



PRESENTS

Portugal Fintech Report 2021

POWERED BY

accenture

VISA

MORAIS LEITÃO
GALVÃO TELES, SOARES DA SILVA
& ASSOCIADOS

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 have the purpose of connecting startups with clients, providing them with

privileged contact with investors and helping them navigate regulatory frameworks. As such we drive our mission by closely engaging and connecting with 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, mature players, and regulation and policy.

MATURE PLAYERS

Connect fintechs and incumbents to foster collaborative win-win partnerships. Promote co-creation of the future of financial services and create fast tracks for testing between the two universes.

TALENT

Portugal Fintech raises awareness about the opportunities of working in the fintech ecosystem in all layers of talent. The association connects startups with talent from universities and other specialized HR partners to guarantee startups have the right people at the right time.

REGULATION

Collaborate with regulatory agencies and legislators to foster an easier, faster, and clearer environment for fintech startups. Help startups navigate the regulatory context building compliant-by-design solutions.

CAPITAL

Portugal Fintech connects startups with investors at a national and international level, from networking events to 1-on-1 meetings. From business angels to corporate investors and VCs, Portugal Fintech helps gather smart money to speed up business growth.

WE ARE FOSTERING THE ECOSYSTEM THROUGH

THE RESEARCH

An annual portrait of the Portuguese ecosystem.

THE HOUSE

A physical incubator in Lisbon for fintech.

THE SOLUTIONS

Closing the gap between startups and incumbents.

The Fintech House



THE MUST GO PLACE FOR FINTECH

Two years after the launch of the first fintech-dedicated co-working space in Portugal, the Fintech House has promoted the prosperity of the ecosystem by enabling the growth of its more than 60 members, both virtually and physically.

During 2021, the Fintech House created monthly forums of discussion between founders of the Fintech House community; staged the biggest hackathon in Europe, ETH Lisbon, and co-organized events on Open Banking and Sustainable Finance, among other themes.

AT THE SERVICE OF THE ECOSYSTEM

The Fintech House is the physical space in a digital world to connect the European fintech ecosystem. Now more than ever, we are aware of the need to connect key players and promote open communication. As such, we host the community-exclusive Fintech House Talks, which consist of discussions where founders are invited to share past experiences, lessons and challenges about different areas of the industry. Additionally, The Fintastic Fridays are monthly gatherings open to investors, mature players, startups and partners that wish to get to know the faces and the work of our community members.



Powered by



+60

STARTUPS

On the network from all the corners of the world

+170

SEATS

At the Fintech House in the business district of Lisbon

+40

EVENTS

Organized until the moment for the community

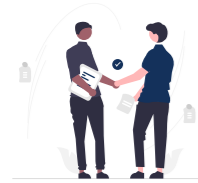
+30

PARTNERS

Contributing and committed to the growth of the ecosystem

The Fintech House is not only a place for startups, but a place for everyone in the community to be involved in, in a multitude of ways. Be it through tailored programs, such as workshops and hackathons; hosting your own events; getting to know the ecosystem and the best startups to connect with; among other options.

HOW WE SUPPORT THE ECOSYSTEM



Direct connections with mature players and opportunity to be featured in relevant events to the industry along with potential clients.



Office hours with our main partner, Morais Leitão, for legal advice on: fundraising, growth, scaling, exits, compliance and regulatory issues.



Office hours with experts on talent acquisition and HR consultants; promotion of open vacancies through the Fintech House's network of newsletter subscribers, LinkedIn followers and a talent-dedicated page on the website.



Office hours with experts on investment plans and strategy, pitch deck and how much to raise, such as startup founders and VCs. Direct connection with investors based on investment needs and value proposition.

A NEW MAIN PARTNER

In July 2021, the Fintech House established a partnership with the Portuguese Mint and Official Printing Office (Imprensa Nacional-Casa da Moeda, INCM). This partnership aims to focus on digital identity. Digital identity is an essential element to the functioning of current societies, where economic value is increasingly supported by digital platforms that require the identity validation of all its participants, securely and conveniently.

INCM joins Accenture, BBVA, Fidelidade, Morais Leitão and Visa as the main partners that enable the creation of a place fully dedicated to the growth of the Fintech ecosystem.



PARTNERS



Fintech Solutions

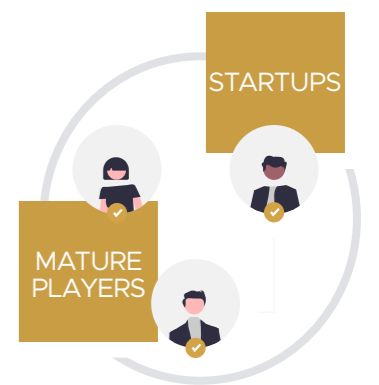


CLOSING THE GAP BETWEEN CORPORATES AND STARTUPS

During the Covid-19 pandemic, financial and non-financial institutions recognized that the future of innovation is achieved collectively.

In addition, mature players reported that innovation initiatives were becoming irrelevant for business teams and interaction with startups was resulting in frustration.

Fintech Solutions was built to be the consultancy arm of Portugal Fintech, with the main goal of helping institutions to work better with fintechs. Check how we are building the future of financial services in ecosystem.



OUR SERVICES

I. DIGITAL JOURNEYS

Know how clients resonate with your services, discover alternative journeys and measure friction and engagement. Work together to design truly digital experiences.

IDENTIFY YOUR CHALLENGES AND DESIGN SERVICES

II. STARTUP MATCHMAKING

Define your challenges and we will connect you with the best solutions from startups to technology.

WE FEED YOUR INNOVATION PIPELINE

III. POC IMPLEMENTATION

Execute PoCs without friction or overburdening your team. We will provide additional resources to follow up the PoC and guarantee a thorough analysis of its results.

