMENT FOR SMEs.

ABOUT

Flexible compensation: Easy to manage, made for you.

The integrated solution for benefits, insurance and discounts.

Coverflex helps award, optimise, manage and spend compensation. It enables a customisable, single-platform, seamless experience, where employees can receive more value and companies can manage compensation easily.

HEADQUARTERS

Lisbon, Portugal

PRESENCE



Portugal

STAGE

Seed

FOUNDED IN

2019

TARGET CLIENTS

SMEs on the tech and digital space.

USE-CASE

Offering flexible compensation to employees, managing benefits, insurance and discounts.

KEY DIFFERENTIATION

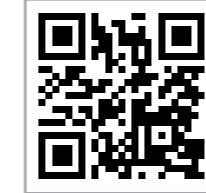
Digital Platform & Card

WWW

www.coverflex.com

INSURTECH

DRIVIT



GONÇALO FARINHA
Co-Founder



CARLOS ABREU
Co-Founder

INSURTECH

HABIT ANALYTICS



DOMINGOS BRUGES
Co-Founder & CEO



SASHA DEWITT
Co-Founder & COO

DRIVIT UNIQUE TECHNOLOGY IS POWERING MOBILITY SOLUTIONS THAT HAVE BEEN RECOGNIZED WITH MULTIPLE NATIONAL AND INTERNATIONAL AWARDS

HABIT WON TOP 10 MOST INNOVATIVE INSURTECH STARTUPS IN THE ZURICH INNOVATION CHALLENGE

i ABOUT

Drivit is a driving analytics solution that gives any smartphone app the power to automatically analyze driving behaviors and patterns, enabling services that foster a safer and more sustainable mobility. It not only helps insurers to reward drivers who drive safely but also provides mobility services that can truly help car owners save time and money.

🎯 TARGET CLIENTS

Digital insurers, traditional insurers, shared mobility companies, electric utilities, OEMs

💼 USE-CASE

Drivit's technology is powering usage-based insurance products, ranging from pay-per-mile insurance to insurance products that promote and reward safer driving behaviors.

🔑 KEY DIFFERENTIATION

Smartphone-based solution with very low battery consumption, AI-powered technology with unparalleled quality in the identification of driving behaviors and mobility patterns.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Europe

STAGE

Seed

FOUNDED IN

2016

WWW

www.drivit.com

i ABOUT

Habit Analytics is an end-to-end software platform that enables brands to build innovative digital insurance products which better protect and enrich consumers' lives.

🎯 TARGET CLIENTS

Brands wanting to launch niche insurance products to their customer base and insurance brokers who are looking to expand their affinity product offerings.

💼 USE-CASE

One example is to enable insurers to offer brand new pet insurance product to the market and give their customers the ability to contact vet support 24/7, manage their pets' health and medical history, and find and book appointments with local vets in their area.

🔑 KEY DIFFERENTIATION

Habit's technology allows to build customized niche products for customers in weeks that would normally take insurers months or even years to build. It can be seen as the glue that brings all functionalities for insurance products together, easily and seamlessly.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal, UK, Spain, and US

STAGE

Seed

FOUNDED IN

2018

WWW

www.habit.io

INSURTECH

KEEP WARRANTY



ROMANA IBRAHIM
Founder & CEO



MAHOMED IBRAHIM
Co-Founder

INSURTECH

KOOLI



JOSÉ PEDRO COSTA
CEO & Founder



JOSÉ VILA NOVA
Chief Medical Officer & Founder



BRAULIO GOIS
COO & Founder



LIGIA RAFAEL
Chief Health Insurance Product & Founder



ARTUR CARVALHO
CTO & Founder

HAVING BEEN RECOGNIZED AS TOP EU STARTUP, KEEP WARRANTY HAS PARTNERSHIPS WITH TOP EU INSURERS AND IS INCREASING SIGNIFICANTLY THE NUMBER OF ACTIVE USERS

i ABOUT

Keep Warranty is a platform that transforms the relationship between insurance companies and its customers, offering a simple, convenient and 100% digital channel to safely sell and buy life and non-life insurances. This means that buying insurances, which until now was done through many papers, scans and personal meetings, has just become much simpler. The app also offers the possibility of keeping guarantees, documents and other policies in a single secure place, simplifying its management.

🎯 TARGET CLIENTS

Keep Warranty operates in a B2B2C model, partnering with insurance companies to offer relevant products and solutions.

💼 USE-CASE

Through a partnership, Keep Warranty was able to create a specific insurance for the vouchers people were buying to support micro and small businesses. It is also partnering to develop new products to target the micro-mobility insurance space.

🔑 KEY DIFFERENTIATION

Technology, Customer Relation, and the development and distribution of specific insurance offers.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal, Spain and
The Netherlands

STAGE

Seed

FOUNDED IN

2017

WWW

www.keep-warranty.com

i ABOUT

Kooli uses innovative technologies to create solutions that allow insurers, as well as TPA's, to generate and manage both individual and group health insurance plans and benefits, with great success.

🎯 TARGET CLIENTS

Insurance companies, health insurance TPA's, MGA's and self-funded corporates or institutions.

💼 USE-CASE

Fast Time to market: At the core of Planicare ecosystem is the Kooli platform, which in 3 months gave the state of the art technology, allowing them to support and automate all core functions of Health Insurance, including digital client set-up and digital medical questionnaires with automated risk assessment variables, policy life-cycle, eligibility and enrollment, claims and payments and BI.

🔑 KEY DIFFERENTIATION

Kooli platform allows to manage the complexities of the health insurance business, launch fast-time new and innovative products, improved customer experience and operational efficiency through automation.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Europe, Angola and
Mozambique

STAGE

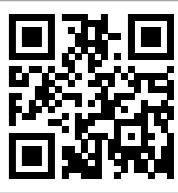
Seed

FOUNDED IN

2019

WWW

www.kooli.io



kooli

INSURTECH

LOVYS



JOÃO CARDOSO
CEO



ELISE MOUTARLIER
VP of Operations

A SINGLE MONTHLY SUBSCRIPTION FOR
ALL INSURANCE NEEDS

ABOUT

Lovys is reinventing insurance by making it 100% digital, flexible and transparent. It offers several different products - home, car, pet and smartphone insurance - that users can subscribe online and bundle into the same monthly subscription. They can also adjust their policies to get a plan that fits their needs perfectly, anytime. What is covered, when it is covered and how it is covered has never been so clear, and users can file a claim anytime they need, within a few clicks only.

TARGET CLIENTS

Lovys works both B2C, targeting Young professionals; and B2B2C through any Financial Institution or other contextual channel.

USE-CASE

100% digital insurance subscription and claim filing.

KEY DIFFERENTIATION

The fact it is a one-stop shop for insurance with a superior user experience.

HEADQUARTERS

Paris, France, with offices in
Lisbon, Leiria and Porto

PRESENCE

Portugal, Spain and France

STAGE

Series A

FOUNDED IN



2017

WWW

www.lovys.com

REGTECH & CYBERSECURITY

ELUCIDATE



SHANE RIEDEL
Co-Founder & CEO



FILIPE GARCIA
Co-Founder & CTO



SIHEM MOUELHI
Chief Product Officer

IN JULY 2020, THE FEDERAL FINANCIAL SUPERVISORY AUTHORITY (BAFIN) IN GERMANY REGISTERED ELUCIDATE AS A BENCHMARK ADMINISTRATOR IN THE EUROPEAN SECURITY AND MARKETS AUTHORITY (ESMA) REGISTRY

ABOUT

Elucideate is a Berlin-based RegTech offering financial crime risk quantification, measurement and scoring of financial crime risk. The Elucideate FinCrime Index (EFI) is a regulated benchmark under the EU Benchmark Regulation and uses detailed risk modelling and machine learning to automate the assessment of a financial institution's own financial crime risk, as well as that of its counterparties. This enables clients to transition from a "detect and report approach" to a "predict and prevent approach".

TARGET CLIENTS

Financial Institutions, Credit Rating Agencies, Consultants, and Law Firms

USE-CASE

The EFI supports the measurement and management of financial crime risk. One use-case is, for example, the identification of Systemic Transactional Risk.

KEY DIFFERENTIATION

Being data-driven, regulated risk management tool, allowing risk profile sharing between counterparties and regulators. Developed in partnership with industry-leading banks.

HEADQUARTERS



Berlin, Germany

PRESENCE



Global

STAGE



Seed

FOUNDED IN



2018

WWW

www.elucidate.co

REGTECH & CYBERSECURITY

JSCRAMBLER



RUI RIBEIRO
Co-Founder & CEO



PEDRO FORTUNA
Co-Founder & CTO

JSCRAMBLER WAS RECOGNIZED BY GARTNER'S IN-APP PROTECTION GUIDE AND DELOITTE'S TECHNOLOGY FAST 500 RANKING

ABOUT

Jscrambler is the leader in client-side Web security. With Jscrambler, JavaScript applications become self-defensive and resilient to tampering and reverse-engineering, while also capable of detecting and blocking client-side attacks like Magecart and data exfiltration. Jscrambler is trusted by the Fortune 500 and major financial institutions globally.

TARGET CLIENTS

Banks and Fintechs

USE-CASE

Jscrambler secures the source code of online banking apps for dozens of global banks and is integrated as a resilient JavaScript protection solution into the software development life cycle of several neobanks.

KEY DIFFERENTIATION

Jscrambler has both the largest and most powerful set of JavaScript code transformations, having introduced a unique JavaScript Threat Monitoring feature that gives real-time alerts for debugging/tampering attempts.

HEADQUARTERS



Porto, Portugal

PRESENCE



Global

STAGE



Series A

FOUNDED IN



2014

WWW

www.jscrambler.com

REGTECH & CYBERSECURITY

LOQR



RICARDO COSTA
Founder & CEO



JORGE SILVA
Founder & CCO



PEDRO BORGES
Founder & COO



PAULO PEREIRA
CBDO



JOÃO CERDEIRA
CTO

LOQR WAS RECOGNIZED AS A TOP 21 REGTECH MEDICI GLOBAL AND EY, AND WAS SELECTED TO BE PART OF EFMA - CAPGEMINI FINANCIAL NEWTECH 2020 WATCHLIST

ABOUT

LOQR is a digital enabler that provides a fully compliant end-to-end platform allowing banks and other highly regulated verticals to take the next step to a digital business. Through LOQR's portfolio, we enable organizations to offer 100% digital services as remote account opening, real-time consumer credit, document signing, recovery access journeys, contact certification, data maintenance, and other services, as an integrated digital channel.

TARGET CLIENTS

Banks and other highly regulated verticals.

USE-CASE

Among other solutions, LOQR's platform enables an end-to-end identity verification, fully compliant with KYC and AML guidelines as well as digital contract signing, supporting the flexible design of an entire digital customer onboarding journey and providing the best user experience.

KEY DIFFERENTIATION

With a process-focus and a product-centric approach, LOQR's turn-key platform is a one-stop-shop for digital identity management throughout the customer's lifecycle.

HEADQUARTERS



Braga, Portugal

PRESENCE



Global

STAGE



Seed

FOUNDED IN



2015

WWW

www.loqr.io

REGTECH & CYBERSECURITY

PROBELY

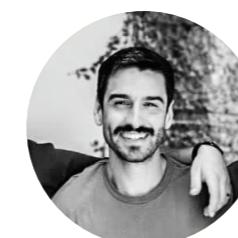
Probely



NUNO LOUREIRO
Co-Founder & CEO



TIAGO MENDO
Co-Founder & CTO



JOÃO POUPINO
Co-Founder & Engineer



HUGO CASTILHO
Co-Founder & Engineer



BRUNO BARÃO
Co-Founder & Engineer

PROBELY IS A WEB APPLICATION VULNERABILITY SCANNER.

ABOUT

Probely finds vulnerabilities or security issues in web applications and APIs, and provides guidance on how to fix those issues. It can be integrated into development processes (SDLC) and continuous integration pipelines (CI/CD), in order to automate security testing. Probely helps you narrow the gap between development, security and operations, by making security an intrinsic characteristic of the web development life-cycle and achieve fast time-to-market.

TARGET CLIENTS

Any company that provides services to their clients or partners through a web application or API.

USE-CASE

Integrate security testing of Web applications or APIs into development processes. Manage the risk exposed by Web Applications and APIs.

KEY DIFFERENTIATION

DevOps approach, API Scanning.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Global

STAGE



Seed

FOUNDED IN



2017

WWW

www.probely.com

REGTECH & CYBERSECURITY

YDATA

YData



GONÇALO MARTINS RIBEIRO
CEO



FABIANA CLEMENTE
Chief Data Officer

INCUBATED BY GOOGLE, NVIDIA AND TECHSTARS, YDATA IS WORKING WITH LARGE PLAYERS IN EUROPE IN IMPROVING THEIR DATA QUALITY AND GENERATING NEW ONE.

ABOUT

ABOUT

YData helps adopters of AI to improve and generate high quality data so they can become tomorrow's industry leaders. We provide a data-centric development platform for Data Scientists to work with high quality and synthetic data.

TARGET CLIENTS

Non-software organizations with internal data science teams that work with tabular or time series data.

USE-CASE

Balancing and augmenting datasets to improve existing data and models, such as fraud detection, sharing and selling synthetic data.

KEY DIFFERENTIATION

Data-centric development platform for data improvement and experimentation, including tools for data quality assessment and synthetic data generation.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal, Spain, USA, Austria, Canada, UK and Germany

STAGE



Seed

FOUNDED IN



2019

WWW

www.ydata.ai

PERSONAL FINANCE

DOUTOR FINANÇAS



doutorfinanças



RUI BAIRRADA

Co-Founder & CEO



JOÃO SALEIRO

Co-Founder & CTO



RUI COSTA

Co-Founder & COO

WITH OVER 200,000 CUSTOMERS, DOUTOR FINANÇAS HAS
ALREADY BEEN RECOGNIZED AS A COMPANY OF EXCELLENCE.
ALL CUSTOMERS ARE ACQUIRED VIA INBOUND.

ABOUT

Doutor Finanças aids customers in saving money by negotiating or renegotiating their Mortgages, Personal Loans and Insurances. The proprietary platform, "Clínica", enables a small team of 70 consultants to manage more than 6.000 new customers every month

TARGET CLIENTS

Portuguese families.

USE-CASE

Doutor Finanças can help households find the best credit solutions at the most suitable conditions, as well as any other financial product acquisition.

KEY DIFFERENTIATION

Trust, Speed, Excellency, Technology and Leadership.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal

STAGE



Bootstrapped

FOUNDED IN



2014

WWW

www.doutorfinancas.pt

PERSONAL FINANCE

GOFACT



FACT



HUGO PINTO

Founder & CEO

FACT.PT IS MANAGING 1.4 BILLION EUR IN INVOICES; FROM
25.000 ENTREPRENEURS AND SME'S.

ABOUT

Provision of technological services in the area of the electronic processing of financial transactions, via the Internet. Consultancy, software development, computer programming, web systems and mobile applications.

TARGET CLIENTS

SMEs.

USE-CASE

Invoicing, Expense management and Bank Account management.

KEY DIFFERENTIATION

A.I. invoice recognition and classification, automatic bank statement synchronization and reconciliation, Email Inbox for automatic invoice detection, and real time insights dashboards are some of our key features currently available.

HEADQUARTERS



Braga, Portugal

PRESENCE



Portugal

STAGE



Pre-Seed

FOUNDED IN



2013

WWW

www.fact.pt

REAL ESTATE

ALFREDO

Alfredo



GONÇALO ABREU

Co-Founder & CEO



GUILHERME FARINHA

Co-Founder



MÁRIO DUARTE GAMAS

Co-Founder

ALFREDO HAS OVER 4,000 USERS IN ITS PLATFORM. ON TOP OF THAT, IT HAS BUILT A STUDENT HOUSE OBSERVATORY WITH THE MINISTRY OF SCIENCE, TECHNOLOGY AND HIGHER EDUCATION

ABOUT

Alfredo Real Estate Analytics provides a novel way for real estate stakeholders to access and process information in real time using artificial intelligence. Banks, investors and agents can use Alfredo to make informed decisions. This includes access to a state of the art AVM (automated valuation model) which cross references different data sources allowing its users to conduct real time asset valuation.

TARGET CLIENTS

Banks, Real Estate Agents, Real Estate stakeholders.

USE-CASE

Alfredo enables the creation of market studies and analysis, the prospection of real estate and the ability to tap into a lead generation system.

KEY DIFFERENTIATION

Product development and iteration cycle as well as algorithm quality.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal

STAGE



Bootstrapped

FOUNDED IN



2019

WWW

www.alfredo.pt

CAPITAL MARKETS
& WEALTH MANAGEMENT
NBANKS

nBanks



ORLANDO GOMES COSTA

CEO



RICARDO VIEIRA

CTO



NUNO OLIVEIRA

CFO



FERNANDO MAZZOCCHI

Head of Development

NBANKS WAS SELECTED BY MICROSOFT FOR STARTUPS EUROPE PROGRAM AS ONE OF THE MOST PROMINENT STARTUPS. IT REACHED 500 CLIENTS ONLY 6 MONTHS AFTER LAUNCH

ABOUT

nBanks is an innovative Open Banking SaaS that permits efficiency at the cash management of their users and the optimization of their banking and accounting activities . Being an ecosystem platform, nBanks bring another dimension to the relationships between accountants, financial institutions and banking clients (SMEs and individuals).

TARGET CLIENTS

Companies and Financial professionals.

USE-CASE

nBanks offers services in three important vectors of Open Banking: Optimize the Banking Management of its users, Facilitate their Accounting Treatment of Banking Operations and be the CRM of Financial Institutions for a new banking market, that must be exempt and transparent.

KEY DIFFERENTIATION

Independent Open Banking platform directly dedicated to end users.

HEADQUARTERS



Porto, Portugal

PRESENCE



Portugal, Spain and France

STAGE



Series A

FOUNDED IN



2018

WWW

www.nbanks.net

ALTERNATIVE FINANING

GOPARITY



NUNO BRITO JORGE
CEO



LUÍS COUTO
CFO



MANUEL NINA
COO

GOPARTY HAS OVER 7,000 USERS AND € 2,5 MILLION OF INVESTMENT IN SUSTAINABLE PROJECTS. THE COMPANY IS PART OF GOOGLE FOR STARTUPS RESIDENCY.