INCREASE YOUR TESTING CAPACITY

IV. INNOVATION MANAGEMENT AND FRAMEWORKS

Create an integrated innovation pipeline based on formal innovation processes that allow to conduct coordinated activities that contribute to business and engage the organization

BUILDING THE FUTURE OF FINANCIAL SERVICES IN ECOSYSTEM

THE FINTECH GUIDE FOR SUCCESSFUL PROOFS OF CONCEPT

The recent study “Streamlining Innovation with Fintechs” crosses the opinion of more than 70 mature players and startups to present actionable strategies to work with the ecosystem.

Download at thefintechsolutions.com



The Portugal Fintech Report

Each year, Portugal Fintech launches a publication that aims to portray the state of the Portuguese Fintech landscape. This is possible by showcasing our amazing talent, acknowledging the ecosystem’s fintechs and the real work they are doing in collaboration with mature players. In order to reflect on where we are and where we can go, we also deep dive into the main statistics and collect opinions of industry experts identifying the most relevant trends.

2021 was an interesting year for fintech in Portugal. As the world slowly heals, leaving lockdowns and fear behind, we are able to identify some of the shifts and transformations defining the post-pandemic era.

For instance, we see the sector shifting from a hype-attitude into a confident and mature approach, characterized by **mature players partnering to conquer their markets**. On another hand, the transition into a post-vaccinated world is emphasizing the million dollar question on **the future of work** – is it hybrid? Is it remote? We don’t know.

We do know, however, that consumers have raised their expectations on how accessible and meaningful financial services and products should be, due to the rise of **embedded finance** and **banking and insurance as an experience**. Perhaps this thirst for simple and intuitive processes can also be the grounds for the **emergence of marketplaces** as the backbone of commerce.

A much needed and belated focus on the purpose, true stakeholders and effects of organizations’ actions on the world has created an **‘ESG fear of missing out’**. Lastly, we couldn’t talk about 2021’s trends without discussing how **decentralized finance (De-Fi)** has been faithfully gathering stakeholders around its vision.

We leave you with this sneak peak into some of the main highlights of our research.

Our hope is that this report will allow you to connect with the ecosystem, and even inspire you to work with its stakeholders.

Because innovation never stops. And neither do we.

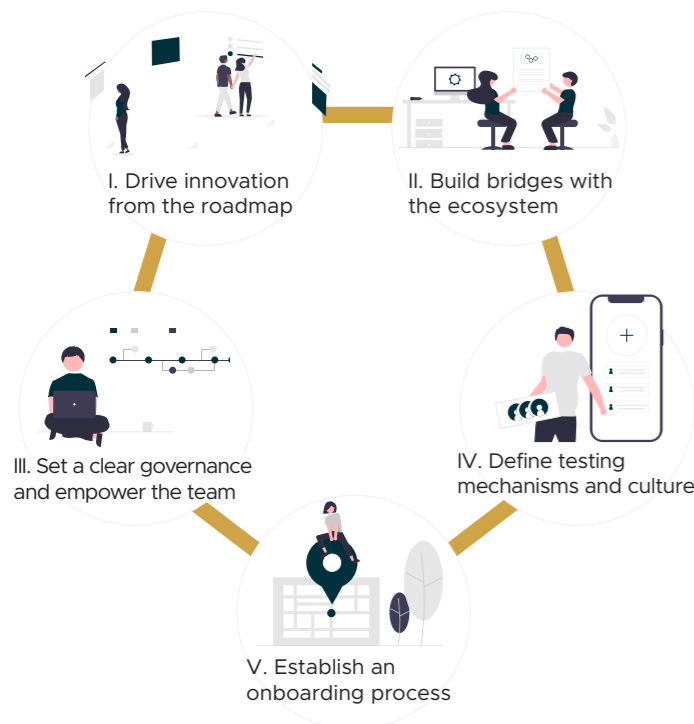
Welcome

ECOSYSTEM DRIVEN ORGANIZATIONS STRENGTHEN YOUR CAPACITY TO INNOVATE AND PARTNER

As innovation becomes more and more driven by the ecosystem, organizations must adapt.

The five areas represent practical steps for an organization to extract value from innovation with fintechs.

The study presents a practical approach to a minimum viable ecosystem, in line with the MVP concept, allowing organizations to test, learn and adapt.



POC CANVAS

CHANGE THE WAY YOU THINK PROOFS OF CONCEPT

Based on accumulated experience Fintech Solutions proposed a practical framework for proofs of concept (PoC). The main objective is to provide both institutions’ and startups’ team a practical and familiar tool to organize the fundamentals of a PoC.

The framework highlights the importance of limiting the scope of the PoC, establishing strong communication channels, and setting expectations and objectives.

1 Motivate the PoC I. Current Use Case The existent process, its challenges and the gap that the solution will close. II. Contribution to Strategy Main differentiator of the solution (feature fit or capability enhancement), Business fit with the corporate. Contribution to roadmap or strategy.		4 Set Expectations and Success VIII. Baseline Metrics Currently the process presents this limitations in terms of customer journey, efficiency. The main KPI is day to model, or average time on app. IX. Objectives & Expectations Quantitative and qualitative objectives of the PoC that can sustain the decision for next steps. X. Business Case Simple approach to the applicable revenue model and high-level business case in terms of sustainability of the partnership.	
2 Define Scope and Actions III. Validation Points Specific features systems, market interest or UX that the organization seeks to validate with the PoC. IV. Known Benefits Advantages of the solution that are accepted beforehand by the organization and therefore are out of scope. V. PoC Activities and Resources Project plan for the PoC duration, including description of activities, individual responsibilities and budget.		XI. Next Step Scenarios Development options of the PoC in a success and it validates the defined expectations. Potential next steps include pilots, MVP, commercial proposal, etc.	
3 Engage the Team VI. Governance Define the internal stakeholders and corresponding responsibilities. Define internal milestones and structure of approval. VII. Risks & Obstacles Identification of the expected obstacles and risks and corresponding actions to mitigate.			