ABOUT

GoParity is an investment platform promoting sustainable projects by facilitating access to new ethical opportunities while sharing its benefits with everybody. We offer a peer-to-peer lending model to provide citizens with impact investment opportunities (starting with as little as 20€) and SMEs and social organizations with competitive financing to make more sustainable projects happen.

TARGET CLIENTS

Impact investors, SMEs and social organizations.

USE-CASE

From crowdfunding campaign for energy in Portugal to providing funding for clean energy investment and woman empowerment in Uganda.

KEY DIFFERENTIATION

Democratization of impact investment, offering a smooth user experience, normalized information and automated processes (wallets, payments, contracts, receipts, etc). On top of the investment solution, it is working on new complementary services on the roadmap to evolve for a green bank.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Europe, Africa and South America

STAGE



Seed

FOUNDED IN



2017

WWW

www.goparity.com

ALTERNATIVE FINANCING

LIQUI.DO



SÉRGIO NUNES
Founder & CEO



JOSÉ CAPITÃO
COO

FINANCED BY GOLDMAN SACHS, LIQUI.DO HELPS SMALL BUSINESSES TO BECOME MORE COMPETITIVE BY ACCESSING QUALITY EQUIPMENT THAT NEVER BECOMES WASTE.

ABOUT

ABOUT

Liqui.do is a web platform where SMEs can lease equipment from equipment vendors 100% online. Moved by proprietary algorithms, cloud computing and automation, Liqui.do is building the future of leasing, reducing the cost and burden.

TARGET CLIENTS

Small and medium-sized enterprises who need equipment to grow their businesses.

USE-CASE

Equipment renting in just three steps: apply, get approved in a few minutes and get funded. With an automated and digital process, everything can be done online, in a non-bureaucratic process.

KEY DIFFERENTIATION

A web platform where SMEs can lease equipment from equipment vendors and manage their contract 100% online.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal and Spain

STAGE



Series C

FOUNDED IN



2015

WWW

liqui.do

ALTERNATIVE FINANCING

RAIZE

RAIZE**JOSÉ MARIA REGO**

Co-Founder

**AFONSO EÇA**

Co-Founder

**ANTÓNIO MARQUES**

Co-Founder

ALTERNATIVE FINANCING

SEEDRS

SEEDRS**JEFF LYNN**

Chairman

**CARLOS SILVA**

Non-Executive Director

**JEFF KELISKY**

CEO

HAVING BEEN RECOGNIZED WITHIN INNOVATION AND CUSTOMER SATISFACTION AWARDS, RAIZE HAS SCREENED OVER 6% OF COMPANIES IN PORTUGAL AND FINANCED OVER 2,000 BUSINESSES

ABOUT

Raize is an online marketplace for SME lending and retail deposits. Using the latest technological advances in the field of network platforms and information management, Raize has built a real alternative to the traditional financial system for companies and individuals.

TARGET CLIENTS

Small businesses, consumers, retail investors and institutional investors.

USE-CASE

Investors looking for a return can start investing with as little as € 20, and businesses looking to finance their activities can apply through the platform.

KEY DIFFERENTIATION

Effective use of technology, credit risk approach, and broad presence in the Portuguese market.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Global

STAGE



IPO

FOUNDED IN



2014

WWW

www.raize.pt

ABOUT

Seedrs is an online platform for investing in the equity of startups and other growth companies. It allows all types of investors to invest as little or as much as they like (from £/€ 10) in businesses they believe in and share in their success. Additionally, it allows ambitious businesses in all sectors to raise capital and build community through an efficient online process.

TARGET CLIENTS

Retail to Institutional Investors and businesses looking for capital from Seed to Pre-IPO.

USE-CASE

Seedrs allows all types of investors to invest as little or as much as they like in businesses they believe in and share in their success.

KEY DIFFERENTIATION

Excellence in supporting both Investors and Entrepreneurs to find each other in a marketplace. Additionally, Seedrs is the only platform that has a fully functional Secondary Market in the Private Equity space.

HEADQUARTERS



London, UK

PRESENCE



Europe

STAGE



Series B

FOUNDED IN



2012

WWW

www.seedrs.com

LENDING & CREDIT

ITSCREDIT

ITSCREDIT



FILIPE CATALÃO
CEO



JOÃO LIMA PINTO
Chairman



ANTÓNIO MONTEIRO
Head of Pre-Sales & Delivery



JORGE BRÁS
Head of Product

LENDING & CREDIT

STUDENTFINANCE

Student
FINANCE



MARIANO KOSTELEC
CEO



MARTA PALMEIRO
CFO



SÉRGIO PEREIRA
CTO



MIGUEL SANTO AMARO
Board Advisor

ITSCREDIT IS DISRUPTING SELF-SERVICE BANKING WITH ITS OMNICHANNEL DIGITAL LENDING PLATFORM, ENABLING ONLINE CREDIT APPLICATIONS IN ONLY MINUTES

STUDENTFINANCE HAS GENERATED OVER €1.5 MILLION IN INCOME SHARE AGREEMENTS, ACROSS 25 EDUCATION PARTNERS IN 3 COUNTRIES. THE COMPANY IS PART OF THE FCA REGULATORY SANDBOX AND GOOGLE FOR STARTUPS RESIDENCY.

ABOUT

ITSCREDIT is a software company specialized in credit solutions. It offers an Omnichannel Digital Lending Platform that allows banks and financial institutions to offer their clients the possibility to apply for a loan in real-time and 100% online, having at the same time total control over the credit process - from simulation to loan origination. The Platform can be quickly integrated with all existing banking software systems and work independently or together.

TARGET CLIENTS

Banks and Financial Institutions.

USE-CASE

ITSCREDIT's Omnichannel Digital Lending Platform has proved to provide considerable increase of leads, volume of loans and efficiency, as well as decreases in the waiting time for credit approval, in operating costs and in the time taken to launch new products.

KEY DIFFERENTIATION

Being fully digital and automating the lending process, the solution is highly configurable, reducing the distance and formalism between the banking institution and its clients.

HEADQUARTERS



Porto, Portugal

PRESENCE



Portugal, Canada,
Angola, Mozambique
& Kenya

STAGE



Self-funded

FOUNDED IN



2018

WWW

www.itscredit.com

ABOUT

StudentFinance is reshaping education financing through AI-powered Income Share Agreements. StudentFinance is building a proprietary technology with predictive algorithms, combined with a risk sharing model to empower access to quality education.

TARGET CLIENTS

Education institutions.

USE-CASE

Millions of people need reskilling or upskilling, but miss out due to financial barriers. Education providers want to remove these barriers, by offering flexible payment plans in the form of ISAs, but don't have the infrastructure or financial capacity to do so.

KEY DIFFERENTIATION

Data Intelligence on the Labour Market, Forward-looking Scoring and Platform approach are a key differentiator from any other player.

HEADQUARTERS



Madrid, Spain

PRESENCE



Spain

STAGE



Seed

FOUNDED IN



2019

WWW

www.studentfinance.com

PAYMENTS & MONEY TRANSFERS

EASYPAY

easypay



SEBASTIÃO LANCASTRE

Founder & CEO



INÊS OLIVEIRA DA SILVA

Chief Compliance & Financial Officer



RICARDO LOPEZ

Chief Technology Officer

IN 2019, EASYPAY ACHIEVED OVER 7.1 MILLION PROCESSED TRANSACTIONS AND 509 MILLION IN TRANSACTION VOLUME

ABOUT

Easypay is specialized in innovation applied to payments. With one single platform, businesses have access to most used payment methods through an easy and simple integration with any system or software. This way, Easypay helps any kind of business to scale faster.

TARGET CLIENTS

From small businesses that need simple payments solutions to larger companies that need complex payment solutions.

USE-CASE

Collection of single payments, frequent payments and subscription payments made easy and simple. The company also provides a marketplace solution, as well as split payments and escrow payments' solutions.

KEY DIFFERENTIATION

Payments services solutions developed to answer very specific market needs: single, frequent and subscription payments, Fee Payment Account, Marketplace, Split Payments, easypay Now.

PAYMENTS & MONEY TRANSFERS

FEEDZAI

feedzai



NUNO SEBASTIÃO

Co-Founder & CEO



PEDRO BIZARRO

Co-Founder & CSO



PAULO MARQUES

Co-Founder & CTO

WITH MORE THAN 500 EMPLOYEES, FEEDZAI IS CONSIDERED BEST IN CLASS BY AITE AND ONE OF THE MOST SUCCESSFUL AI COMPANIES BY FORBES.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal, Spain and other SEPA markets

STAGE



Series A

FOUNDED IN



2007

WWW

www.easypay.pt

ABOUT

Feedzai is the market leader in fighting financial crime with AI. It's coding the future of commerce with today's most advanced risk management platform powered by big data and machine learning. Founded and developed by data scientists and aerospace engineers, Feedzai has one mission: to make banking and commerce safe.

TARGET CLIENTS

Financial Institutions and Fintechs.

USE-CASE

The world's largest banks, processors, and retailers use Feedzai's fraud prevention and anti-money laundering products to safeguard trillions of dollars and manage risk while improving customer experience.

KEY DIFFERENTIATION

Feedzai strives to not only block criminal activities on moral grounds, but also to proactively develop the next generation of technology that has the ability to positively impact society.

HEADQUARTERS



Coimbra, Portugal

PRESENCE



US, EMEA, APAC, and LATAM

STAGE



Series C

FOUNDED IN



2011

WWW

www.feedzai.com

PAYMENTS & MONEY TRANSFERS

FRAUDIO



JOÃO MOURA
CEO & CTO



NATHAN TROUSDALE
COO & CFO



FREDERICO MANGAS
Co-Founder



DIOGO NESBITT
Co-Founder

FRAUDIO DECOMPLEXIFIES & DISRUPTS THE PAYMENT FRAUD DETECTION AND ANTI-MONEY LAUNDERING INDUSTRIES WITH ITS PATENTED AI SUPER BRAIN

ABOUT

Fraudio's mission is to connect merchants, payment service providers, merchant acquirers, card issuers and other players in the payments chain to a powerful centralized AI / smart brain that prevents, detects and fights fraud in real time, creating unrivalled value.

TARGET CLIENTS

Every link in the payments chain: Merchants, PSPs, Acquirers, Processors, Card Schemes, and Card Issuers.

USE-CASE

Fraudio can connect every merchant, payment service provider, merchant acquirer and card issuer - of all sizes - to the same centralized Artificial Intelligence brain trained with one Billion transactions.

KEY DIFFERENTIATION

Powerful network effect, pioneering patent, SaaS and future proof solution.

HEADQUARTERS



Amsterdam,
The Netherlands

PRESENCE



Global

STAGE



Seed

FOUNDED IN



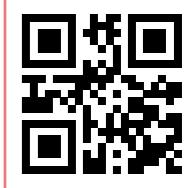
2019

WWW

www.fraudio.com

PAYMENTS & MONEY TRANSFERS

HAPI



hAPI ENABLES THE ACCESS TO FINANCIAL INFORMATION AND TRANSACTIONS - ALL FINANCIAL INFORMATION IN ONE PLACE

ABOUT

hAPI works in the B2B space and provides APIs with aggregated information about a particular person from different sources, in a format ready to be used in new services. hAPI helps applications and services connect to information from banks, social security, tax authority, or any other.

TARGET CLIENTS

Banks, Insurers, Financial Services and Fintechs

USE-CASE

hAPI provides you with data and services that you can use to design and create new use cases or to improve existing ones. Whether you are looking to onboard new customers and mitigating risk by validating their profile or you are looking at consolidating their assets so that you can recommend better solutions, tailored to their specific needs, hAPI can help.

KEY DIFFERENTIATION

hAPI provides accurate, trustable and structured information that you can use directly in any of your apps. hAPI provides you the tools to reduce latency, eliminate manual input and typing errors, automate information processing and reduce risk in the processes.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal

STAGE



Pre-Seed

FOUNDED IN



2017

WWW

www.hapi.pt

PAYMENTS & MONEY TRANSFERS

IFTHENPAY

ifthenpay



FILIPE MOURA
Co-Founder



NUNO BREDÀ
Co-Founder

IFTHENPAY HAS MOVED MORE THAN 2 BILLION OF EUROS
THROUGH ITS PLATFORM

PAYMENTS & MONEY TRANSFERS

INVOICEXPRESS

invoiceexpress



RUI ALVES
Founder & CEO

INVOICEXPRESS REACHED OVER 1.4 MILLION OF EUROS IN
ARR AND HAS OVER 15 THOUSAND ACTIVE CUSTOMERS

i ABOUT

IFTHENPAY process payments in digital ways and move money between entities; starting an own method of payment!

🎯 TARGET CLIENTS

Businesses.

💼 USE-CASE

Payments for e-commerce.

🔑 KEY DIFFERENTIATION

Specialization with Portuguese methods of payment.

HEADQUARTERS



Aveiro, Portugal

PRESENCE



Portugal

FOUNDED IN



2014

WWW

www.ifthenpay.com

i ABOUT

InvoiceXpress is an online invoicing software that allows businesses to take care of their invoices effortlessly, while compliant with every new fiscal law.

🎯 TARGET CLIENTS

SME & Mobility Companies.

💼 USE-CASE

With InvoiceXpress, the process takes three steps: 1) create an account, 2) fill in your invoice, and 3) send it to your client. If the client needs to make its app talk to InvoiceXpress, there's an API he can use for that purpose.

🔑 KEY DIFFERENTIATION

InvoiceXpress believes that invoicing should be the easiest and simplest outcome of a business.

HEADQUARTERS



Lisbon, Portugal

PRESENCE



Portugal

STAGE



Bootstrapped

FOUNDED IN



2010

WWW

www.invoicexpress.com

PAYMENTS & MONEY TRANSFERS

SWITCH

switch.



RUCA SOUSA MARQUES

Co-Founder & CEO



ANDRÉ TAVARES

Co-Founder & COO



PEDRO CAMPOS

Co-Founder & CTO



DIOGO MÓNICA

President & Co-Founder



NATHAN MCCUALEY

CEO & Co-Founder

SWITCH PROVIDES THE TECHNICAL INFRASTRUCTURE FOR TRANSACTION ORCHESTRATION ACROSS THE ENTIRE PAYMENTS VALUE CHAIN.

i ABOUT

Switch has created an abstraction layer on top of the existing payments infrastructure, so businesses can get access to the entire value chain through one simple API integration. The orchestration platform can add significant value to any payments operation by reducing technical investment and product deployment cycle, while aggregating transaction information from multiple sources into one consolidated data structure, that eases value added processes like Analytics, Dynamic Routing, Fraud Management, Reconciliation and Tokenization.

🎯 TARGET CLIENTS

Anyone who processes payments online.

💼 USE-CASE

Switch has been working with some of the largest online businesses in the World to help them scale their payment operations by connecting with relevant financial institutions across multiple geographies, rolling out innovative products and develop enterprise-level financial applications.

🔑 KEY DIFFERENTIATION

Single integration flow with access to multiple Financial Institutions supporting custom payment methods.

HEADQUARTERS

Porto, Portugal

PRESENCE

Global

STAGE

Seed

FOUNDED IN

2014

WWW

www.switchpayments.com

BLOCKCHAIN & CRYPTO

ANCHORAGE

 ANCHORAGE



HEADQUARTERS

San Francisco, CA

PRESENCE

Global

STAGE

Series B

FOUNDED IN

2017

WWW

www.anchorage.com

i ABOUT

Anchorage is the premier digital asset platform for institutions. Founded in 2017 to meet the growing need for institutional custody that lets investors safely hold and use digital assets, today Anchorage offers world class custody, trading, and financing services, as well as on-chain participation like staking and governance. Modular and adaptable to any blockchain use case, Anchorage is designed to meet the evolving needs of institutional investors.

🎯 TARGET CLIENTS

Institutional Funds & Family Offices that hold crypto assets.

💼 USE-CASE

Anchorage brings the world's most advanced and proven security architecture to cryptocurrency custody, making digital assets safe to hold and to use.

🔑 KEY DIFFERENTIATION

Purpose-built for institutional investors, Anchorage is safer than cold storage and engineered for asset usability. Additionally, it can be integrated with the user's workflow.



SANJA KON
CEO



NUNO CORREIA
Chairman & Co-Founder



ROBERTO MACHADO
Board Member &
Co-Founder



FILIPE CASTRO
Board Member, CCO
& Co-Founder



ARTUR GOULÃO
Board Member & Co-Founder

UTRUST IS GIVING E-COMMERCE BUSINESSES THE POWER TO ACCEPT DIGITAL CURRENCIES — AND ACCESS ALL THE BENEFITS.

ABOUT

Utrust is the leading cryptocurrency payment solution designed to modernize the finance and payments industry and solve the problems of traditional payment methods by offering instant transactions, buyer protection and immediate crypto-to-cash settlements for the merchant.

TARGET CLIENTS

Ecommerce and Global Businesses.

USE-CASE

Enables merchants to tap into a new customer base coming from crypto markets.

KEY DIFFERENTIATION

Incredible UX and seamless integration.

HEADQUARTERS



Braga, Portugal

PRESENCE



Global

STAGE



Seed

FOUNDED IN



2017

WWW

www.utrust.com

International Operating in Portugal

REGTECH & CYBERSECURITY

APIAX

ABOUT

At Apiax, we combine exceptional legal and compliance expertise with outstanding technological capabilities. Together, we build a lean yet comprehensive RegTech solution that makes it radically simple for companies to comply with regulations.

TARGET CLIENTS

Banks, Wealth Managers, Asset Managers, and Challenger Banks

KEY DIFFERENTIATION

Provides its clients with the tools to cover different use cases with a single, trusted technology stack. Apiax makes it simple to comply with regulations.

WWW

www.apiax.com



HEADQUARTERS

Zurich, Switzerland

TEAM IN PORTUGAL

23 employees

PRESENCE

Switzerland, Portugal, UK,
Singapore

STAGE

Series A

FOUNDED IN



2017

PERSONAL FINANCE

COMPARAJÁ.PT

ABOUT

Comparajá.pt is a free and independent online platform for comparison and analysis of banking products and telecommunications services, that offers users the possibility to identify and acquire the solution best suited to their needs, with significant savings of time and money, quickly and simply.

TARGET CLIENTS

All families.

KEY DIFFERENTIATION

The platform in Portugal that allows the portuguese consumer to compare the different banking products and telecommunications services, in a free, transparent and independent way.

WWW

www.comparaja.pt



HEADQUARTERS

Lisbon, Portugal

TEAM IN PORTUGAL

Between 90 and 100 employees

PRESENCE



Portugal

STAGE

Series A

FOUNDED IN



2015

PERSONAL FINANCE

SALARYFITS

ABOUT

Financial Wellbeing platform for employees with salary deduction capabilities. Giving financial institutions a direct link to the payroll enables more efficient KYC processes, substantially better rates and a more inclusive & fair approach to credit and many other products.

TARGET CLIENTS

Businesses with >25 employees.

KEY DIFFERENTIATION

SalaryFits is focused on bringing inclusion and sustainability to all stakeholders (financial institutions, companies and employees) through an unparalleled platform that has been submitted to constant improvements and innovation during the past two decades.

WWW

www.salaryfits.com



HEADQUARTERS



London, UK

TEAM IN PORTUGAL



4 employees

PRESENCE



Brazil, Mexico, Italy, India, UK,
Portugal

STAGE



Series A

FOUNDED IN



2015

PERSONAL FINANCE

TINK

ABOUT

Tink is Europe's leading open banking platform that enables banks, fintechs and startups to develop data-driven financial services. Through one API, Tink allows customers to access aggregated financial data, initiate payments, enrich transactions and build personal finance management tools. Tink connects to more than 2,500 banks that reach over 250 million bank customers across Europe. Founded in 2012 in Stockholm, Tink's 270 employees serve 14 European markets out of 13 offices.

TARGET CLIENTS

Banks, Lenders, Fintechs, Insurers, Payment Services providers, Utilities, Telecom.

KEY DIFFERENTIATION

Pan-European coverage, broadness of offer (connectivity+data products), and experience in implementation of large scale projects.



HEADQUARTERS



Stockholm, Sweden

PRESENCE



Stockholm, London, Paris,
Helsinki, Amsterdam, Warsaw,
Bratislava, Madrid, Copenhagen,
Milan, Oslo, Lisbon, Frankfurt

STAGE



Late Stage

FOUNDED IN



2012

PAYMENTS & MONEY TRANSFERS

EBURY

i ABOUT

Ebury is a Fintech specializing in international payments and collections and Risk Management, which provides financial solutions for your international business: (i) Payments in more than 130 currencies, including exotic currencies, (ii) Receiving collections from customers abroad, and (iii) Personalized exchange rate risk management strategies.

🎯 TARGET CLIENTS

SMEs that carry out foreign currency transactions.

🔑 KEY DIFFERENTIATION

With global print, Ebury offers competitive rates through a user-friendly platform.

WWW

www.ebury.pt

Ebury

What borders?



HEADQUARTERS



London, UK

TEAM IN PORTUGAL



25 employees

PRESENCE



Global

STAGE



Late Stage

FOUNDED IN



2009

PAYMENTS & MONEY TRANSFERS

LYDIA

i ABOUT

2,600 years after the first coin was created, Lydia is paying homage with a carefully-crafted app for today's daily needs. With Lydia you can ask or transfer money to your friends, as well as pay with QR code in store and acquire tickets for the best events in town! The french app with more than 2 million users is now working to launch some premium features in the portuguese market, which include a physical card without any fees worldwide.

🎯 TARGET CLIENTS

Students, between 18 and 25.

🔑 KEY DIFFERENTIATION

With Lydia you can ask or transfer money, pay with QR code and acquire tickets for the best events in town!

WWW

www.lydia-app.com

Lydia



HEADQUARTERS



Paris, France

TEAM IN PORTUGAL



4 employees

PRESENCE



Portugal, Spain, Ireland, France, Belgium, and Italy

STAGE



Series B

FOUNDED IN



2013

PAYMENTS & MONEY TRANSFERS

REVOLUT

i ABOUT

Revolut is here to transform the way money works. As an innovative, new kind of financial platform, it gives people the power to spend, invest and transfer money without the sky-high fees charged by the big banks. Since launching in 2015 in the UK, Revolut has expanded significantly beyond its origins as an FX product, adding new features all the time, including Commission-Free Stock Trading, Cryptocurrencies, Business Accounts and more.

🎯 TARGET CLIENTS

All Retail and Business

🔑 KEY DIFFERENTIATION

Financial super-app — Revolut is now one of the biggest Fintech communities in the world, with over 12 million customers globally.

WWW

www.revolut.com

Revolut



HEADQUARTERS



London, UK

TEAM IN PORTUGAL



100 employees

PRESENCE



Global

STAGE



Late Stage

FOUNDED IN



2015

WWW

www.lydia-app.com

PAYMENTS & MONEY TRANSFERS

VIVA WALLET

vivawallet



HEADQUARTERS



Athens, Greece

TEAM IN PORTUGAL



15 employees

PRESENCE



UK, Belgium, Italy, Romania, Spain, France, Netherlands, Portugal, Cyprus, Poland, Germany, Austria, Finland, Ireland, Malta

STAGE



Series B

FOUNDED IN



2010

WWW

www.vivawallet.com



CHAPTER
3
KEY INSIGHTS



Manuela Veloso

Head of AI Research, JPMorgan Chase & Co.

Professor Manuela Veloso is currently Head of AI Research at JPMorgan Chase, which pursues fundamental research in areas of core relevance to financial services, including data mining and cryptography, machine learning, explainability, and human-AI interaction. Professor Veloso is on leave from her role at Carnegie Mellon University as Herbert A. Simon University Professor in the School of Computer Science, where she was previously Head of the Machine Learning Department.

Professor, as an engineer, and after a career in research in which you became a specialist in robotics and artificial intelligence, can you tell us a bit about your professional path and what makes you take a leadership position in one of the major global financial institutions?

I spent over 30 years of my life in Academia focused on doing research on AI – as the area of computer science dedicated to the intelligence of machines. AI, in some sense, is a science of components of the multiple facets of intelligence, such as natural language processing, machine vision, and all sorts of search, planning, learning, and optimization. Going back to my experience, I have spent my academic research life trying to build completely autonomous agents, robots in particular, that would exhibit all these components – integrate the vision, the planning, the

search and the execution – and I developed a career around that. But in 2018, when I was approached by JPMorgan Chase, I was puzzled by the following question “Google, Amazon, Facebook, Twitter and Microsoft were all born digital, but there are all these companies that existed before the digital world, before AI, before Machine Learning. What can technology bring to these companies?” And I was amazed with the fantastic opportunity of understanding what AI could bring to all areas such as healthcare, agriculture, construction, but especially the financial domain.

On another hand, if this were a team of just applied product development, I think it would have been very hard to leave Academia, but the challenge of starting a group of AI research struck me as different and a great opportunity which I took, and I hope to remain

addressing this problem of AI in the financial domain for many years to follow.

It seems that you have a lot of room to explore different areas just like you were doing in Academia, but solving applications in the financial sector.

Exactly. What we do at JPMorgan Chase is to try to understand how to transform parts of the business, and find solutions that are transformative. We talk with the business which states a problem, and it is then our mission to think about it in different terms so it can be suitable for AI.

And after this initial period of contact with the financial sector, what guidance can you give to the industry on how to position itself towards all these technological advancements that you were speaking about?

Before the guidance, let me first point out that after two years with JPMorgan Chase, I have realized that the operations of JPMorgan Chase are from a service company. And so, as a service company we serve individuals in their financial lives. As such, we have defined seven areas in which we decided to focus our internal research in AI.

Three of the areas are core to the financial world, one of them being financial crime and understanding how AI can help in this function of the bank. Another area focuses on how AI can be used in the prediction of complex multi-agent economic systems, be it trading or global research on macroeconomics. And the third one relates to data and how to deal with it safely. One of the aspects of the financial domain, which is common to others, is the amount of data – payments, transactions, all sorts of accounts, clients, and customers – it is absolutely enormous how much data is generated. And data has a very wide range of privacy. We investigate how AI can help make this data safely available to the many different lines of business.

So these three areas, eradicate financial crime, predict and affect economic systems, and data – the three are essential to the financial industry, therefore we have these three ambitious research goals on how AI can help.

There are three other goals which relate to the stakeholders of this service company: the clients, the employees, and then the regulators and policymakers, as this is a highly regulated industry and there is a body of policy that we need to comply with.

The seventh area, which is overarching on all of these, has to do with the actual building of AI systems that are safe, trusted, explainable, ethical, and care about social good - trying to have machines that do the right thing while embracing the other goals.

My recommendations to other financial companies is to think about these seven pillars of the company, from financial crime, predicting all the financial economic systems, to the actual data problem underlying the financial domain and then your

stakeholders, employees, clients and regulators, the policy makers, and eventually making sure that the AI you build is safe, trustful, explainable, and cares about the social good. Focus on addressing the multiple components of the financial domain, as it embraces all the aspects of a service company.

It's very interesting that you speak in so many areas that seem to have the most diverse applications that AI can help with. My question here is, for many years, of course; it was a nascent technology, and many people were saying that AI was a buzzword, but now we are actually seeing a lot of applications out there in a lot of areas like you have mentioned - for all of them, where do you see these technological developments coming from and how do you see them being put in practice?

For the startups, I think that the way to think about this is that, somehow, what we are looking for is real innovation. I think that the real innovation can actually be very appealing if it comes with flexibility, because sometimes the problem is that you reach out for a startup but then they never solve the problem as we would like it to be solved and then it is very hard to adjust. But I think it is time to invent, that's what it is, and the more creative and the more effective you are in understanding the needs of the financial industry, the more the financial industry will use these external sources.

“THE MORE CREATIVE AND THE MORE EFFECTIVE YOU ARE IN UNDERSTANDING THE NEEDS OF THE FINANCIAL INDUSTRY, THE MORE THE FINANCIAL INDUSTRY WILL USE THESE EXTERNAL SOURCES.”

Professor, getting back to data, we were speaking that there are many sources of it. As it is becoming such a central key, what use-cases excite you the most at this moment?

The amount of data is huge and keeping its consistency is needed and challenging. We have

thousands of transactions a second, millions of customers, and then when it comes to consistency of the data it is very difficult to manage. Just think about two different lines of business entering your address, maybe one writes Avenue as 'AVE', the other one may write 'AVENUE', some might write New York as 'NY' and others might write 'New York'. It is complicated to have consistent data that is useful for use. For me, it is still a mystery how we are going to solve this because if you think about the internet has enabled such a wide distribution – JPMorgan Chase has offices in many countries – it's a true distributed system which naturally challenges the data consistency. We are developing solutions to address consistency, privacy, and efficient sharing of data.

Real data is complex and a lot of the AI that we do has to do with trying to infer and automate data analysis. Because data is private, transactions and financial life is very sensitive, actual real data cannot be shared in particular with the research community. We are now developing an open source of synthetic data to be shared that is very close to real data, but isn't real.

For example, if you have access to the data of the inventory of a supermarket, you can see how it changes throughout the week and can create synthetic data of what people buy during the day according to the reality. It does not mean that someone bought that particular yogurt with that particular fruit, but the change of product data is the same, even though it does not represent an individual. With synthetization, we aim at sharing financial data that is not real but may enable the development of novel solutions to data processing.

To finalize, real data is great, however, synthetic data and simulations will also enable you to check the limits of your policies and to stretch the implementation to be resilient and robust. I believe real data, in the financial domain, is sometimes a little bit overrated. It is very good, but it is just real and doesn't enable you to reason about hypotheses or counterfactuals - 'what-if'. In the financial domain, you don't want to share transactions but you want to be able to learn from them. We, in our AI group, care about real data and its cleansing, we care about inferring relationships from the real data, we

care about providing all the real methods for the data to be shared safely, but we also care about synthetic data, and we also care about simulations and generating hypothetical data, counterfactual data. In some sense, we live in both the reality of making it robust, and trustful and shareable, but we care about this increasing robustness through simulations and synthetic data. I recommend that people, of course, care about the data to provide the infrastructure, but if you want to get robustness, eventually you are going to need to diverge from the real data. This divergence from the real data is very powerful, it is how you go learn how to play - you play all these hypothetical games first.

It's definitely something at the forefront. And so, now focusing on the Portuguese ecosystem, what advice would you give to a Portuguese startup that wants to work with international banks and on a global scale?

In my understanding of the Portuguese ecosystem, it is marked by an education that is very strong. Thus, I believe the way to really move forward, as we see in the example of Feedzai or others very well established, it's to invest at the innovation level. It is very noble to be able to start something new.

“MY ONLY ADVICE IS TO INVEST ON NOVELTY, INVEST ON DOING IT WELL.”

My only advice is to invest on novelty, invest on doing it well, and then, one way or another, have a huge PR group. I mean, you have to market, you have to make yourself known otherwise how are people going to discover you? You have to participate everywhere, be at events and reports so that you eventually are discovered by the big companies. There are so many hundreds of thousands of startups and companies, but the hard part is to find them and make the connections.

Portugal has extremely novel solutions, I always got marveled by great examples such as Via Verde and MBWay, which are phenomenal accomplishments.

As my final question: with your international perspective and career, how do you see precisely the Portuguese market and if you could teach one thing to it, what would these be?

I think the most important is: never compromise dreaming and innovation. One thing I leave as a final thought is that it is impossible to develop a product or to do something that everybody agrees with. There are going to be fights, it is going to require persistence, patience and commitment. There will always be people that, for one reason or another - either they are competitors, either they really don't believe in the technology, - are going to make one's life hard.

If we have this great discovery, do you think the whole world is going to agree with you? No! This is all about the life of dead ends with very few breakthroughs, which demands that people gain their own confidence and try to convince at least a little bit more than the majority. This is what I find sometimes difficult, because when you are convinced of something, it's hard to accept that other people are not convinced of it, and so you tend to either abandon your idea, or try to compromise. And then that's it, your good idea is gone.

You have to learn well, you have to be very smart, you have to be innovative, but then you also need to have this overall maturity of understanding that the world is what the world is, and that you just can't control it, but you still can make advances. With persistence, confidence, and talent you can make through the path to success, which is never easy.

You know, even at JPMorgan Chase the other day, there was a bit of skepticism towards one of our research projects. But we persisted explaining the potential of our proposal. After some time, they called again saying "I think we now get it", and it was such a good surprise to see that they actually came back to us with understanding. So, it just takes some courage. Courage, innovation...you know, and most of all, people need to have fun too. Life is short so people should have fun, and enjoy what they do. And so, **ENJOY!**



**Ben
Marrel**

startups in our portfolio to whom we provide real operational support and guidance to help them grow their businesses. We like to get involved :)

What is your investment thesis?

Breega provides Seed and Series A (sometimes even Pre-Seed!) funding for early-stage startups that offer innovative high tech solutions and services with significant market potential. We have what we like to call the “VIP approach”.

VISION: a founder must have a clear vision of what they want their company to achieve. Their vision provides the driving force and the roadmap to reach their goals.

INDIVIDUAL: strong leadership and management skills are vital to any company’s success. A founder must also be able to think critically and strategically and be able to make tough decisions that will ultimately drive the company’s success.

PRODUCT: we look for founders with products or services that address real pain points or present a strong market opportunity.

At Breega, all of our ventures and founders are VIP ;)

Which verticals or business models excite you the most?

Breega is a multi-sector investor. We’re excited by technological innovation and differentiation. In our portfolio : marketplace, fintech and transport but also robotics, quantum computing and blockchain solutions and autonomous vehicles! Right now, we’re particularly interested by deep tech and future health tech solutions.

“Built for founders by founders” is your slogan. We would love to learn about your experience, as well as how it has contributed to the investor you are now.

Founding-Partner, Breega

You are the founding partner of Breega. Could you tell us a bit about how it all started?

The Breega story began in 2013 when with two other serial entrepreneur friends, François Paulus and Maximilien Bacot, we decided to build a different kind of VC experience. We wanted to “BRidge the Equity and Experience GAp” we saw missing in venture, which is why we called our fund BReega. We wanted to find founders we felt had passion and potential, and then provide them with tangible support to accelerate their success. Which is what we have done. Today we have 45

As a serial entrepreneur, I understand how difficult it can be to grow a business, the real challenges you have to face and also the isolation that founders often feel, particularly when the company is starting out. As an entrepreneur, with few resources, you often have to adopt the “test and learn” approach. You try and sometimes you

“FAILURE IS HARD. BUT FAILING TEACHES YOU VALUABLE LESSONS AND HELPS YOU GROW”

get it right, sometimes you fail. Failure is hard. But failing teaches you valuable lessons and helps you grow. You can also learn from the experience, advice and support of others who have been there before you. And this is what we do at Breega and why we have an entrepreneur-only investment team. We’re very much “hands-on” investors. I personally learnt many hard lessons when growing my different companies. It’s great to be able to use this practical experience and knowledge today to guide our founders and help them navigate the challenges and pitfalls of the entrepreneurial journey.

You have invested in Portuguese entrepreneurs. Could you tell us about your perception of the Portuguese entrepreneurial ecosystem? Has it changed since before you invested?

Although not as large as other European tech ecosystems, Portugal has a growing community of vibrant and talented startups. An increasing number of entrepreneurs and organisations are expanding to Portugal. The Portuguese community is also increasingly attracting interest from other foreign investors. Also, as Portugal is a smaller country everything seems to be happening faster which is great for startups!

Is there anything about Portugal’s particularities and evolution path that strikes you as differentiating?

Portugal has many advantages to offer budding startups. Its government is highly supportive of the startup scene, actively encouraging people to launch their own businesses and offering special visas to foreign entrepreneurs. It’s strong education policies encouraging students to go into higher education meaning that Portugal has a highly qualified talent pool, with a good level of English as it is taught as a second language in schools from a very young age.

The cost of living also remains cheaper than in other European countries, meaning your money can go further too. With strong government incentives and over 90 incubators, its a good place to build a company! Portuguese founders also tend to think international from day one, meaning that, as things stand, Portugal could be set to become the next Sweden or Israel startup wise!

It’s also the home of Web Summit, described by some as the most important tech event in the world.

Which advice could you give to entrepreneurs, and specifically to the Portuguese founders.