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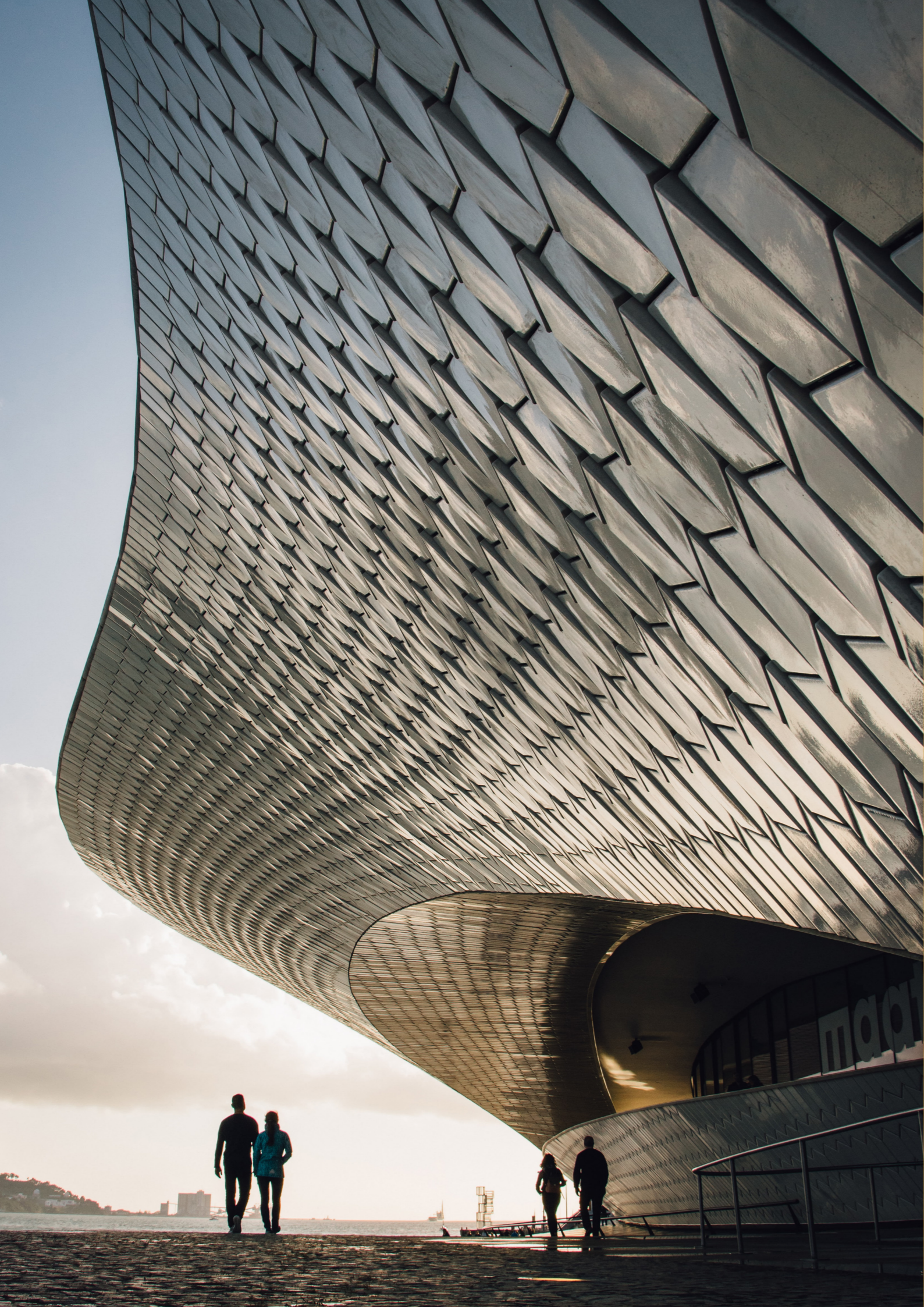
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CHAPTER **1**