Think global, act local and always believe you can change the world even if you come from a “small” country like Portugal. If you are resilient, agile and visionary, you may have what it takes to become Portugal’s next unicorn!

“ THINK GLOBAL, ACT LOCAL AND ALWAYS BELIEVE YOU CAN CHANGE THE WORLD ”





Chris Skinner

Non-executive director, 11:FS

Independent commentator in his blog The Finanser

Best-selling author

Our team had the pleasure of meeting with Chris Skinner for the first time earlier this year, at an event headlined by him at The Fintech House, in Lisbon.

At the time, the Covid-19 virus had thoroughly spread through Asia and it invading the West was a question of “when” rather than “if”. We have a distinct remembrance of the way everyone in the audience shifted when confronted, by Chris, with the inevitable: it would come, it would bring change, financial institutions would need to “adapt or die”.

In spite of the rush of questions that bubbled from the audience about how to deal with the arrival of a pandemic, there was no possible way to predict the outcomes.

During the six months that followed the world underwent such massive transformations, that it feels like years have passed, with experts claiming that the pandemic has pushed financial innovation 5 to 10 years into the future. As one of the most influential independent commentators and bestselling author on the digital transformation of financial institutions, Skinner’s view on the industry shifts during the pandemic was something we couldn’t avoid asking for in the first place.

Do you agree with this vision of the financial industry being pushed five to ten years into the future by the effects of the pandemic?

I wrote a blog post recently ‘2030 was delivered in 2020’ which touches exactly that point. The number of cloud-computing partnerships with banks that have been announced in the last month has been quite incredible. Of course, those discussions have been underway for years but actually getting the executive team to sign the contract was difficult. It wasn’t urgent to them, but now it is. There is also a personal side to this urgency, as even the CEOs of banks have been locked down hard and seen how effective the digital platform relationship is between themselves and retailers, such as Amazon, or institutions that

deliver digitally, like Zoom and Netflix.

For Chris’ latest book, Doing Digital, he had access to the top executives from some of the biggest incumbent banking institutions from around the world. We wanted to tap into that knowledge and understand how it may apply to us – Portugal and its financial industry.

How would you adapt them to the Portuguese industry to turn Portugal into a country that does digital?

The Portuguese banks have quite a bit of capability. There is a subsidiary of a Portuguese bank that’s doing pretty well in Poland, but particularly in Poland.

“ 2030 WAS DELIVERED IN 2020

Chris had been living in Poland until the pandemic hit the EU, which he then describes as a “a real hotbed of innovation, with at least 10 top retail banks all vying for digital innovation and differentiation”.

You can tell me if Portugal's anywhere near that level of competitiveness or even looking to raise to that level of competitiveness. Truth is, when I look into your adjacent country, Spain, I end up referring to a lot of Spanish banks. I don't talk about the Portuguese banks. There's reason for that. That's a reflection of the regulatory bodies and the government's actions. It's down to how far do you encourage competition and innovation. I know that in Portugal and Brazil there's a governmental view that innovation in finance is not as desirable as stability, which keeps seeing incumbents doing less competitive differentiation in innovation.

The topic of regulation was touched at the perfect time, as one of our questions relied exactly on the role of regulatory bodies and the governmental institutions in fostering of innovation. As part of the European Union, we wanted to understand exactly how the European Union can compete with the technological giants coming in, for instance, from Asia.

What do you believe is the position that regulatory bodies need to adopt, specifically in the European Union, to create and foster these giants and truly compete on a global level?

When you look at fintech, the best examples you can gather are Hong Kong, Singapore, Dubai, London and finally... Surprise, surprise, New York.

There are other up-and-coming use cases he names, such as São Paulo, Mexico City and Tel Aviv. Smaller European use cases are left for last, such as Dublin, Paris and Amsterdam while he asks a question that requires pause.

So, where does Lisbon fit in that list?

The importance of that list of innovation hubs I've

just given you is that those start at the top level moving downwards. They're the reflection of the governmental view of innovation in financial services and the support they have for the fintech community.

He mentions London, as an example easily comparable to the European Union, referring that:

There was an active, proactive governmental program of support for fintech innovation and delocalization to the city that raised them to the top of the tree.

On the contrary, the European Union is, deer in headlights, with different countries doing interesting things but none arriving at a truly global competitiveness level. Germany's got its thing. France has got its thing. Lithuania has its thing. Estonia has its thing. Sweden, Denmark and Norway have their thing. Spain and Portugal have their thing. Everyone's got a thing. There's no European thing that is perfect.

The conclusion that the European Union's countries aren't partnering to develop a competitive landscape that allows for significant growth brought us back to one of Doing Digital's conclusions: innovation often comes from collaboration. Moving onto this topic, we question Chris about commonalities between startups that actively collaborate with banks that are doing digital.

There's a whole chapter in the book about partnering and its many challenges. Banks often feel that they are the dominant partner because of their millions of customers, billions of capital and centuries of history.

The startup doesn't have anything. They're looking to grow and aspire to work with the bank, believing naively that the bank will treat them nicely. But you know what? Nobody's nice in business.

The problem is that in a partnership, you don't treat the other as lesser than you nor think of them as subservient. You have to be equitable and treat each other with respect.

I often then talk about fintech being the partnership between the child and the parent because a child

wants to break the house and a parent wants to keep it stable and secure. Parents need to be humbler and accept that there are gains in nurturing the child.

Following up, we asked if Chris felt there was no quid pro quo in that relationship between incumbents and startups in the financial industry.

The problem is that in a partnership, you don't treat the other as lesser than you nor think of them as subservient. You have to be equitable and treat each other with respect. I often then talk about fintech being the partnership between the child and the parent because a child wants to break the house and a parent wants to keep it stable and secure. Parents need to be humbler and accept that there are gains in nurturing the child.

Following up, we asked if Chris felt there was no quid pro quo in that relationship between incumbents and startups in the financial industry.

Absolutely not. Philippe Gelis, CEO and Co-founder of Kantox, wrote in a segment of the chapter on the partnering culture in the book that Kantox tried hard to partner with financial institutions and ended up finding that these institutions were just stealing their ideas after negotiating with them for 18 months. The quid pro quo comes from having an organization that is hungry for partnering. BBVA, for instance, has thrived from the legacy left by Francisco González. Before he retired, he left BBVA with a structure for partnerships, starting from discovery and exploration, to investigation and then investment and acquisitions to internalize the mentorship. This is how you nurture a child to grow.

Picking up on his analogy, we thought it was time to test his opinions on startup overconfidence.

Do you think that, on the other hand, some of the “fintech children” are trying to grow too fast into adulthood? Should they rely on or learn more from their parents?

The first couple of years, children just don't have a clue. They are mostly looking for funding to help them bring their idea to the marketplace. After

that, they are a toddler running around trying to change and break everything. Then onwards, they become this sort of grumpy teenager that tells everyone to get lost and that all banks are terrible. What's going to sort out the adults from the babies, toddlers and teenagers is figuring out that similarity to banks isn't always bad – especially when you're undergoing a credit crisis, a financial crisis, and a recession.

The vision behind partnering and child-parent analogies for Chris Skinner is not reduced to the West. There are valuable lessons from all over the world on how to partner right, as can be seen through the rush of digitalization throughout the East. Chris had openly admitted being a fanboy of Chinese technology giants, so what better to ask than: what are they doing right that we are missing?

The main thing that makes me a fanboy of Asia, China in particular, is because they started their infrastructure modernization projects from nothing and became, not only providers, but enablers. Firstly Jack Ma began Alibaba as a fanboy of Jeff Bezos but they haven't copied Amazon – they've copied the best practices and applied them to a market with no competition. Secondly, Alipay was exported overseas to other Asian economies, such as India, Pakistan and Indonesia, with a simple strategy – going global by being local. They find a local partner and offer them global cloud platform services. With 1.3B customers and a financial platform processing over a billion transactions a day, averaging the 550k transactions per second, Alipay has a flavor that is unbelievably ambitious right now. Thirdly, Tencent, which we can run a bank account for less than 50 cents per year. No one in the West is doing that. It took Ant Financial to come to Europe for it to be able to create interoperability between the European mobile payments.

That's a small picture of the chasm between the technology, internationalization and ambition of China and the lack of technology and ambition in the West. The West has legacy infrastructure and operations to deal with – we simply do not have the ability, nor technology, to do the same.

“ IF A BANK DOESN’T HAVE A PURPOSE — IF IT ISN’T FOCUSED ON BEING GOOD FOR SOCIETY AND GOOD FOR THE PLANET — THEY WILL FAIL OVER THE NEXT DECADE.”

After touching a multitude of subjects that we could have spent hours discussing, we decided to wrap up the interview with a glimpse into Chris Skinner’s view of the future. Giving him space to address his interests, we asked an open-ended question: what are the areas in digital banking you’re most interested in and what are those you believe we pursue in the future?

The pandemic has made us deliver digital transformation much more rapidly than we ever would have otherwise. In addition, the last 12 years have been marked by a post economic crisis financial technology explosion. A lot of change in a short span of time, no doubt. Once the dust settles, what comes next is the climate emergency. Going back to Greta Thunberg and the topic of sustainable finance, my next project is all about purpose-driven banking. If a bank doesn’t have a purpose – if it isn’t focused on being good for society and good for the planet – then they will fail over the next decade.

The future brings new questions to be asked by clients, such as “what are your values, and do I relate to them as a customer and an employee?”, and the answers need to be satisfactory, because if they feel that the value of the bank is purely greed and shareholder return, then I think they’re going to walk.

Where purpose is concerned, we noted that fintech startups, banks and even telecommunication companies have been creating solutions (e.g. microloans, mobile network-based bank accounts) for financial inclusion in Asia and Africa. Is that a start of purpose-driven banking?

It’s a start of a movement of financial inclusion and that’s how it’s done throughout Asia and Africa. The mobile network operators are starting from the ground up, looking at simple text messaging, payments, transfers and, eventually, moving to microcredit and microloans. After that ground is covered, they start going up the ladder towards full-service banking. On the other hand, incumbent institutions such as banks are working down the ladder, looking at financial inclusion as a sort of charitable venture.

The idea that financial inclusion is not charity is a statement Chris easily backs up by bringing up WeBank, from Tencent.

They got 200M customers in three and a half years and they were fully profitable after just a year of operation. It’s incredible and clearly not simply charity.

It’s using technology to recognize a one-dollar transaction can be processed for pretty much the same cost as a million-dollar transaction.

Miguel Santo Amaro



Mariano Kostelet

FROM MARKETPLACES TO FINTECH

Mariano and Miguel are part of the successful story of the venture UniPlaces. Curious about their jump into Fintech projects, we went to find out what motivated them and what can they share from their experience.

You are known as entrepreneurs. Could you resume what you have done so far and talk a bit about your background?

Mariano: I started my professional career in banking, working with Goldman Sachs in 2009 as an analyst. However, my interest in the startup world grew and this led to a position with Groupon in Asia leading expansion throughout the Japanese and Chinese markets. In 2012, I started to build UniPlaces together with Miguel, a marketplace for housing catering to students and professions. This was taking advantage of the wave of marketplaces that I had seen over the past 10 years and I want to capitalise on it. That then took me onto my next venture, Student Finance, in 2018, which is a fintech business helping people transition through education to good careers.

Miguel: I was lucky to move around; studying abroad in both the UK and the US. I actually met Mariano out in China. From there, I joined him in creating UniPlaces. B2B SaaS was not really my thing until I joined Shilling as a venture partner through whom we have made investments in Unbabel and Switch. I have stayed close to the entrepreneurial ecosystem in Portugal, offering support to StudentFinance.com and also Coverflex, which is another company I invested in.

How do you see your experience from the previous venture contributing to your work at the Fintech and Insurtech ventures you are now involved in such as Coverflex and StudentFinance?

Mariano: I believe that some of the challenges of

building a startup are consistent whether it is a Fintech or a Marketplace or something else. You learn and improve on the fundamental elements like the strategy, team and fundraising. Keeping these things in mind helps you to become better and build on experience. Having said that, there are other elements to consider which weren't so prominent at UniPlaces, such as regulation. For StudentFinance, there were many different factors such as access to capital, debt and equity which I had to learn. To do this, it is hugely important to surround yourself with knowledgeable and encouraging people, be it with your team, advisors, mentors or investors. There is nothing more exciting than innovating in a new space and learning on the fly, but you need to start creating before you learn in order to build the future.

Miguel: One area that I wanted to bring up that I think most incumbents are ignoring and what I have seen in the marketplace model is Net Promoter Score (NPS), it's probably one of the 3 top KPIs every marketplace looks at. Because

"SURROUND YOURSELF WITH KNOWLEDGEABLE AND ENCOURAGING PEOPLE"

it is traditionally ignored, you saw a rise in new companies, such as Revolut who put that as one of their main goals. Insurance is actually the second worst industry in terms of NPS, only behind Telecoms. I am now especially interested in seeing the innovation and growth in B2B SaaS marketplaces which are starting to gain traction in Europe.

How does your background in finance position you differently?

Mariano: People with a background in the finance sector are naturally more prone to look just at the financial aspects. However, building the business from a SaaS perspective with a user-centric approach gives a more tailored experience to the customer and, for me, it is a more sustainable and

scalable approach. I feel it is key to have both the financial mindset and also an innovative, customer-focused perspective to build a successful company.

What drove the shift from B2C to engaging in the B2B model for you?

Mariano: The most important distinguishing factor between B2C and B2B is the cost of acquisition per customer. In UniPlaces, we spent 30% of our budget on marketing, which goes to the likes of Facebook and Google. Whereas with a B2B model, that acquisition cost gets reduced down to almost 0 and you require less capital to grow, but it's true that the sale cycles can be a lot longer.

Miguel: I would completely agree with Mariano. What I would add, which is an interesting point, is how in B2C it is all about the Customer Acquisition Costs (CAC), whereas in B2B the big metric is churn rate.

Still possible to build big businesses out of Portugal?

Mariano: I still believe that Portugal has some of the very best conditions to build large businesses. One of the advantages that it has is that everyone speaks a very high level of English, which is only going to be more important going forward. With the need and trend of remote working, it is clear that teams can build great things virtually. There is less of a focus on location and more of a priority on talent and I believe Portugal is in a great position to ride this trend. Additionally, we are now seeing more interactions between key stakeholders and regulators meaning we can be braced for further innovation.

Miguel: I feel that a lot has changed in Portugal in the last 5 years. It is now a lot easier for fintechs to launch and to grow. This is in part due to the greater number of VCs with more tickets and increased funding especially in the B2B SaaS space. FinLab is also another huge step to help take businesses forward, I have friends in the UK who have been talking about it, which is interesting given the fact they are looking to Portugal with the uncertainty over there. It's also great to see several Portuguese people in senior roles at international businesses such as in Santander and

"I FEEL THAT A LOT HAS CHANGED IN PORTUGAL IN THE LAST 5 YEARS"

wefox, showing Portuguese talent is seeing more influence.

Between startups and incumbents, what do startups do that gives them an advantage compared with incumbents?

Mariano: There are a number of areas where startups have the upper-hand. This can be seen quite prevalently in the financial sector, where incumbents have structural and legacy systems that startups do not need to worry about. Banks can spend billions just updating systems, whereas emerging agile players can change these areas and manage huge volumes of customers at a fraction of the cost. Another area is that startups have the ability to explore niches that the bigger players do not and it is a way of taking market share off the incumbents when it would be hard to compete at their own game.

Miguel: I think there is a big idea of startups and incumbents being like David vs Goliath, but I personally don't see that. It may be different in the B2C model, but with the Fintech and Insurtech sectors there are multiple partnerships springing up each week. The more customer-centric outlook of these startups and that is part of the reason why there have been more and more partnerships. It can act as a win-win as the startups gain experience and support on regulatory factors and the banks can start competing in unexplored niches. It will be interesting to see in the future, when they start competing in certain areas as the startup grows. There are very few startups that can grow without a partnership at the beginning. My guess is that in the next 5 years, one of the big NeoBanks will be acquired by a bank and from that will spring many M&A opportunities from the current partnerships.

What could you point out as good practices for entrepreneurs who are starting their own ventures?

Mariano: The most important thing is communication. It is not the fact that Fintechs are replacing incumbents or that the incumbents are doing everything perfectly. So there is a direct need for these two parties to compliment each other and add value in their own individual ways. The challenge for startups is to find the right champion inside the incumbent to speak to about potential partnerships, so that they have a way in.

Miguel: For me, the incumbents are missing huge opportunities to invest in these companies at an early stage. If you look at companies like SAP and Mercedes elsewhere in Europe, they are seeing success by putting money into early stage innovation and this is something that is lacking here in Portugal. I also agree about the importance of finding the right person within a company. I spoke with various fintechs who spend a huge amount of time just sourcing the right person in a potential partner company. Thirdly I believe we need to see more collaboration, both between startups themselves and also with incumbents. I feel like Portugal and Israel are very similar countries for startups, however there is no clear strategy for Portuguese startups like there is for their Israeli counterparts. They go from Israel to the US, however Portuguese companies either go to Brazil, UK or US. I question whether we already have this real stimulant for startups to collaborate on various areas, especially when they are looking to grow abroad.

Do you see Corporate Venture Capital as a faster path for collaboration?

Miguel: I would say that most of these venture capital arms actually don't work. You can look at the example of Amazon and DefineCrowd, where it came out that they were trying to copy DefineCrowd. I think the best thing corporate players can do is to invest in funds or directly in startups. The challenge for partnerships is that neither party has entire clarity over the roadmap or the strategy of the other.

What excites you the most about the Fintech/Insurtech sector?

Mariano: The trend of embedded finance is one that really interests me. It is no longer software that is eating the world, but more specifically, fintech, that is eating the world. Financial services will power a lot of the companies out there, even marketplaces will have a fintech pulse. You think of Uber for example who are plugging-in financial services for both drivers and riders and this all happens behind the scenes. Our goal with StudentFinance is to make the whole lending process pretty much invisible and so our users can focus on getting a good career, all the payments are just blended into their experience.

"IT IS NO LONGER SOFTWARE THAT IS EATING THE WORLD, BUT MORE SPECIFICALLY, FINTECH, THAT IS EATING THE WORLD"

Miguel: I completely agree with Mariano and wanted to add a few other things from my perspective. I am excited that the end-to-end experience of B2C marketplaces is now beginning to happen in the B2B and even B2B2C spaces. I feel that the rise of data marketplaces and the discussion of how banks monitor their data will be very interesting topics in the coming future.

If you could say one thing to Portuguese entrepreneurs, what would you say?

Mariano: They should have no excuse for not starting up something. There are an abundance of very cool initiatives such as the Fintech House and others which bring together startups with events and create a place where innovation happens. We can now hire any top marketers or sales people to Portugal, meaning we can compete and grow on a global stage.

"THEY SHOULD HAVE NO EXCUSE FOR NOT STARTING UP SOMETHING"

Flash Interview

WITH



Maria João Carioca
Caixa Geral de Depósitos

What were the main factors that motivated and determined the search for the ideal partnership with Fintechs, the start-ups within financial services?

At Caixa, clients are the main factor driving our partnerships with financial services start-ups. Whenever we see companies coming up with solutions that we believe to be relevant for our clients and have a good fit with our positioning, we reach out or simply welcome those that come to us. The other key factor driving our Fintech partnerships has been the desire to put our organization in contact with different ways of doing things, agile environments and different customer-centric approaches – a sort of good “contamination” of our culture and mindset at Caixa.

“CLIENTS ARE THE MAIN FACTOR DRIVING OUR PARTNERSHIPS WITH FINANCIAL SERVICES START-UPS”

Both factors clearly resonate with our vision of our market positioning of seeking to have the client come first in our day to day and evolving our organization to ensure competitiveness and relevance in the long run.

In a general overview how do you describe the experience in working with Fintechs?

We have fruitful relationships, allowing Caixa to speed up time to market of new solutions and innovate consistently. At the same time, it allows

our partners to access a large customer-base and learn how to deploy solutions on a wide and complex environment.

This process of collaboration is mutually beneficial and a complete learning process for both sides: Caixa's teams learning how to be more agile, deploy new process of partnership and engaging with different kind of external entities and the startups on how to work with a large customer base, with large organizations, moving them to more structured processes and implementations.

“WE HAVE FRUITFUL RELATIONSHIPS, ALLOWING CAIXA TO SPEED UP TIME TO MARKET”

How has the relationship between the bank evolved with the surging Fintech ecosystem? Do you believe that these partnerships help accelerate your digital strategy and improve the relationship with your customers?

Fintechs are perceived as banks challengers, and in fact, they are challenging some traditional business lines (payments, acquiring, loans, financial advisory) and pushing the industry for new ways of producing and distributing services; some of them could even evolve to provide an integrated large scope of financial services (as most legacy banks).

Nevertheless, we see a rising number of partnerships between incumbent banks and neo-services, where the services provided by those are integrated in the services portfolio of traditional banks (e.g.

TransferWise services have been integrated in the offer of some banks).

We see the landscape as a “coopetition environment”, where we can sometimes compete in areas of business, and in other ones, where we can complement each other and generate value through partnerships.

The collaboration between incumbents and new comers can drive acceleration on the digital and “analogue” experience (the impact can be omnichannel, on both remote and branch) of bank' customers and enhance significantly the value generated for them, either by transforming the way traditional banks engage their customers and deliver services to them, or by integrating the new experiences in current offerings and experiences.

“WE CAN SOMETIMES COMPETE IN AREAS OF BUSINESS, AND IN OTHERS WE CAN COMPLEMENT”

How do you see the future regarding this type of collaboration and synergies?

At Caixa we believe the process of collaboration between banks and Fintechs will quickly become more “robust”, as banks learn from initial experiences and scale up lessons learned and positive experiences in this type of relationship, and, at same time, Fintechs become more prepared to have structured approaches and speedy scale up processes when engaging with large customer-bases.

Flash Interview

WITH



José Gomes
Grupo AGEAS Portugal

What were the main factors that motivated and determined the search for the ideal partnership with Fintechs, the start-ups within financial services?

For Grupo Ageas Portugal to stay ahead of the curve, it's imperative for us to be open to new partnerships, specially from Fintechs. It is impossible for an incumbent like Grupo Ageas to continuously innovate in every front and still have possess the operationally excellency and delivery our customers have grown accustomed to. Fintechs by nature, size and agility are prone to disrupt and deliver solutions quickly. So of course, speed and disruption are two of the main factors when seeking out partnerships. But we have noticed is that today's Fintech's don't just offer disruption, they also created better solution for day-to-day problems like client disintermediation, process improvement and other. As another main factor is fit. Does this Fintech's product or value proposition solve a pain that we as company have, or can they greatly improve our performance.

"FOR GRUPO AGEAS PORTUGAL TO STAY AHEAD OF THE CURVE, IT'S IMPERATIVE FOR US TO BE OPEN,"

In a general overview how do you describe the experience in working with Fintechs?

Very positive. But this did not come overnight, we had to create the conditions for Grupo Ageas Portugal to be able keep up with highly dynamic companies, and not just from an IT/Systems perspective. We must always involve the business areas in all aspects of these partnerships, from start to finish, without compromising our day to day activities. This of course took it is time and was trial and error. But as of now these partnerships

have gone so well, we even created our own acceleration program (Ageas Insure) so that we have access and hopefully can work with the best in class startups.

"BUT THIS DID NOT COME OVERNIGHT, WE HAD TO CREATE THE CONDITIONS ,"

How has the relationship between the bank evolved with the surging Fintech ecosystem? Do you believe that these partnerships help accelerate your digital strategy and improve the relationship with your customers?

The emergence of a new type of Customers, combined with the context forced to find new solutions, which had to go through digitization and these partnerships, not only in the sale, but in the services provided. We know that customers are looking for a differentiating service and that it has, in some way, added value. For example, in times of uncertainty such as those we have lived, we need to find solutions and think strategically about what the future will be. This is a "brave new world" that is getting used to dealing with new phenomena. The paradigm of the world has changed and so has insurance.

The entire insurance value chain is already being impacted by this reality and in a very positive way. Consumers are increasingly demanding, and companies have been faster in adapting in the early stages of the relationship (pre-sales and sales). But I believe that it will be in the remaining phases of service where there will be a bigger disruption. And then technology and all of this new ecosystem can, and is already helping, making the customer experience much more convenient and impactful. From geolocation that allows you to know where the client is when he needs us, artificial intelligence

algorithms that allow, for example, to perform clinical screening, or even manage a claim in a completely virtual way. There is already technology today that allows, for example, to anticipate an accident with a very high degree of probability. The problem is not in the existence of technology, but in the ability and speed of adoption of this technology. The example of this confinement was paradigmatic, as it turned out to be a true accelerator of adoption of these technologies of videoconferencing and collaborative work that already existed.

How do you see the future regarding this type of collaboration and synergies?

We see relation with start-ups and insurtechs in a very inclusive and collaborative way. Only then can they contribute in a relevant way to our value chain. We have several examples of the collaborations that the Grupo Ageas Portugal has made in health, for example, in the means of payments or even in claims of non-life branches. We believe that this is the only way to create reference partners for entrepreneurs to create innovative projects in an agile way.

I would point out that in partnership with an international innovation consultant, Grupo Ageas Portugal is identifying and testing new business solutions with start-ups in three concrete areas: i) technological solutions to strengthen and streamline our business processes, ii) health support with a focus on prevention and; (iii) new technologies and business models that support people in achieving a work-life balance, as well as better managing savings and investments.

The goal is always to create an even more complete and relevant Customer experience.



CHAPTER 4

INNOVATION THROUGH
COLLABORATION: CASE-STUDIES

Innovation Partnerships



CORPORATE	FINTECH	PROJECT	TARGET	CORPORATE	FINTECH	PROJECT	TARGET
grupo ageas portugal	NOVA NOVA SCHOOL OF BUSINESS ECONOMICS	A platform where travellers may share their travel experiences and directly speak with any tourism-related businesses.	bright* Individuals	CA Crédito Agrícola		Moey! A mobile banking app focused on day-to-day needs.	moey! Individuals
MEO altice		Altice Pay launched Blink Pay, an app that allows one to receive, manage, and pay invoices in a blink.	Blink Pay Individuals & Businesses	FIDELIDADE SEGUROS DESDE 1900		Individual life insurance which integrates solutions for saving that are managed through an app, enabling to set and achieve goals.	FIDELIDADE MySavings Individuals
Banco Montepio	loqr	Online account opening and recovery of accesses to online channels.	Individuals & Businesses	Millennium bcp	Cloudware	Platform to support businesses with accounting tasks, through an integration with TOConline.	M CONTABILIDADE M Businesses
BBVA	easypay	BBVA selected Easypay to increase the services offered to their customers in Portugal. This simplified the entire process of issuance and availability of means of payment to its customers.	Individuals & Businesses	NOVO BANCO accenture MJV Critical software		New mortgage platform that provided an omnichannel experience for both clients and relationship managers with increased transparency, simplicity and speed.	Individuals & Businesses
BiG BANCO DE INVESTIMENTO GLOBAL	OXFORD Risk	BiG created a tailored profiling questionnaire with Oxford Risk to go beyond regulatory standards and further understand the situation, needs, and wants of its clients.	Individuals & Businesses	TRANQUILIDADE		Automatic recognition of automobile claims.	Individuals
Banco Português de Gestão	loqr nearsoft an indecomm company	Digital Transformation (Onboarding, Product & Service Subscription).	Individuals & Businesses	VIADIRECTA	DO IT LEAN	Via Directa developed an app that allowed the subscription process of an insurance policy with own damage coverage to become 100% digital.	Vistorias OK! Individuals
Caixa Geral de Depósitos	tink	Dabox - the first Open Banking Solution in Portugal that gathers customer financial information from multiple banks in one app.	DABOX Individuals	wizink MyValueSolutions minsait by Indra		Mobile app dedicated to the management of personal finances.	unido Individuals

LOVYS & Ma Nouvelle Ville

BORN IN FRANCE TO
CONQUER EUROPE, WITH
PORTUGUESE DNA



ABOUT LOVYS

Traditional insurance was created a long time ago and it has little to do with the habits of today's consumers. This idea inspired João Cardoso to create his third venture in the insurance field.

Lovys was born in 2017, in France, one of the largest and most competitive European insurance markets. The lack of large insurtechs, which offered a quality digital experience to French users, combined perfectly with the good environment and context of innovation that the country has been experiencing.

The name, Lovys, was inspired by the affinity we develop with the objects and goods we want to protect.



BORN TO CHANGE THE MAJOR PARADIGMS OF THE INDUSTRY

1 The first is that online insurance is merely a digital copy of insurance products that were bought in street shops. In partnership with renowned insurers such as Generali, La Parisienne, MAIF and Swiss Re, it decided to create its own products, having only one inspiration: the customers. It is in meetings with potential customers that everything begins, listening not only to real needs but also testing various product configurations long before the moment of launch.

2 Secondly, every part of the product is designed for transparency, clarity and

simplicity: the customer has a budget in 2 minutes, can freely add the options they want and finish the subscription within a few clicks. All this without commercial teams, without intrusive phone calls but with an inbound customer service always available.

3 Thirdly, Lovys' customers can only use... Lovys. Through a wider range of products, customers can have their insurance integrated into a single monthly subscription, which they can cancel or change at any time, and can manage all their insurance in a single customer area.

THE B2B2C MODEL AND THE CASE OF MA NOUVELLE VILLE

In addition to a direct subscription in the app and website, Lovys also offers a B2B2C model to companies wishing to integrate the sale of insurance on its own website, or to market them in offline channels. The premise is the same as always: **maximise the convenience of the purchase to the end-user, favouring the relationship that already exists between the user and the distribution partner.** Lovys has developed solutions to potential partners in traditional banking, digital banking, telecom, automotive and also retail and e-commerce. But it is in the real estate services sector that the company found one of the best success cases: Ma Nouvelle Ville.

Ma Nouvelle Ville is a subsidiary of a bigger group called Action Logement, and facilitates the access to housing in professional contexts. Its ambition is to offer a complete and personalised support solution, from the search for accommodation to the related administrative procedures. Because home insurance is mandatory and of great importance in France, Ma Nouvelle Ville wanted to complete its offer of services by adding this product. The company has thus chosen Lovys to "strengthen its mission in the service of families on the move, by simplifying as much as possible their procedures for cancelling and taking out insurance contracts."

"The choice of insurance is a key element in a move" explains its Managing Director, Luc Moréna. *"All the more so as a certificate of housing insurance is legally obligatory. Traditional insurance companies offer contracts that include a huge amount of documents and complex clauses. Their offer was not in line with the leitmotif of Ma Nouvelle Ville. We launched an appeal to find an insurance policy in line with our vision, and Lovys quickly became an obvious choice".* An alliance that allows Lovys to extend its network of distribution partners. Also, both companies found since day one a shared ambition: the obsession to offer a fluid and simple experience to its customers.

THE CHALLENGE AT STAKE

The main challenges of the partnership were very clear:

- Ma Nouvelle Ville had specialized teams to follow each client, with a very tailored service. At the same time, those teams did not have the capacity to sell insurance. Also, the fact that the staff was spread across the whole country created an additional challenge.
- Ma Nouvelle Ville wanted to offer products with good value-for-money, 100% digital and very easy to understand both for the customer and the staff.
- Ma Nouvelle Ville needed to have full visibility of the partnership's performance, since this was a very important project to them.

Although Lovys is prepared to offer all of its insurance products, the company has concentrated efforts on home insurance, which was expected to be the hero product of the partnership. Lovys teams run qualitative tests with real customers to guarantee that all the concepts, questions and even documents sent were clear and simple. Afterwards, the company created several e-trainings to be passed to the commercial teams of Ma Nouvelle Ville. Content about insurance as a whole but specifically about Lovys products was carefully transmitted.

Finally, Lovys developed in-house a dedicated partner's backoffice to not only show revenue and sales in real-time but also to allow a more efficient interface for the commercial teams to generate quotes to Ma Nouvelle Ville clients. This backoffice was already linked to Lovys pricing systems, whose algorithms take into account proxies to determine the competitiveness of a certain police in the market. The fact that everything is developed "at home" has been one of the main competitive advantages of the company. The integration flexibility is total, being possible in some cases to guarantee an implementation with distribution partners in 3 weeks.

Despite all the technology deployed, the experience to the end user was proved to be very smooth.

OUTPUT & TAKEAWAYS

From an end-user perspective, one member from the Ma Nouvelle Ville starts by asking if he is interested in receiving an exclusive offer from their partner Lovys. If that is the case, the user can do a quote himself directly in the website or, alternatively, answer a few questions over the phone to receive a quote by email. The email has a link that allows the user to finish the subscription whenever he wants, within a couple clicks.

The final secret sauce is only one: people. Co-building a distribution partnership means to build a strong relationship with whom we work with. A good outline of challenges, as well as smart and agile solutions to be tested along the way are key success factors. Constant availability to learn, to get to know the end-users of our partners, and to listen a whole lot are likewise pivotal.

There are already several hundred Ma Nouvelle Ville clients who subscribed at least one insurance product from Lovys. For Luc Moréna, "this partnership with Lovys reinforces our positioning as a quality service platform offering all the necessary resources to families on the move. The agility of Lovys, the quality of its teams and the competitiveness of its products make it an important player in the French property insurance market."

ACCENTURE

>
accenture

POWERING AN INNOVATION HUB FOR FINANCIAL SERVICES

Through the last decade, in the era of digital adoption, Accenture embraced the challenge of helping its clients rotate to the new. The long-lasting relationship with our financial services clients (banking and insurance) placed us in a privileged position to help them adopt, transform, and apply new technologies. This allowed them to not only create business efficiencies, but also improve their performance in the long run, creating new sources of value to all stakeholders. On that same decade, alongside the surging investment in the development and adoption of new technologies, start-ups in the financial services landscape gained traction as their value propositions started making an impact on the industry, with some key Fintechs and Insurtechs becoming a reference on dimensions such as customer experience and payments. And with the unfolding of their long-term strategy, Accenture encouraged its clients to seek and develop customer-centric value propositions, invest in innovation and pursue new competitive advantages to enable the relevancy and the trust required to maintain sustainable relationships with customers.



Moving forward, with innovation at the core of Accenture, it made perfect sense to give our contribution at a global scale, so we were poised to build an innovation hub specialized in advanced technologies such as Artificial Intelligence. A hub to foster the creativity of our talent and to bridge the existing gap between our clients and the innovation ecosystem, unlocking growth opportunities and accelerating their transformation by bringing them together with our expertise and the best-in-class Fintech. And so was born **The Bay**, launched in 2020 as an Innovation Habitat for financial services, committed to the goal of exploring and capitalizing on our AI capability network and providing innovative solutions capable of reinventing and improving the business of financial services all over Europe.

WHAT'S IN IT FOR THE ECOSYSTEM

By benefiting from our unique network, Accenture offers the opportunity for established companies and surging Fintech players to triangulate between our international network, clients, and our established relationships with regulators, along with the support of partnerships with top tier Universities. The Bay's mission is simple, to bring our talent, capabilities, and network together by leveraging our ability to build prototype unique solutions and hence drive innovation through the European Financial Services landscape. Instead of predicting future trends, we move forward inventing them in a way we can disrupt the industry, reshape business models, and change the relationship of our clients with their customers through innovation and differentiation.

As stated by Paul Daugherty, our Chief Technology and Innovation Officer, "*The pace of technological change sweeping boldly across business and society is breathtaking - and it is taking us from the digital age towards a new reality, a new era that Accenture predicts will be the post-digital era.*"

With The Bay, we prepare our clients for what comes after digital, the post-digital era, which bears the challenge of innovating, of staying relevant and sustaining existing competitive advantages while continuously pursuing additional differentiation. We aim for enterprises collaborating within The Bay to grasp this opportunity to grow their business and benefit from tailor-made synergies that create value and, in result, enhance the ecosystem as a whole, by building trust and creating responsible innovation.

BUILDING A WORLDCLASS PLATFORM

From the conceptualization to the establishment of this innovation habitat, we have been working closely with international references in innovation and collaborating worldwide to guarantee the best approach and framework to idealize, envision, prototype, and create new value propositions. Furthermore, we sought to lay the right foundations with the support of key stakeholders in the ecosystem by inviting them as founders, in order to offer the privilege of accessing our projects in early stages of development and see firsthand our partnerships in action. The market interest in boarding this opportunity with Accenture was overwhelming, motivating us to create the best possible collaboration environment, based not only on the Portuguese market experience we have acquired over 30 years, but also leveraging on the international references in North America, Europe, and Asia that Accenture commands.