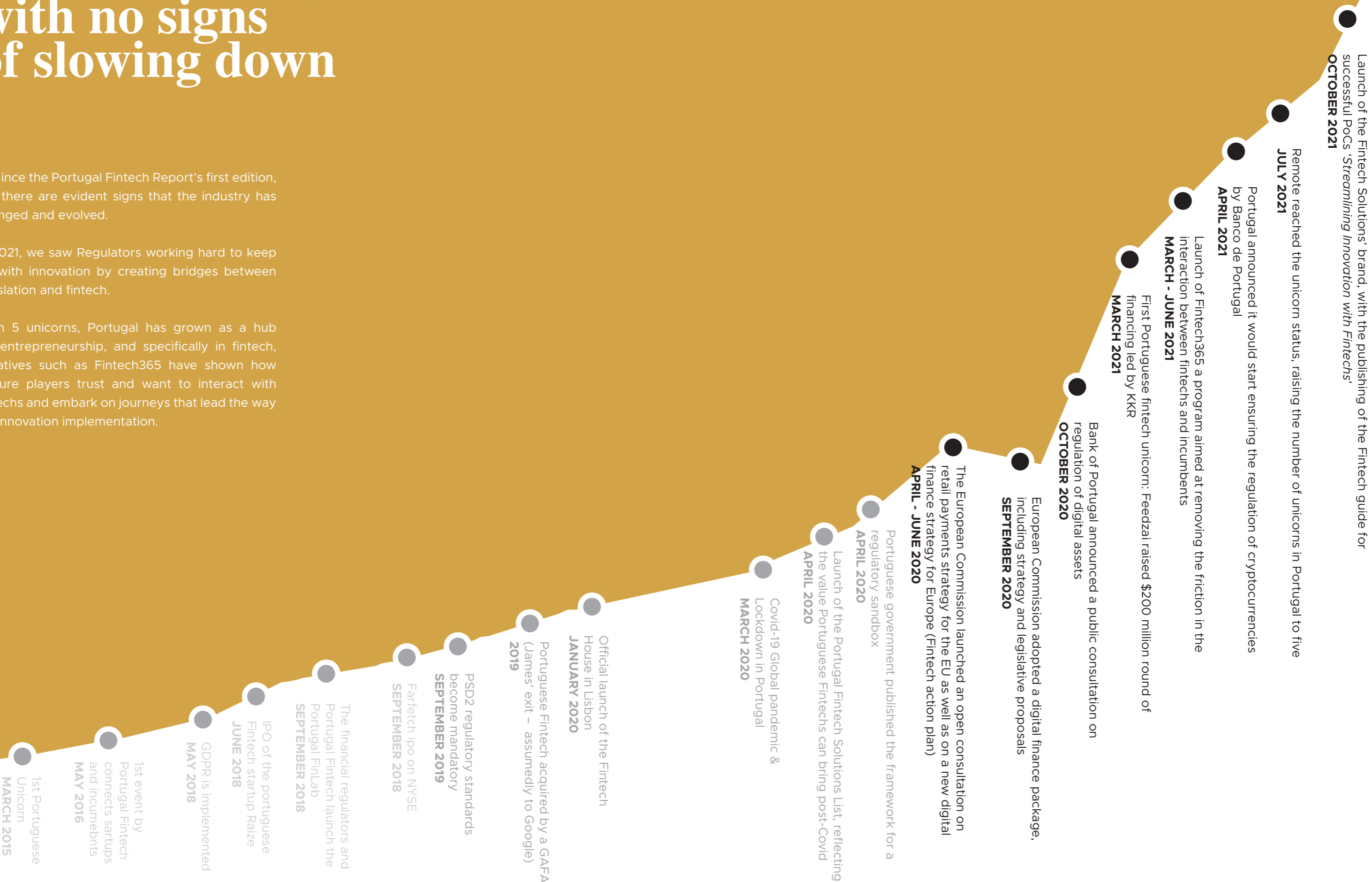
THE PORTUGUESE ECOSYSTEM:
UP AND UP WE GO

A vibrant Ecosystem with no signs of slowing down

Since the Portugal Fintech Report's first edition, there are evident signs that the industry has changed and evolved.

In 2021, we saw Regulators working hard to keep up with innovation by creating bridges between legislation and fintech.

With 5 unicorns, Portugal has grown as a hub for entrepreneurship, and specifically in fintech, initiatives such as Fintech365 have shown how mature players trust and want to interact with fintechs and embark on journeys that lead the way for innovation implementation.



Ecosystem Snapshot

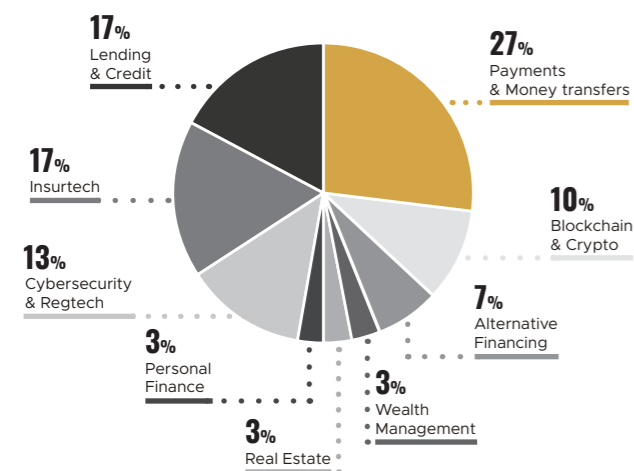
Every year Portugal Fintech conducts an open survey to the truest source of information, our Fintechs, and develops a deep analysis on the sector. Numbers speak for itself, grounding the great development that the ecosystem had in the most recent years

TOP 30 FINTECHS

For the purpose of this sub-chapter, we reflect only on data collected from the top 30 Fintech.

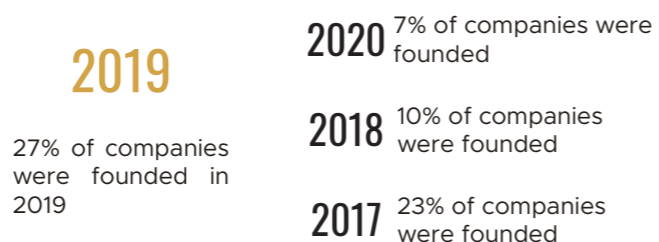
FINTECHS PER VERTICAL

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



Source: 2021 Portugal Fintech Survey

MOST POPULAR YEAR OF FOUNDATION



Source: 2021 Portugal Fintech Survey

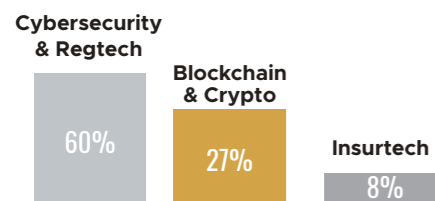
TOTAL FUNDING TO DATE FROM TOP FINTECHS



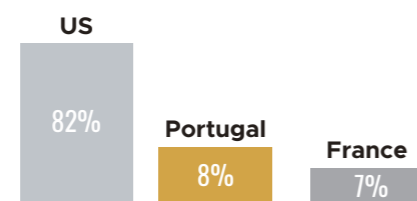
Source: 2021 Portugal Fintech Survey

MORE INSIGHTS ON FUNDING...