We chose to focus on Artificial Intelligence as AI is already leading the next wave of industrial and technological transformation. AI remains a demanding core competency of any C-level investment and strategy, from the automation of business functions, to the scanning of unprecedented amounts of data and sophisticated neuronal networks. It is essential to develop any interface both simple and smart and it is just starting to lay the foundations for how future interactions between businesses and customers will work.

COMBINING INNOVATION WITH INDUSTRY EXPERTISE

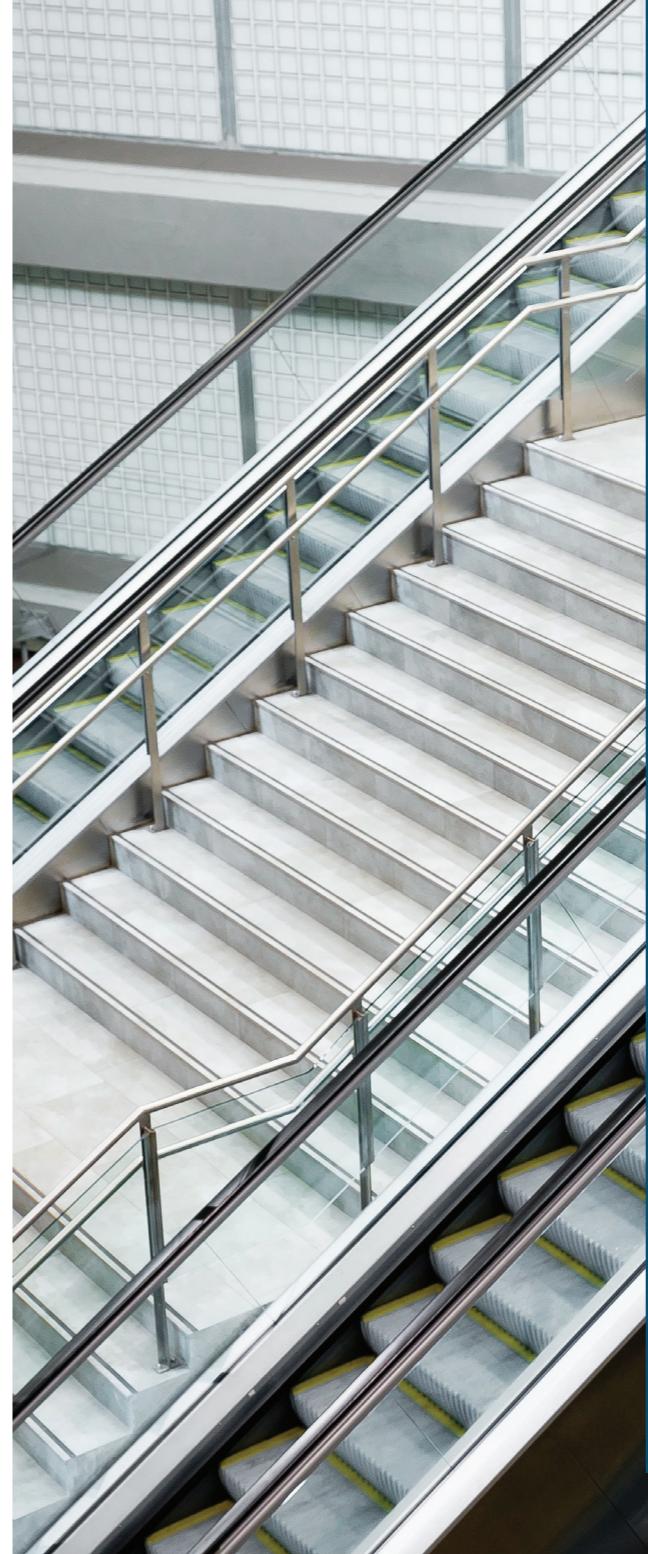
With the global reach of The Bay we have already established partnerships with European Fintechs and Insurtechs to create synergies between our industry expertise and their unique value propositions. And although The Bay is still young, it already encompasses several ready-to-go solutions we can demo our clients to start collaborating with them to create value.

Switch & ITS Terminal Application

switch.

Switch is a portuguese Fintech based in Porto, which provides the technical infrastructure for transaction orchestration across the entire payments value chain. It was founded in 2015 by Ruca Sousa Marques (CEO), André Tavares (COO) and Pedro Campos (CTO). The Fintech is focused on the European market, but has already established connections in the USA, where it intends to start operations in 2021.

As a payment platform as a service, Switch provides tools for operational optimization, helping non-IT staff to take knowledgeable actions without having to depend on their development teams



MICRO-USE-CASES: INSURANCE

What if you could be rewarded for being a good driver and pay your car insurance according to the km's you drove? And, what if this concept could also be applied to commercial vehicle fleets? In The Bay we can make it possible, by combining a powerful mobile app that leverages advanced ML algorithms and our fleet management solution.

Just imagine if after a car accident you could have access to the cost of repair in a few minutes, without the need to go through the lengthy repair shop assessment process? In The Bay we have already started to transform this idea into reality. Using the camera of a mobile phone, the driver can easily capture the damage of the car and our AI engine does the rest. It assesses and estimates of the cost of repair, providing immediate feedback on the damages to both driver and insurer.

MICRO-USE-CASES: BANKING

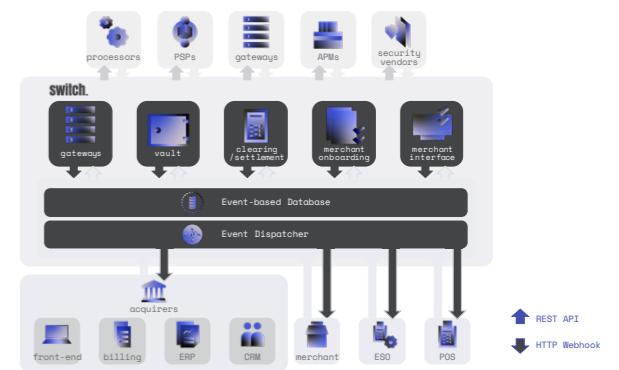
Would it be possible to start turning your average bank customers into investors? With AI based interactions and recommendations it is not only possible, but also more effective. With the understanding of a customer's profile and needs, it is possible to present to that same customer a best-fit investment proposal based on multiple data inputs including portfolio performance tracking for automatic rebalancing and optimization. This solution allows for an easier, faster and less costly way to open investment accounts, to plan and automate investment decisions and minimize trading fees due to passive investment orientation.

Can a bank increase revenue and customer satisfaction at the same time? Yes, it is now possible to monetize customers payment accounts data while benefiting both the bank and customer. To make it happen our solution continuously generates meaningful and useful recommendations based on customer consumer habits and provides actionable money saving opportunities leveraged by an ecosystem of partners. The result is meaningful savings for customers and measurable revenue for the bank.

We are confident our work will help Banks and Insurers enter the post-digital era with confidence, relevancy , and efficiency, always with the premise that, as artificial intelligence grows in its capabilities - and its impact on people's lives - we must help businesses invest to "raise" their AIs to act as responsible, productive members of society.

A PLATFORM FOR SYSTEM INTEROPERABILITY

Switch's micro-services architecture allows it to expose applications independently through different APIs on a modular basis, enabling Acquirers to consume specific applications on an À La Carte model, allowing them to capitalize on existing legacy systems and prepare for the challenges ahead.



SWITCH PARTNERED WITH A LEADING PORTUGUESE BANK, TO SUPPORT THEIR RENEWED ACQUIRING OFFER. THIS INNOVATIVE APPROACH INVOLVED ABSTRACTING ITS PROCESSING INFRASTRUCTURE USING THE SWITCH PLATFORM, TO EXPLORE NEW TERMINAL MODELS AND MULTI-PROCESSOR OPERATION.

SOLVING THE PROBLEM OF PAYMENT OPERATIONS' MANAGEMENT

As commerce trends push Merchants to deliver a unified shopping experience both online and in-store, it is increasingly complex and costly to manage payment operations across multiple distribution channels.

On the other hand, merchants and acquirers have been historically locked-in technically to a Point-to-Point encryption (P2PE) setup, where a limited range of POS terminal models are certified by, and directly connected to acquirer processors. This fact has significant limitations:

- On stand-alone terminals, transaction data is not accessible in real-time which makes it impossible to feed actionable business applications (e.g. CRM; Financial Reporting);
- Transactions are processed by a single Acquirer Processor, which limits businesses' ability to adopt cost-saving and acceptance-improving strategies;
- Businesses have limited choice on the available hardware and software;
- Technical lock-in means less negotiation power, with expected negative results on project timelines and service levels;
- Operational scale becomes limited to the geographies covered by the acquirer processor;

Different data structures prevents businesses from having centralized control over their entire payments operation, with limited ability for optimization.

COMPREHENSIVE ACQUIRING OFFER FOR CARD-PRESENT AND E-COMMERCE ENVIRONMENTS

Targeted to SMEs, the objective was to offer a comprehensive acquiring offer both for card-present and e-commerce environments, where a white-label version of the Switch Dashboard would provide an omnichannel interface for merchants.

A white-label version of the Switch Platform documentation also supported simple integration guides for web and mobile applications, adding alternative payment methods to the portfolio (e.g. PayPal).

The bank acquired a stock of Android-based terminals, distributed between 4 different models, where the Switch Terminal Application was installed. These terminals could then leverage the Switch Terminal Application SDK to offer integration with 3rd party applications, offering these stand-alone models POS capabilities off-the-shelf.

The target merchants demanded a seamless onboarding experience, so a website was developed to collect know-your-business information, which then was sent through web services to the acquirer processor, to the encryption and support organization, and to Switch. The encryption and support organization could then associate a specific terminal to a merchant account in the Switch Platform—using the Switch Terminal API—and later ship the terminal to the merchant, which would be immediately able to accept payments.

Clearing files were later communicated by the acquirer processor to the Switch Platform and automatically reconciled by the Switch Reconciliation application, pinpointing fee, and settlement inconsistencies.

The Switch Reconciliation Application would then automatically calculate the amounts to payout to merchants on a scheduled basis, by assigning the fee and reserve structure agreed on the commercial plan to each batch.

WE DON'T KNOW WHAT THE FUTURE RESERVES, BUT ONE THING WE CAN BE SURE: IN AN EVER-EVOLVING INDUSTRY, THE ONLY WAY TO SURVIVE IS TO BECOME ADAPTABLE.

VISA

VISA

THE RAPIDLY EVOLVING PAYMENT INDUSTRY

The Payment Industry is rapidly evolving. Payments have entered a period of dramatic disruption as they become unshackled from a place or point-of-sale (POS), and are increasingly embedded in apps, devices, appliances and the growing Internet-of-Things universe (new ways to pay). This occurred as non-traditional players injected new ideas and technologies into the traditional payments' ecosystem, further expanding the reach of digital payments around the world – and increasing consumer expectations for seamless experiences¹.

The entire payments ecosystem has seen an onslaught of new ways to pay that go far beyond the card and make digital payments even more accessible to consumers globally. Examples include:

- Growth of QR codes;
- Increase in payments capabilities in messaging platforms;
- Proliferation of eCommerce and mobile payment services;
- IoT devices that can make almost anything a point of sale (STAT: By 2021, 25 billion devices will be connected to the Internet); and
- Blockchain-powered payments protocols that are designed to operate leveraging the trusted and reliable payment ecosystem¹.

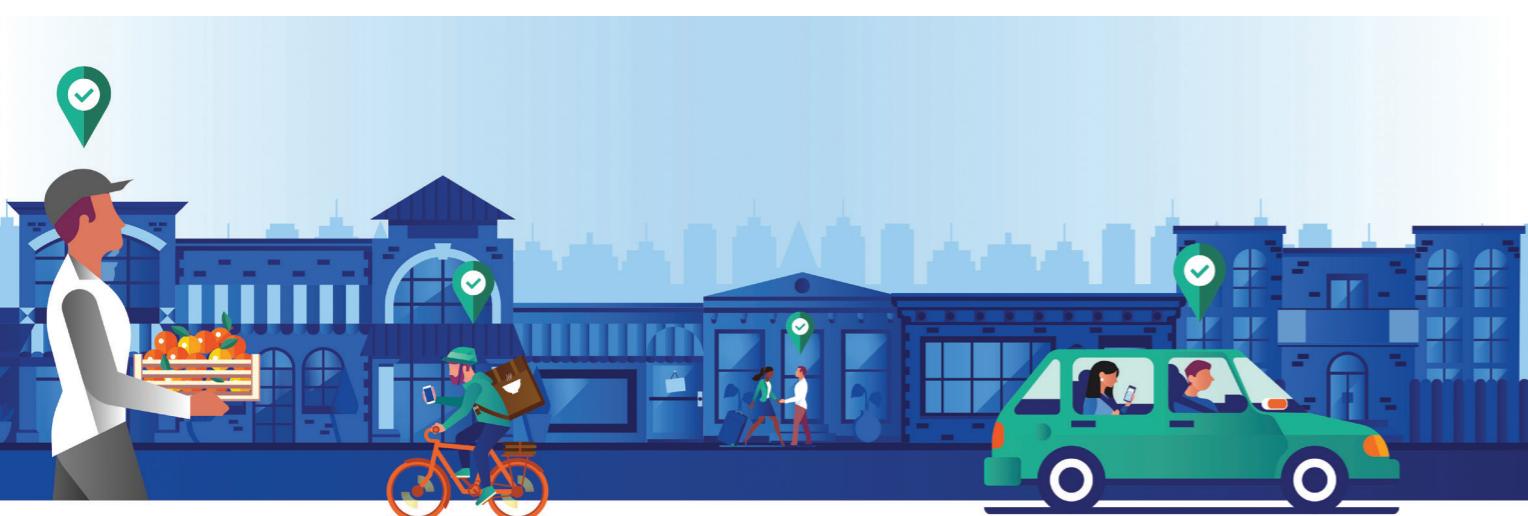
What has emerged as a result are economies that are increasingly cashless, with an anytime, anywhere commerce mindset. Now, accelerated by the current pandemic, the industry digitalization has reached its maximum speed so far, now with all the industry stakeholders actively engaging to enable payments means to fit the new normal behaviours. An example of this phenomenon is the contactless adoption in Portugal, with Bank of Portugal registering now almost double its use when compared to pre-Pandemic².

In response to the industry progress, and the emerging new ways to pay, Visa is evolving into a company that enables money movement for everyone, everywhere, regardless the shape or form.



NEW PAYMENT FLOWS & VISA DIRECT

With this changing environment and industry development, Visa is committed to accelerating the migration to digital payments and expanding the payment choices that consumers, businesses and governments have, enabling new types of transactions beyond the core consumer-to-business (C2B) payments. These include person-to-person (P2P), business-to-consumer (B2C), business-to-business (B2B) and government-to-consumer (G2C) payments³. Today, our partners are increasingly using Visa's network infrastructure and capabilities to power new ways to pay and be paid⁴.



A clear example of one of those capabilities is Visa Direct, a fast and secure payments platform that allows financial institutions, developers and partners to use Visa's global network to offer real-time⁴ push payments to more than a billion cards globally, enabling multiple applications such as:

GIG ECONOMY 84%⁵ of gig workers would work more if they were paid daily or on demand. Visa Direct allows gig economy companies to offer workers the ability to collect earnings whenever they want, including same day pay-outs when jobs are completed.

PAYROLL 95%⁷ of employees are interested in working for an employer who provides earned wage access. Visa Direct allows companies to give their employees the option to access their wages early when they need it.

These are just a few examples of the most recent use cases, but Visa Direct is already widely used for P2P and international remittances by some of the main players in those spaces. And it will not stop here, as the industry continues to evolve and more consumers and businesses choose digital payments, they will look for simpler and more convenient ways to move their money.

VISA & Setoo

About Setoo

Setoo is an insurance-as-a-service start-up, present in the UK and France, that empowers e-businesses to create and distribute tailored insurance products through its platform. With a quick and easy approach, e-merchants can build and distribute simple and customized insurance products embedded into their customer journey, securing them against unpredicted adverse events that could derail their experience.

Setoo joined forces with Visa in order to take insurance services to the next level and deliver automated, real-time pay-outs to customers leveraging Visa Direct platform.

So, what was the challenge? Providing immediate access to funds during times of need.

From travel delays to natural disasters, emergencies arise when people least expect them. During these trying times, individuals are often unprepared to complete forms, confirm claim estimates and pay expenses. In these moments, immediate access to funds is critical.

Historically, insurance pay-outs have been a cumbersome experience dominated by inefficient and slow payment methods such as cheques and bank transfers. Customers often wait days or weeks for a cheque to clear or a bank transfer to post.

What solution came in place? Real-time⁴ payments to the rescue!

¹ Open Innovation to Enable the Future of Commerce, Visa, April 2018
² Os pagamentos "sem contacto" até 50 euros vieram para ficar, Banco de Portugal, July 2020

³ Visa Inc. Overview, May 2020

⁴ Actual fund availability depends on receiving financial institution and region. Visa requires fast funds enabled insurers to make funds available to their recipient cardholders within a maximum of 30 minutes of approving the transaction.

⁵ PYMNTS Gig Economy Study November 2017.

⁶ Accenture Global Pulse Survey, December 2018.

⁷ 2019 Earned Wage Access Insights: Accenture Research

⁸ Planning and Management Technology Can Increase the Lifetime Value of Your Business Customers", Barlow Research 2015.

Using Visa Direct, Setoo now offers a real-time⁴ pay-out solution to its customers. When a customer purchases insurance powered by Setoo with their Visa debit card, Setoo pays out claims in real-time¹ directly back to the card, without collecting any additional information from the customer. In the event of an incident, a single authorization and a clearing message is sent to Visa, with funds posted to the cardholder's account, typically within seconds⁴.

Visa Direct allows Setoo's automated, real-time⁴ pay-outs to happen seamlessly and immediately.

What has Setoo achieved with this solution? An industry-leading customer experience.

Adding a push-to-card pay-out option, powered by Visa Direct, creates a hassle-free claims experience for Setoo's customers. Customers are immediately paid and able to use the funds to mitigate the emergency at hand.