The top three verticals with regards to funding are:



The top three regions with regards to funding are:



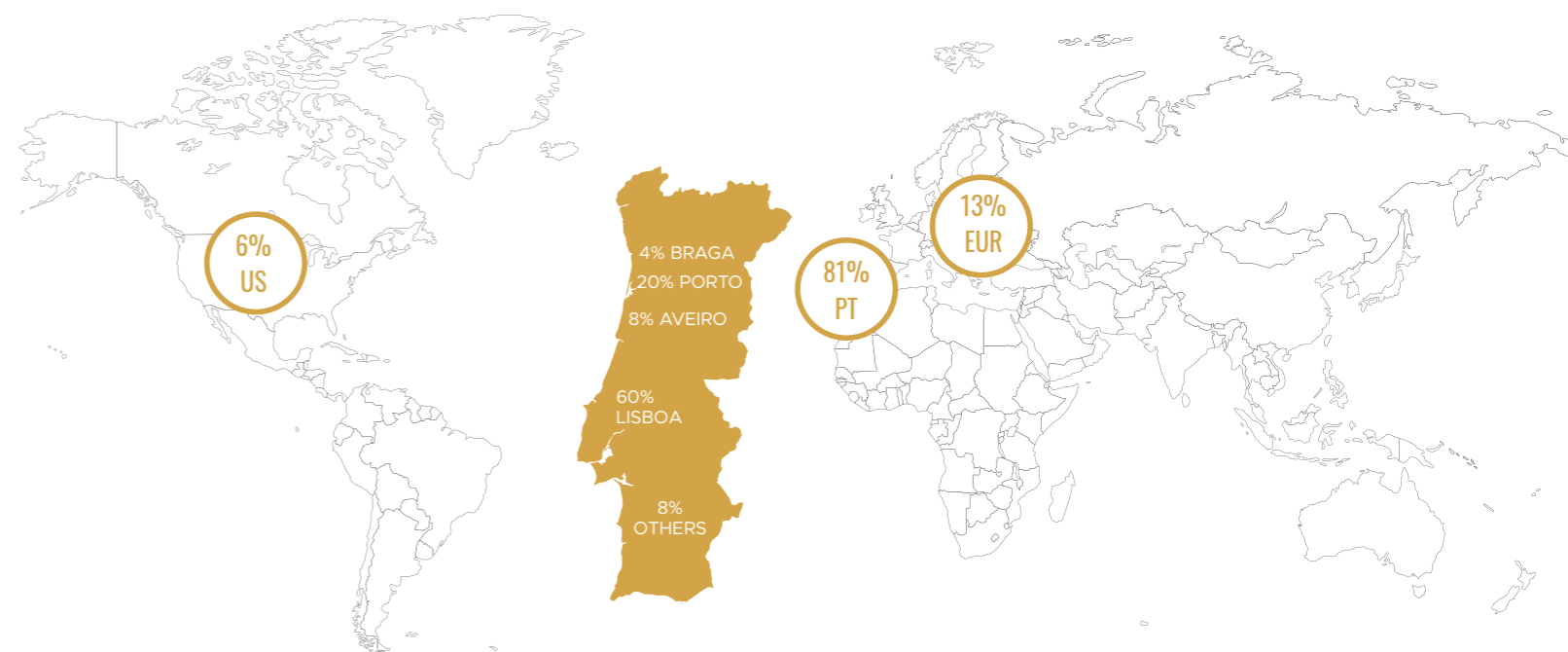
Source: 2021 Portugal Fintech Survey

On average

31%

of funding comes from international investors, considering 11 companies have raised internationally

GEOGRAPHIC DISTRIBUTION



Lisbon and Porto are the main Fintech hubs for the Portuguese-based companies. Outside of Portugal, other common countries of headquarters of Top Portuguese Fintech are France, Germany, the US, the UK and the Netherlands.

Source: 2021 Portugal Fintech Survey

SIZE

On average, teams are composed of

30 EMPLOYEES

with more than 14% being larger.

Source: 2021 Portugal Fintech Survey

BUSINESS MODEL

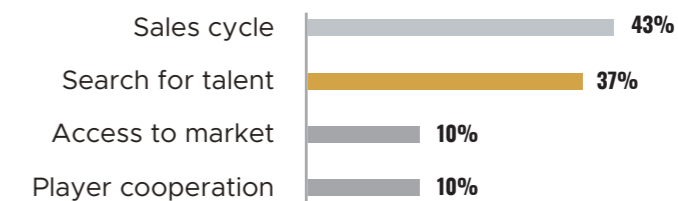
Approximately 85% are

B2B

companies.

Source: 2021 Portugal Fintech Survey

GREATEST HARDSHIP



The greatest hardship for the Top Portuguese Fintech is the sales cycle, which for an ecosystem of predominantly B2B companies is particularly large. The second hardship mostly felt is the search for talent - although Portugal is a highly skilled country in terms of tech, both remote work and the establishment of hubs from larger players have increased competition for qualified workforce.

Source: 2021 Portugal Fintech Survey

Ecosystem Snapshot

KEY FINDINGS

For the purpose of this sub-chapter, we reflect only on data collected from all respondents to the open survey, as well as other public sources of information duly identified.

TALENT

To grow and scale, talent is crucial for fintechs. The most difficult position to hire in the job market is Engineers, and in terms of seniority it is more difficult to find people with ~5 years of experience. Most founders believe there aren't enough developers in Portugal to fulfil the demand, and the cost of talent is expected to increase 1.5x.

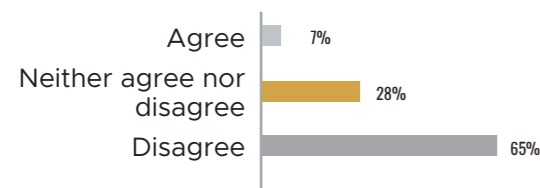
WHAT IS THE MOST DIFFICULT TO FIND OR HIRE IN THE JOB MARKET?



Source: 2021 Portugal Fintech Survey

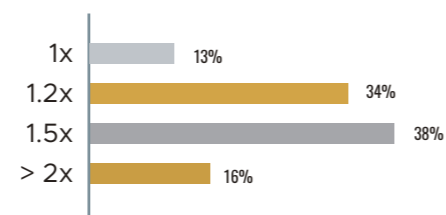
Source: 2021 Portugal Fintech Survey

IS THE SUPPLY OF DEVELOPERS IN PORTUGAL ENOUGH?



Source: 2021 Portugal Fintech Survey

HOW MUCH DO YOU ESTIMATE THE INCREASE IN THE COST OF TALENT TO BE?

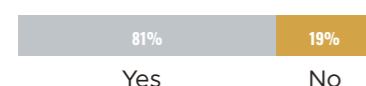


Source: 2021 Portugal Fintech Survey

CAPITAL & INVESTMENT

Capital capacitates fintechs to bring innovation to the sector. In Portugal, raising capital is a process that takes 6 months or more, but accessibility to investors has improved. Investment demand in early-stages is fulfilled by national investors, whereas in later stages international investors are the ones to respond to demand.

DO YOU THINK THERE HAS BEEN AN IMPROVEMENT IN ACCESSIBILITY TO INVESTORS?



Source: 2021 Portugal Fintech Survey

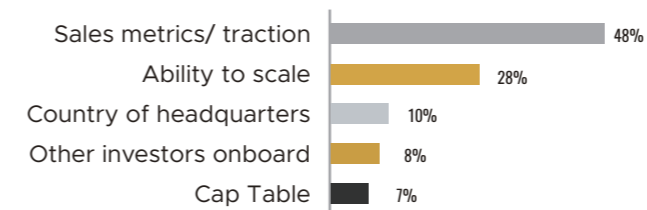
HOW LONG DOES IT TYPICALLY TAKE TO FUNDRAISE?

> 6 MONTHS

According to 46% of those surveyed, it takes longer than 6 months to raise capital.

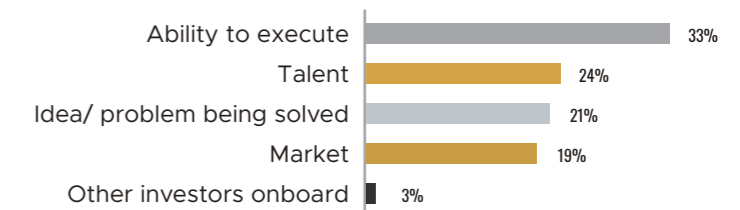
Source: 2021 Portugal Fintech Survey

WHAT ARE THE GREATEST OBSTACLES WHEN APPROACHING INVESTORS?



Source: 2021 Portugal Fintech Survey

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



€ 821 MILLION

TOTAL AMOUNT RAISED IN AUGUST YTD

By Portuguese startups in a total of 115 rounds, according to a monthly activity report.

Source: Portugal Startup Scene August 2021, by Pedro Almeida

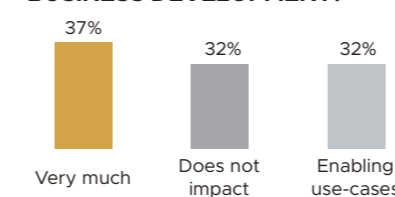
INVESTORS VS. INVESTMENT DEMAND BAROMETER



POLICY & REGULATION

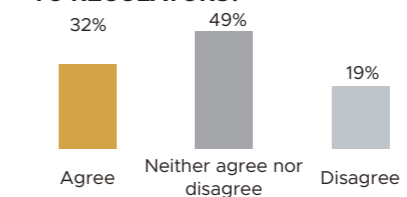
Policymakers and regulators have the power to unlock the potential of innovation in a country. In Portugal, regulators have put effort into increasing accessibility but there is still a pain with regulation fragmentation.

HOW DOES CURRENT REGULATION RESTRICT YOUR BUSINESS DEVELOPMENT?



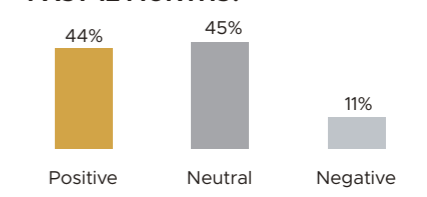
Source: 2021 Portugal Fintech survey

DO YOU BELIEVE THERE IS AN IMPROVEMENT IN ACCESSIBILITY TO REGULATORS?



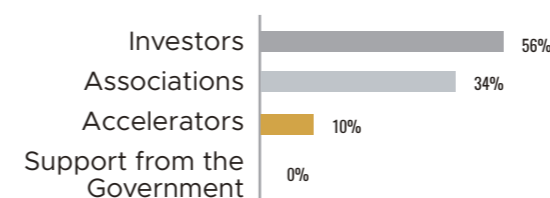
Source: 2021 Portugal Fintech survey

WHAT IMPACT HAS REGULATION HAD ON YOUR FINTECH IN THE PAST 12 MONTHS?



Source: 2021 Portugal Fintech survey

WHAT HAS BEEN YOUR GREATEST ENABLER?



Source: 2021 Portugal Fintech Survey

WHAT DO YOU THINK THE AGENDA FOR 2022 REGULATORY YEAR SHOULD BE?

Payments
Investment
Security

Insurance
Profit & Taxes
Identity
Currencies
Governance

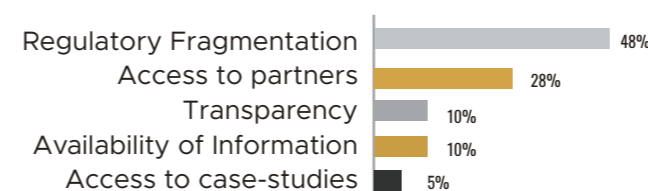
WHAT REGULATORY TOPIC SHOULD BE CHANGED?

GDPR
Payments
KYC

Digital Assets
Taxation
Fiat to Crypto
Housing & Mortgages
Open Banking

Source: 2021 Portugal Fintech Survey

WHAT IS YOUR GREATEST HARDSHIP IN REGULATION?