Visa is committed to working with innovative companies in the insurance industry to transform outdated and time-consuming pay-out processes into real-time¹ access to funds when individuals, families and businesses need them the most.

Together, Visa and Setoo provide a customer-driven solution that addresses one of the biggest pain points of the insurance industry.

FIND MORE INFORMATION AT



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Alfredo AI & Maisconsultores

Alfredo

MAIS
CONSULTORES®

BRINGING INTELLIGENCE TO THE REAL ESTATE MARKET

Alfredo is a digital platform that brings intelligence to the real estate market. The project was launched in Portugal in the beginning of 2019 due to the lack of structured online real estate data and the thriving residential market. The founding team saw an opportunity to use the latest state of the art machine learning techniques bringing novel ways to create data pipelines in the real estate world. The process resulted in an intelligent AI powered business suite for real estate stakeholders which streamlines their data collection and intelligence pipelines putting them ahead of competition. Their products include an instant AI powered real estate market report, an unified asset listing platform and a lead generation funnel. Alfredo's clients include realtors, agents, analysts, appraisers and their corresponding institutions.

DIGITALIZING REAL ESTATE, DISRUPTING THE MARKET, ACCELERATING RESULTS

Real estate agents and realtors found in Alfredo's technology a way to bootstrap their existing sales pipeline. Their work process starts with identifying potential leads and converting them into clients. This process, unaided by information technologies is very manual and laborious. It starts by looking online for future prospects, contacting them, manually manufacturing a decent real estate market report and going for the sales conversion. There are obvious problems while doing this activity, first and foremost, the information listed online is inaccurate; secondly, producing a decent real estate market report is something that takes experience and time, being an essential tool to demonstrate professionalism. These problems lead the development of the current Alfredo's products: the AI powered real estate market report, unified listing portal and the lead generation funnel.

Alfredo's AI powered real estate market report allows real estate stakeholders to perform instant reports using the latest state of the art machine learning algorithms joined with real time market data. A proprietary process of 4-steps allows any individual to understand what is happening on the market through a process of explainable AI (XAI) tailored to fit any level of user understanding, experienced or beginner. This report includes a novel automated valuation model (AVM) developed by the founding team for the residential real estate market using their previous statistical modeling experience and by partnering with innovative real estate stakeholders.

DRIVING SUCCESS FOR MAISCONSULTORES

One partner was important on the inception of this first product, a franchise called MaisConsultores which uses Artificial Intelligence to build novel ways for realtors and agents to broker their business. Given the statistical capability of Alfredo, **building a powerful automated real estate market report** was paramount to achieve higher efficiency in the sales pipeline. Differentiating tools, integrations and automation are a major selling points to attract new talent when comparing to the older and technologically stagnant franchises. To be a real estate top player you need to invest in the new technological agent. The partnership paid off and the results are measurable, MaisConsultores has gone up from 10 franchise clients to 23 in the space of a year, more than doubling their agent filiation, from 350 to 1k real estate agents. Alfredo

contributed to the whole client onboarding experience by providing a tool that empowers its users in a very important part of the process, **the price making of a real estate asset** by allowing its agents to support their actions providing a sound and powerful real time real estate market report. Since the beginning of 2019 MaisConsultores has already conducted more than 15k+ automated AI powered real estate market reports, provided by Alfredo.

ALFREDO IS THE TOOL MAISCONSULTORES WAS NEEDING

This **report** is already an essential tool on the Portuguese market, and its available on the Alfredo AI powered business suite, used by the top market performers which also participated in its development. Since 2019 more than 100k+ AI powered real estate market reports have been conducted on their digital platform.

The **unified listing portal** is a window to access everything that is listed online. A known fact identified by the real estate stakeholders is that what is listed online has problems of data quality and consistency. Thus, when going through these listings to find new opportunities, a lot of energy is spent trying to filter signal from noise. Alfredo's unified listing portal uses multiple machine learning techniques to **identify problems and correct them regarding data consistency and quality**. The most notorious examples of these algorithms are:

- 1** Natural language processing (NLP), used to identify whether the asset maps' position is in concordance with what's posted on writing. Internally we verified that 12% of all assets listed online have their map position wrongly inserted to confuse competitors;
- 2** Image recognition, used to identify if the same real estate asset is listed on multiple platforms. Although there are multiple solutions for this problem, the team developed a novel approach using deep learning, graph theory and semi supervised learning to achieve the best results. Given that the same asset might have different representations on multiple platforms, Alfredo's approach consolidates

THE REAL ESTATE DIGITAL ERA IS HERE

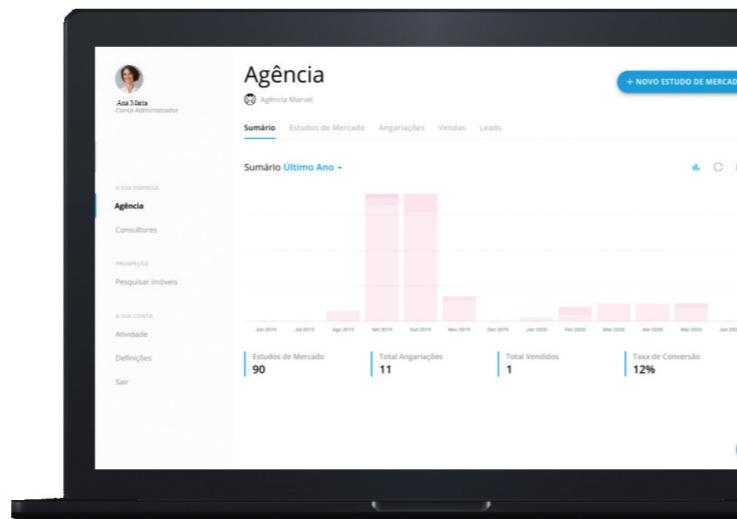
Machine learning technologies have matured and are a valuable tool to provide automation and efficiency. Alfredo is proof that a dedicated team with a solid mission in mind can have a positive impact. Their AI powered real estate business suite is improving market liquidity by providing the buyer and seller side the trust that needs to exist for a transaction to happen, i.e., a clear, solid, transparent and reliable stream of specialized intelligence and information. The plan of the startup is to expand their product into other geographies, starting in 2021.

Stay tuned...

what the real representation of the asset is. Alfredo found out that 50%+ of the online listing are duplicates, and its methodology correctly identifies them as such.

The **lead generation funnel** consists of a customizable website which interacts directly with the realtor or agent client. By asking the end client directly what is looking for online, a special channel is created which automatically generates a personalized AI power real estate market report. This product was launched during the ongoing COVID-19 pandemic and is a proven way to interact directly with customers given the social distance boundaries that are in place. This product is responsible for generating more than 5k+ high quality leads for their clients.

Alfredo's closeness to their customers allowed them to tailor made their products and achieve a notable market share of around 7%-10% (3k+ users) in just two years in the realtors and agents. The tool is getting intrinsically fused into realtors and agents workflows and is the number one choice in intelligence real estate market framework and a proof of this is that even when the users switch institutions they bring Alfredo's business suite with them.

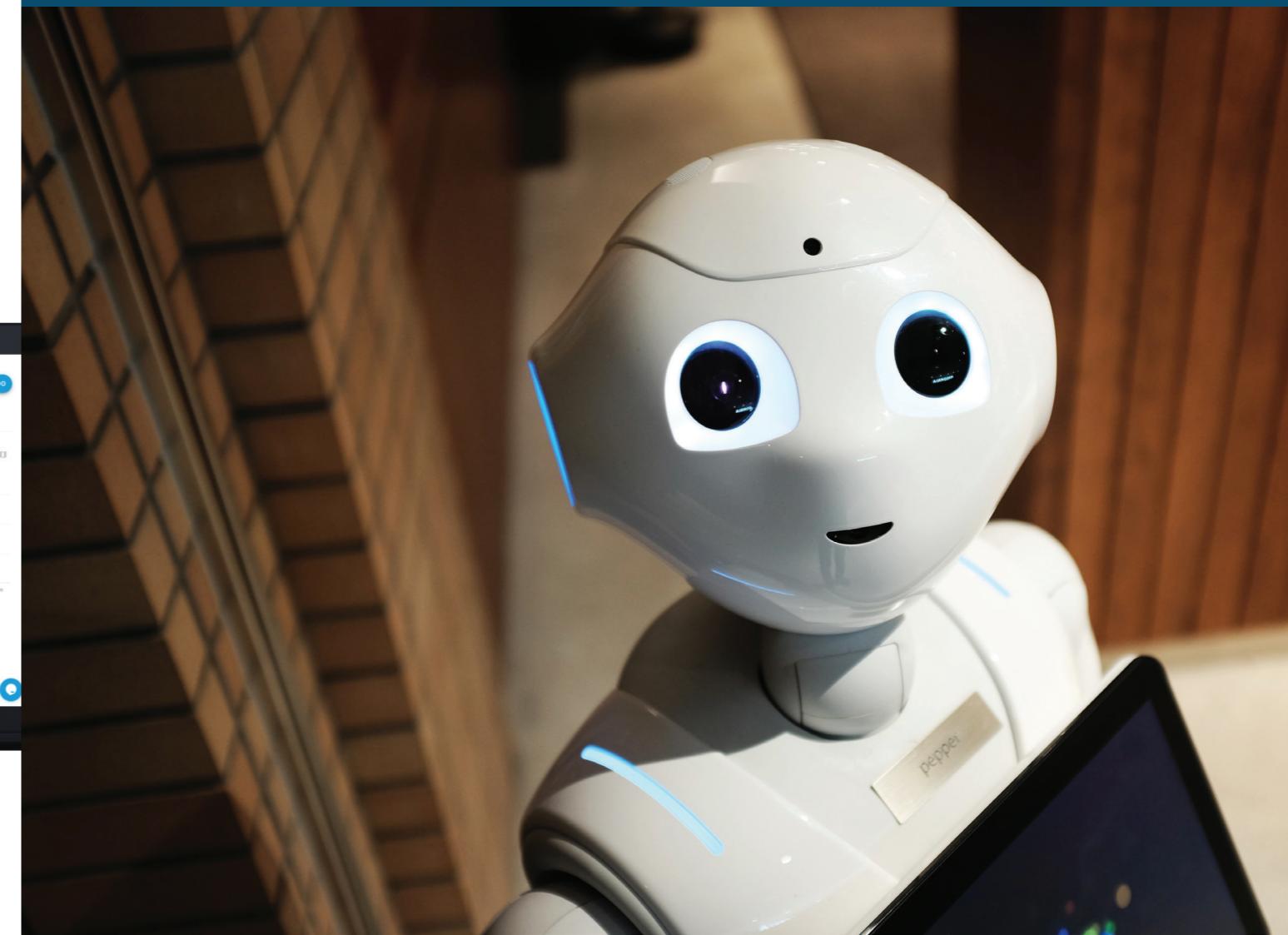


Visor AI & Millennium BCP



SERVICE AUTOMATION AND DIGITALIZATION

Visor.ai is a technology company committed to helping large companies automate their services through chat, e-mail, and voice bots using Artificial Intelligence and automation. The history of Visor.ai begins with three childhood friends, Gonçalo Consiglieli, Gianluca Pereyra, and Bruno Matias, who, in 2015, left their jobs to take their first steps in the world of entrepreneurship. They started in a project that did not have the desired traction. After that, they participated in a hackathon with Beta-i and Lisbon City Hall and then realized which path to follow and what the companies needed.



It was then, in 2016, that Visor.ai (from the combination of “Virtual Advisor” and “Artificial Intelligence”) appeared, with a chat solution that brought companies closer to their clients.

Since then, the company has grown and evolved its solution and now has dozens of customers on three continents.

THE SOLUTION COMPANIES NEED

Visor.ai focuses on the services of large and medium-sized companies, namely the banking and insurance sectors, which receive thousands of contacts every day from their clients and other stakeholders.

Many of these contacts have a simple and immediate resolution, but they take time to be answered because there is no integrated automation system.

Companies that adopt Visor.ai solutions manage to automate, on average, about 70% of their contacts with customers and generate around 10% of commercial leads.

In addition to customer contacts, Visor.ai bots can be implemented internally in companies, optimizing communications between employees and departments.

The case we will talk about focuses on a banking institution that invested in Visor.ai solution for internal process automation.

WORKING WITH ONE OF THE LARGEST BANKS IN PORTUGAL

Banks work very much based on specific processes, and each subject has many procedures, which makes it impossible for workers to know all the information by heart.

Banco Millennium BCP, which already had an internal solution, needed an improved solution to help branch employees give their customers an even better service.

The solution consisted of a system that would work as a “library” and provide all the necessary information. The system they once had worked was based on keywords, and the employees themselves had to search for the answers. If they couldn’t find it or weren’t willing to explore, they called the internal support department. However, it was an inefficient solution, which made obtaining information time-consuming, requiring many human resources to meet colleagues’ numerous requests.

It was then that Millennium decided to implement the Visor.ai chat solution with automation and live chat with assistants.

VISOR.AI SOLUTION AT MILLENNIUM BCP

Visor.ai offers chat channel automation solutions (that can include voice) and e-mail. In terms of contact with the public, it can integrate with the website, Facebook Messenger, and WhatsApp of companies. Concerning e-mail, it can integrate with any CRM and ERP system, such as Salesforce, Microsoft Dynamics, Go Contact, among others.

In the case of Millennium, the chat solution was implemented within the bank’s internal system to reduce response time and optimize employee work.

IMPLEMENTATION PROCESS AND CHALLENGES

Since the bank already had a knowledge base of the previous system, it was not necessary to use the templates developed by Visor.ai. These templates allow companies that do not have a collection of customers’ questions to accelerate setting up the chat and/or e-mail bot.

The implementation phase of the knowledge base was thorough due to the extension of the existing history provided by MBCP. The approach consisted of a gradual release of automated answers to solve the more frequently asked questions.

After the questions’ setup, it was necessary to include each answer and define each case’s paths and options.

Finally, Visor.ai’s chatbot was available in Millennium BCP internal services, and the results were terrific.

ACHIEVING GREAT RESULTS

“The experience and feedback from the Bank’s internal network have been great.”

António Seixas, Team Coordinator at Millennium BCP

Today, with less than a year since implementation, the Millennium BCP chatbot has an above-average efficiency. It has dramatically reduced the need for human support to branches - the complete opposite of what would happen without the Visor.ai automation solution.

In addition to above-average efficiency, the bank managed to reduce costs, optimize its employees’ work, and increase their level of satisfaction.

Following the success of the solution implemented at Millennium BCP, different integrations are being prepared that allow bank transactions through this channel. And even the expansion of the chatbot to a larger number of users within the bank.

WHAT MADE VISOR.AI DIFFERENT, AND THE PERFECT PARTNER

Visor.ai stands out in automated solutions for being low-code, which allows an easy implementation and use in the platform. Besides, it is entirely cloud-based, which enables its remote and autonomous maintenance by clients.

One of Visor.ai’s most differentiating factors is its specialization in the Portuguese Language and the Natural Language Processing technology. The NLP was developed internally to meet the Visor.ai team’s requirements and clients’ needs.

Furthermore, Visor.ai always adopts a client-centered strategy; we care about listening to our clients and responding to their needs, both in terms of platform improvements and any other level.

Visor.ai is proud of its 95% customer retention rate. This number proves the companies’ satisfaction that bet on Visor.ai solutions and the willingness to continue working with us.

Finally, the secret ingredient is people. The Visor.ai team works tirelessly every day to offer the best services and support to its customers.



CHAPTER
5

WHERE REGULATION MEETS
INNOVATION

Portugal as a Fintech Hub:



ANDRÉ DE ARAGÃO AZEVEDO

Secretary of State for Digital Transition

Portugal has the Portugal Finlab as a unique touch point between fintechs and all the financial regulators. What is your opinion about the program?

This is a very positive program, I believe this is a triple win situation, for the fintechs, the established companies and financial regulators.

“ I BELIEVE THIS IS A TRIPLE WIN SITUATION, FOR THE FINTECHS, THE ESTABLISHED COMPANIES AND FINANCIAL REGULATORS ”

The fintech startups benefit with the program in a way that they open up to the market and the experience of established financial companies, also receiving support by the regulators to develop their solution aligned with the regulatory framework. For the companies, they can fast track innovation with the typical flexibility intrinsic of the entrepreneurship world. The regulators also have here an opportunity to update policies aligned with the new ways of doing business and emergent technologies.

The government is pushing the “Free Technology Zones” (Zonas Livres Tecnológicas). The financial sector is a natural candidate for that. Can you describe the initiative? And specifically for the financial sector?

The Promotion of Technological Free Zones through the creation of special regulatory regimes is one of the emblematic measures of the Action Plan for the Digital Transition. The expected benefits of this measure will actively contribute to the development of the industry and Portuguese research centres by accelerating the processes of development, testing and creation of knowledge and Portuguese Intellectual Property. It will help promote Portugal's positioning in research and development (R&D), national resources and the participation in international projects, as well as the attraction of innovative projects and investment related to emerging technologies.

Also, the government approved a Resolution of the Council of Ministers that established the general principles for the creation and regulation of Free Technological Zones. The objective is to create a legislative framework that promotes and facilitates research, demonstrations and testing activities, in a real environment of technologies, innovative products, services, processes and models, in Portugal. After the creation of a legislative framework, for instance the financial sector – with its specificities - must be object of specific treatment and a possible new framework.

From the view of Policymakers

Recently the law n. 57/2020, of 28th August requests for a report regarding the creation of a regulatory sandbox for fintech. Will we have a fintech sandbox in Portugal? What is the timeline that we can expect?

The National Council of Financial Supervisors is set to present a report on the possible creation of regulatory sandboxes and free technological zones developments in the area of fintech, with reference in particular to developments in the European Union, including initiatives taken in this field by the European Commission or by the European Supervisory Authorities, until 29th of December, 2020. Independently of an umbrella legislative framework for experimentation, that the government is working on and will necessarily involve several relevant stakeholders in its different stages, and subsequent sectorial legislative frameworks, support frameworks for experimentation may coexist, as regulatory sandboxes, Innovation Hubs (eg.: Portugal Finlab), or accelerator programs. A fintech sandbox could, in a near future, coexist in Portugal with a legislative framework for experimentation and other support frameworks for experimentation, like accelerator programs.

Regarding fintech policy, do you follow any other country benchmark? Any specific policy or initiative that you see as a vision for Portugal to follow?

All these initiatives were preceded by a benchmark evaluation of other examples, not only European but worldwide, and in the design of our national initiatives we took that into consideration. The idea on the Technological Free Zones is to

have a global framework, which will be the first example in the world, a common framework that will be followed by a specific Technological Free regulatory framework for each sector or industry.

We encourage fintech ecosystem to invest and contribute to the design and the program of this cluster around Technological Free Zones in Portugal.

“ WE ENCOURAGE FINTECH ECOSYSTEM TO INVEST AND CONTRIBUTE TO THE DESIGN AND THE PROGRAM OF THIS CLUSTER AROUND TECHNOLOGICAL FREE ZONES IN PORTUGAL. ”

Regarding the European Union landscape, funds, rules do you see any opportunities and threats that portuguese fintechs should pay more attention?

We are closing the financial package for the next decade and from that point of view there will be countless opportunities, also because digital is an immense opportunity by itself.

The Portuguese FinTech are a relevant partner in the transformation of the financial sector in Portugal, an increasingly recognized role, but it is also important that they know how to associate and take advantage of the regulator lines defined by the European Union for this area.

The government's commitment is that we will work, in partnership with the private sector, namely with Fintech Ecosystem, to co-design these measures.

Portugal FinLab is a communication channel between innovators in the financial sector in Portugal – start-ups or incumbents – and the sector's regulatory authorities. This project is part of the three regulators' efforts to increase transparency and address concerns over the Portuguese regulatory framework, and reflects their requirement to keep up with the sector and be aware of emerging needs driven by financial innovation.

Projects selected on the pitch day were analysed by the regulators and a report listing possible regulatory obstacles and critical issues for the project was issued, so that innovators understand their boundaries and possibilities within the Portuguese legislation and regulations.

PARTICIPANTS

BATCH 1

Alfred  coverflex  Criptalia  M CONTABILIDADE  iwels 

BATCH 2

apres  impact market  finanfly  S-V  Swood 

BATCH 1
From November
7th 2019 to January
17th, 2020

From February
21st to March
25th, 2020

May 21st and 22nd,
and September 11th, 2020
22nd, and September
11th, 2020

From June 5th to
22nd, and September
11th, 2020

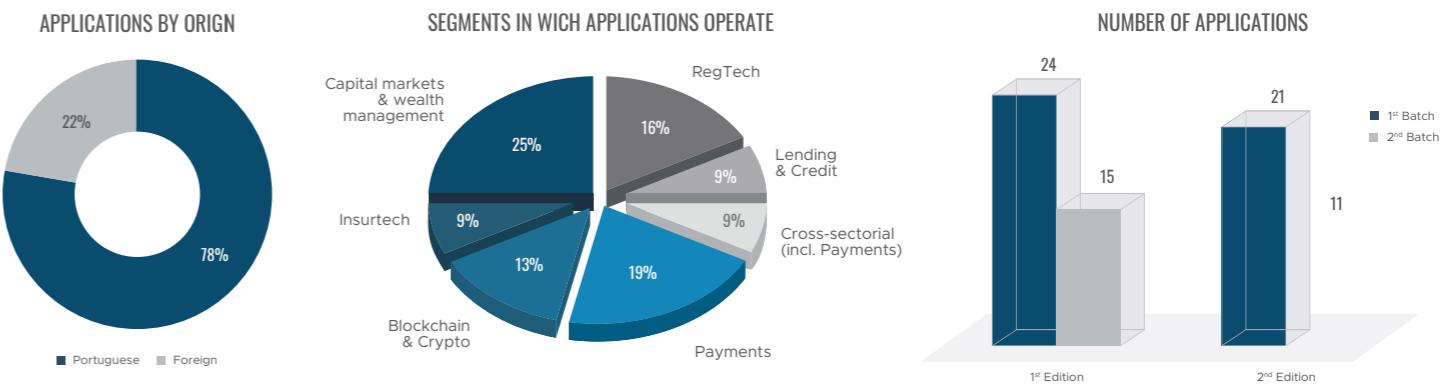
BATCH 2
APPLICATIONS
From March 16th to
May 29th, 2020

SELECTION
From July 7th to
27th, 2020

REPORTS
To Be Defined

FEEDBACK
To Be Defined

Relevant Statistics



& Key Takeaways

Based on the projects analyzed in the 1st batch (analysis of 2nd batch projects still ongoing), it was concluded that the main regulatory issues raised, in more or less detail, were very similar to those of the previous edition, with the exception of one. In short, the following was found:

1. Increase of the number of questions about securities transactions and investment advisory, especially related with the requirements applicable to the activity of so-called robot advisors in terms of authorization, supervision and portability of requirements in the EU;
2. Increased number of questions about Insurtech business models;
3. Decrease in the number of questions about virtual currencies, but not on the application of blockchain technology;
4. The high number of issues related to payment services remained at the level of the previous edition, mainly implying requests for authorization to provide account information services (AIS) and payment initiation services (PIS). It should be noted that, in this field, one of the projects presented aims to combine financial and non-financial services;
5. Relevant number of business models that combine various services, e.g. collaborative financing and tokens or payment and insurance intermediation services;
6. Some issues outside the scope of competence of the Authorities involved, such as: digital identity apps (CNPD); premium issue debt issuance project (IGCP); credit compensation project (AMA and CNCS).

In conversation with the Organizers



HÉLDER ROSALINO

DIRECTOR OF THE BOARD OF DIRECTORS AT BANCO DE PORTUGAL



JOÃO DE SOUSA GIÃO

MEMBER OF BOARD OF DIRECTORS OF COMISSÃO DO MERCADO DE VALORES MOBILIÁRIOS



MANUEL CALDEIRA CABRAL

MEMBER OF THE BOARD OF DIRECTORS OF AUTORIDADE DE SUPERVISÃO DE SEGUROS E FUNDOS DE PENSÕES

The second edition of the Portugal FinLab has reached its end. How do you evaluate this edition and the program?

Hélder Rosalino - I am very happy with the results, not only because of what we have accomplished as a supervisory Authority – in terms of knowledge on new technologies being used in financial services or new business models –, but also due to the positive feedback from all participants. The first edition was a risky bet, but it paid off, and that is why we decided to go on into a second edition. There was also the risk of the market “losing steam”, but that did not happen and we were able to communicate with a very significant number of interesting FinTech projects (32 versus 39 in the 1st edition). Overall, we have received about 70 applications in the two editions, which is higher than the number of reports produced (20), and a good indicator of the success and interest of this initiative for the FinTech market.

João de Sousa Gião - The second edition of Portugal FinLab continued the good results of the first edition, allowing the Regulators to improve their understanding and awareness of market trends. This became clear due to a more agile and dynamic communication between innovators and the Portuguese regulatory authorities in this last edition and the main reason for this improvement was the knowledge acquired by the authorities in the first edition. Thus, it is fair to say that the coverage and capacity of the CMVM to give a fast and straight to

the point response to FinTech companies has never been better and has developed the blueprints to a fast-track structure to deal with FinTech companies. Overall, this kind of improvement and the impressive number of FinTech companies that we interacted with exceeded our expectations.

Manuel Caldeira Cabral - The second edition of Portugal Fintech can be considered a success. Despite a decrease in the number of applications compared to the first edition, there was still a very interesting adhesion on the part of startups, which presented very attractive and innovative projects. Also, we had, for the first time, a participation of an incumbent, which reinforces the credibility that this hub of innovation has achieved in the market. I cannot fail to mention the fact that this edition has been running since March, under the strong restrictions imposed by the Covid-19 pandemic, and this has not prevented its development with the success we can see.

Any specific new trend and difference between the two editions?

Hélder Rosalino - I would highlight two trends that were especially relevant for Banco de Portugal. Firstly, the fact that we had an incumbent Bank participating in the program for the first time, which shows that incumbents are indeed also innovators and that supervisory Authorities do care with the “level playing field” between incumbents and new

entrants. Secondly, the fact that we have witnessed increasingly complex projects being developed, which often mix several financial activities,. These projects are those which benefit the most from the Portugal FinLab format, by having the three Authorities involved and collaborating for the same purpose. As to differences, in this last edition the Authorities have made additional efforts to clarify, whenever relevant, the regulatory doubts of the non-selected candidates through bilateral communications. Their projects were all appointed to a designated Contact Authority, who will be the contact point in case they need further information.

João de Sousa Gião - I would say that this edition revealed an increase of projects related to RegTech and Robo-advise. A frequent and challenging topic was the liability arising from the automation inherent to new technologies. On the other hand, it was exciting to get to know all the important benefits of these new project to the efficiency and stability of the financial sector. For these reasons, CMVM decided to prepare a public consultation about RegTech and Robo-advise, to be launched in the first half of 2021, for the purpose of sharing experiences and views with the market and establishing a comprehensive set of guidelines for market players. Other trends associated with blockchain and payment services continued in this second edition, and the levels of maturity of this kind of project was visible. CMVM examined blockchain projects in this second edition of the Portugal FinLab that cover a broad range of financial services in innovative models with new and complex features.

Manuel Caldeira Cabral - Both editions counted on the collaboration of the three financial regulators, the Insurance and Pension Funds Supervisory Authority (ASF), Banco de Portugal (BdP) and the Securities Market Commission (CMVM). In the first edition, the association Portugal Fintech also joined the organization. The themes remained relatively stable, however, it is worth noting an increase in the participation of projects that included the insurance area. Two of them, Coverflex and Swood, were even selected, respectively in the first and second phases.

There is a global race to be the best fintech hub. Regulation plays a critical role. Regarding this field, any highlights you would underline about the advantages of Portugal to start a fintech or insurtech?

Hélder Rosalino - I believe that more than a race to be the best FinTech hub, we are in a race to offer the Portuguese market the support that best serves its interests. The fact that we have the three Authorities collaborating on the Portugal FinLab, with two pitch days per year and a program that is designed to, from day one, facilitate the communication between the project owners and the supervisory Authorities, has been a very good fit to our growing FinTech and InsurTech local market. Furthermore, Portugal FinLab proved to be a good vehicle to attract foreign projects/companies to Portugal. These FinTech can benefit from our fluency in English, technical skills, regulators’ proximity, synergies with Fintech already established, amongst others.

I BELIEVE THAT MORE THAN A RACE TO BE THE BEST FINTECH HUB, WE ARE IN A RACE TO OFFER THE PORTUGUESE MARKET THE SUPPORT THAT BETTER SERVES ITS INTERESTS ”

João de Sousa Gião - Portugal has an important advantage over other jurisdictions in having an innovation hub with the three financial competent authorities, as fintech and insurtech projects tend to have regulatory queries that cover all financial sectors. In this way, the authorities can easily coordinate and provide the right answers expeditiously, generating security and fluidity to the market. Another important advantage is that all three authorities clearly understand and support innovation while at the same time, ensure that all the players are carrying out their financial activities within the same rules and with a full understanding of their regulatory perimeter. I would also like to highlight the relevant role that the FinTech community has played in welcoming new projects, both national and international.

Manuel Caldeira Cabral - Portugal has been proving to be quite attractive for the development of an ecosystem favorable to the installation of startups, both due to the economic policy conditions of support to technological companies, as well as the availability of highly qualified Portuguese staff and the ability to attract foreign talent to the parents. The holding of the Web Summit in Lisbon has contributed greatly to publicize the country’s advantages, whether natural, such as climate, safety, geographic diversity, or those related to infrastructures such as quality internet, co-work spaces and business

acceleration. I think it is unequivocal that the national effort to increase innovation facilitators is visible, with Portugal FinLab being a good example.

I THINK IT IS UNEQUIVOCAL THAT THE NATIONAL EFFORT TO INCREASE INNOVATION FACILITATORS IS VISIBLE, WITH PORTUGAL FINLAB BEING A GOOD EXAMPLE „

What can we expect in terms of coordination between regulatory authorities from different countries in terms of openness and channels of communication with innovators. Can we expect an european answer? What type of advantages do you see in it?

Hélder Rosalino - The European Commission has several ongoing initiatives in this regard. I would perhaps highlight the New Digital Finance Strategy that went into public consultation and is expected to give rise soon to a new Action Plan, which will give a strong role to Innovation Facilitators. Also, it is important to note that the European Supervisory Authorities, under the request from the Commission and following the publication of the Report on FinTech hubs last year, launched the European Forum for Innovation Facilitators (EFIF), which has been a great tool for sharing experiences and discussing next steps.

João de Sousa Gião - When dealing with financial innovation we are mainly dealing with inherently cross-border products and services. For that reason, harmonization of the applicable rules and, most importantly, supervisory convergence is paramount.

Manuel Caldeira Cabral - The collaboration and coordination of the various supervisory authorities in different countries has been very intense and fruitful. At EIOPA level, the European supervisory authority in the area of insurance and pension funds stands out, the existence of a permanent task force dedicated to Insurtech that has a wide participation of States, working in strict collaboration-members with the Union European Union. There is also a strong collaboration between the three European financial supervisory authorities, EBA, EIOPA and ESMA, who, in a joint committee, coordinate various initiatives in the field of innovation.

Recently the law n. 57/2020, of 28th August requests for a report regarding the creation of a

regulatory sandbox for fintech. Can you share some insights about this subject?

Hélder Rosalino - In fact, the 3 Authorities (CNSF) were asked for a report on regulatory sandboxes until the end of the year. We do not have much information yet about the aim of this report. Nevertheless, this report will have to be articulated between the 3 Authorities (CNSF) and I am sure that we have gathered some very interesting knowledge and experiences to share, whatever the purpose is.

João de Sousa Gião - This is a very interesting initiative. The CMVM has been monitoring for some years all types of financial facilitators across the globe, with the aim of seeking suitable solutions to improve Portugal FinLab, and we already analyzed the advantages and disadvantages of the different existing models. The CMVM, together with the other national authorities, will now make the best efforts to provide the Portuguese Government and Parliament with the information required in a manner that it facilitates a thorough assessment of the best FinTech policies at national level, placing Portugal in a prominent position to attract important economic opportunities.

Manuel Caldeira Cabral - The legislation requires that "a report be prepared on the possible creation of regulatory sandboxes and technological free zones in the area of fintech, with reference, in particular, to developments within the European Union, including the initiatives adopted in this field by the European Commission or by the European Supervisory Authorities". This topic is being analyzed and, for now, consists on mapping the existing realities within the scope of the European Union so that it is possible to know what is implemented or under development at the community level with a view to assessing future forms of evolution in this area.

For the innovators that want to be "regulated by design" do you have any recommendation? After all these years of experience seeing new projects, any particular good practices that you can highlight?

Hélder Rosalino - That is a very abstract concept, considering the different financial activities that

are regulated, their requirements and the constant evolution. I do think that having in mind the regulatory compliance since the conception of a project and designing a roadmap that is adjusted to the legal requirements that may be required, for example in terms of authorisations, is a good way to ensure simultaneously a reduction of the time-to-market and regulatory certainty, which may help leapfrog FinTech companies.

João de Sousa Gião - From our experience, the recommendation we can give is to clearly state the main objectives of your projects and to be transparent. Firstly, if you still have doubts as to the main objectives of your projects, the authorities will not be able to help. The legal regimes of the financial sector can be complex, so if your objectives are not clear, the answers of the authorities cannot be deep and focused. Also, if your inputs are misleading, you will not receive the appropriate information for the project that you actually are going to implement. We understand if you still have indecisions about the main features of your project so if can present your doubts clearly, we will certainly help you in your choices.

FIRSLY, IF YOU STILL HAVE DOUBTS AS TO THE MAIN OBJECTIVES OF YOUR PROJECTS, THE AUTHORITIES WILL NOT BE ABLE TO HELP „

Manuel Caldeira Cabral - The main recommendation is that they participate in FinLab, where they can clearly find out how the project fits into the law and regulatory standards, working with the simultaneous support of the three supervisors. The experience of FinLab, which has been around for two years, has effectively enabled us to get to know several projects closely, many of them intensely innovative. On the other hand, in relation to the selected projects, the regulators present a final report with the conclusion of the analysis carried out according to the regulatory questions that were asked, which originates its systematization. So there is enough experience to be able to consider different ways of transmitting these conclusions.

Regarding the regulation recently implemented or about to come would highlight any with a more disruptive potential? Anyone particularly important for the fintech community? Why?

Hélder Rosalino - Now that PSD2 is becoming

more "business as usual", it is expected that the new 5AMLD, which gives Banco de Portugal new powers in terms of crypto-assets supervision, will impact some FinTech projects. In particular, with Law No.58/2020, of 31 August, the custodian wallet service providers, the providers engaged in exchange services between virtual assets and fiat money and the providers of exchange services between one or more forms of virtual assets and transfer of virtual assets, are now considered obliged entities. Aside from that, I find also very relevant the work that EU institutions, namely the European Commission, have been developing on crypto-assets, retail payments, operational resilience and digital finance, and that resulted in the launch of consultations.

João de Sousa Gião - As said above, CMVM is working in a public consultation document about RegTech and Robo-advice that will be launched in the first half of 2021. In 2020, CMVM issued 4 draft regulations for public consultation aiming at reducing reporting obligation deemed redundant. This effort will reduce up to 30% of periodic reporting obligations of entities subject to CMVM's supervision. This initiative supports the fintech community since it provides a proportional application of the regulatory requirements to supervised entities and eliminates regulatory costs. Additionally, CMVM expects to provide its support in the pursuit to the strategic vision of the European Commission for digital finance that surely will result in important legislative initiatives in this area.

Manuel Caldeira Cabral - Innovation often raises new questions that may not be immediately addressed in existing regulations. First of all, what is important to do is to know these new realities and understand how they work in order to be able to determine whether, although they are the result of an evolution or even a disruption, they are still within the scope of the existing regulations. Experience has shown that in many cases the rules that exist can accommodate innovation. When this does not happen, changes to existing regulations will have to be considered. At the moment, at European level, the issue of increasing innovation facilitators, may lead to developments that may represent gains for fintech, namely in terms of contact, experience and knowledge of the regulatory environment in which they must develop.

Portugal Fintech Report 2020

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Designed by: João Cardoso Pinto
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