Source: 2021 Portugal Fintech Survey

PORTUGAL RISING AS A STARTUP HUB

INSIGHTS BROUGHT BY IDC

Gabriel Coimbra, Group Vice President and Country Manager

Based on an IDC research, supported by Startup Portugal and Portugal Digital, IDC published the "Startup & Entrepreneurial Ecosystem Report, Portugal 2021". The purpose of this study is to provide a comprehensive and in-depth view of the Portuguese startup and entrepreneurial ecosystem. It provides a detailed view of where we are today, who are the major players, what are the key KPI, how Portugal compares with other nations. It is also the voice of entrepreneurs that chose Portugal as the best place to start-up.

The report was developed based on existing IDC research, public data, a survey carried out among more than one hundred startups founders, and more than 30 in-depth interviews with key ecosystem's stakeholders.

KEY KPIS OF THE PORTUGUESE STARTUP ECOSYSTEM

NASCENT ECOSYSTEM IS A STRONG ASSET FOR THE COUNTRY

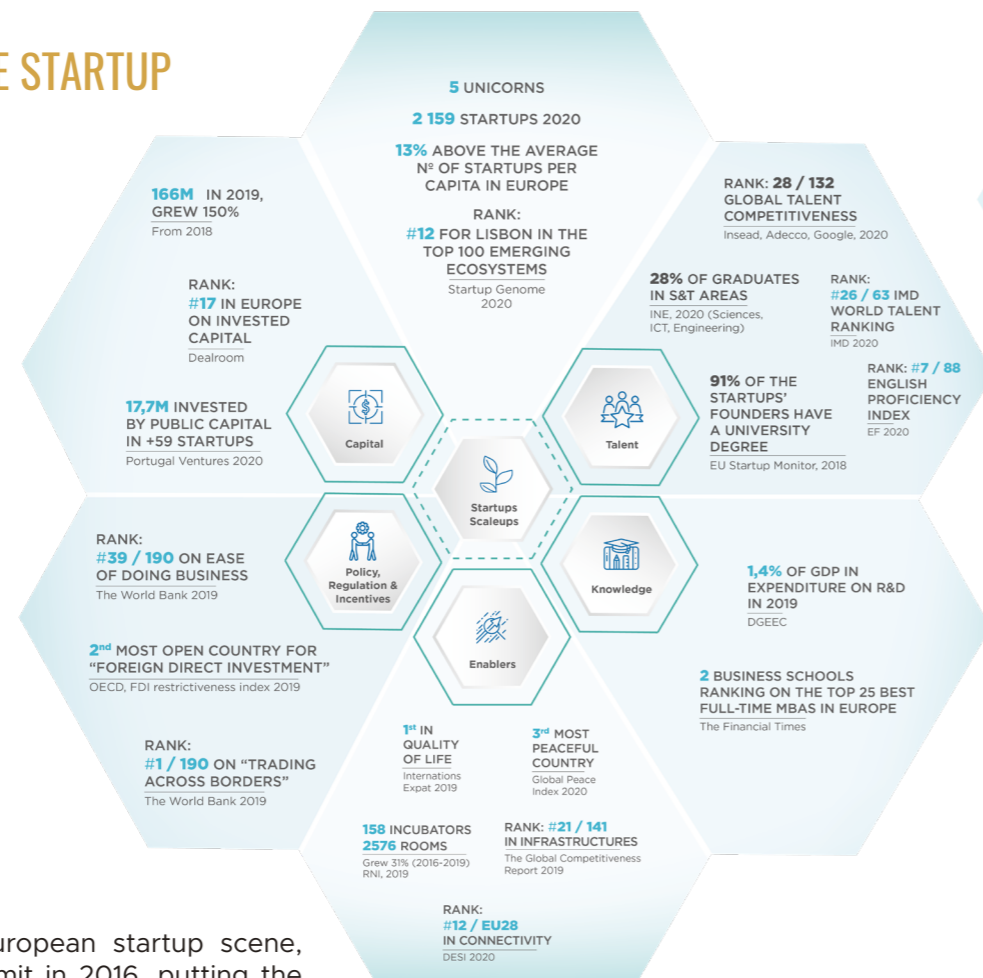
The data of the report leads to the conclusion that the Portuguese ecosystem is still young, but it is one of the best assets Portugal has, with small-scale but fast paced and steadily growing companies representing over 1% of the country's GDP.

SPECIALIZED TALENT IS A MAIN DRIVER

There is significant progress on the development of the startup ecosystem. Quality of life, the sun and sea, cost of labor, and specialized talent have obviously something to do with it.

PORTUGAL IN THE EUROPEAN MAP

It has become a highlight in the European startup scene, especially after hosting the WebSummit in 2016, putting the country on the map as one of the hippest places to be in. The arrival of international and experienced capital, together with the maturing of local investors has also attracted the attention of some talented engineers with a global mindset.



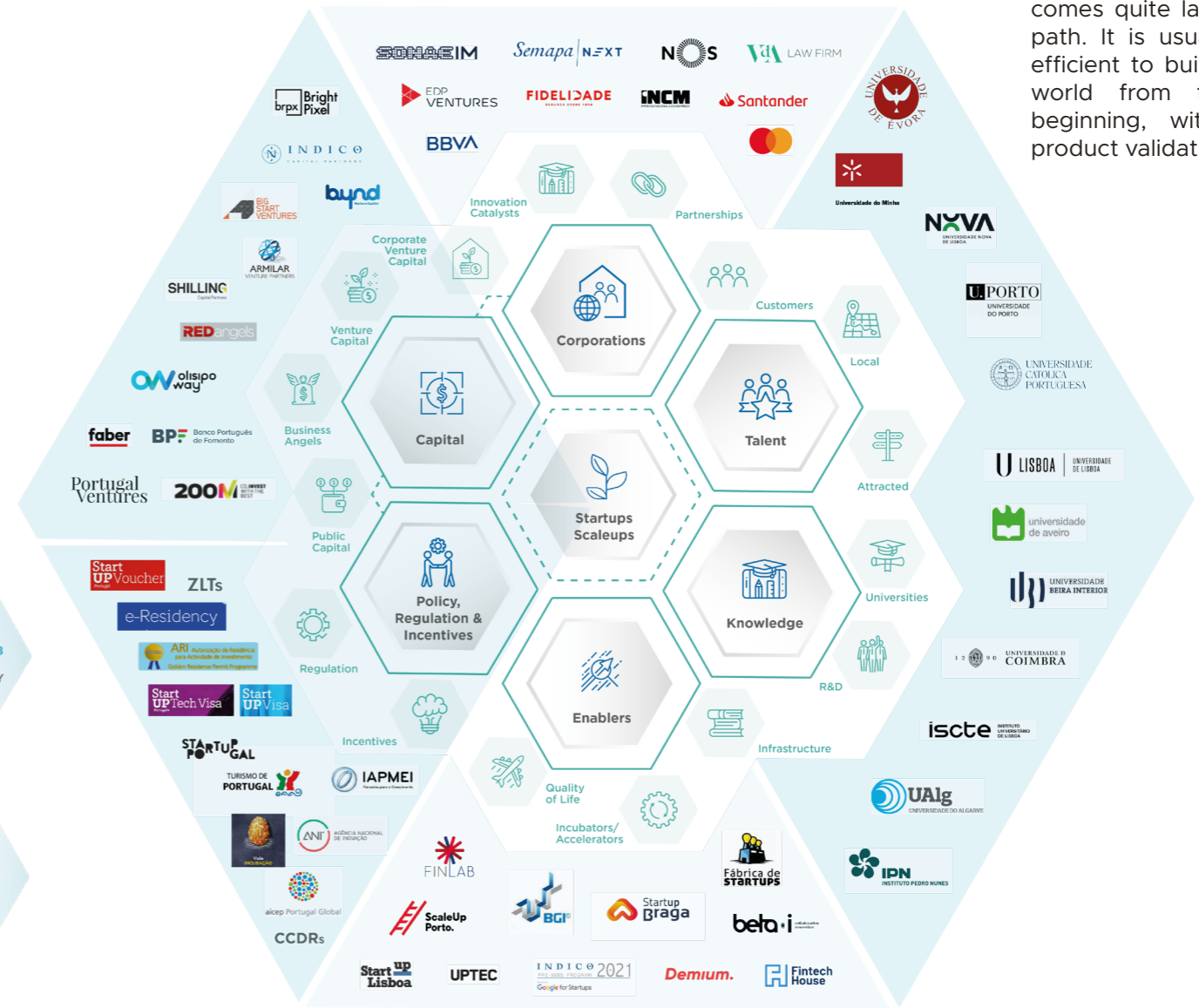
SOME OF THE KEY PLAYERS OF THE PORTUGUESE STARTUP ECOSYSTEM

A PLACE OF GOOD IDEAS

The proverbial local capacity to improvise and find unconventional solutions probably also play a role in terms of originality of some of the startups, with plenty of good ideas and originality.

INTERNATIONAL-BY-DESIGN

A weakness turned strength, as the local market is quite small, it forces nascent startups to address international markets by design. This is an important differentiator when looking at other ecosystems with bigger critical masses, where most often the internalization part comes quite later in the path. It is usually more efficient to build for the world from the very beginning, with global product validation.



STILL A LONG WAY TO GO

Despite the very positive evolution, the ecosystem should not rest on its laurels, as there is still a long way to go. The world changes quickly and Portugal is not yet directly comparable to London, Paris, or Berlin, for example. In fact, some international investors estimate that the country is probably close to a decade behind these reference ecosystems, and competitors like Poland, Romania and Baltic countries are closing in.

Ironically, perhaps the most relevant threat to the ecosystem is the very same one that startups face on a daily basis: failing to embrace change, learn with their mistakes and grow with a sense of urgency.

CHAPTER 2

THE TOP OF FINTECH

FEEDZAI: PORTUGAL'S FIRST FINTECH UNICORN

Our team had the honor of interviewing Nuno Sebastião again, after his collaboration with the 2018's edition of the report. Now, three years later and one famous financing round in between, we tried to learn from Feedzai's amazing journey that led them to become the first Portuguese fintech unicorn in Portugal.



NUNO SEBASTIÃO
Chairman & CEO

WE MUST ASK. HOW DOES IT FEEL TO HAVE REACHED THE STATUS OF 'UNICORN' AND ESPECIALLY, GIVEN THAT THERE ARE ONLY FIVE IN PORTUGAL AND YOU ARE THE FIRST IN FINTECH?

The latest funding round back in March was an important milestone for us given our goals and commitment to delivering the best risk management tools to the largest financial institutions in the world. It's not so much about the status, but what you actually can accomplish with investors backing you up while validating your vision and strategy. As you grow, your dedication to your people, customers, and partners needs to grow at the same rate. And going beyond expectations has certainly being a key priority to us.

I also see it as validation of the local ecosystem. If a fintech born in Portugal can achieve this level, it certainly means that many others out there can execute at this pace and accomplish great things. Fintech is a level-playing field these days -- if you have the next big idea that will disrupt the market and you can access world-class talent, there's no reason why you can't succeed.

COULD YOU LET US KNOW HOW THE PROCESS OF GROWING THE COMPANY HAS BEEN, PARTICULARLY IN THE LAST RAISE OF CAPITAL?

The interesting part about achieving these big milestones is that they are not the prize itself. The minute you break through your mind becomes obsessed with the next growth phase and the limitless possibilities ahead of you.

I think the most important element to raising capital is knowing exactly where you want to go next. World-class investors get to know a huge amount of companies every day. This means that they will not only bet on good ideas and the people behind them. They will support detailed roadmaps, technical capabilities, and a solid vision around how will we take over the market.

"I THINK THE MOST IMPORTANT ELEMENT TO RAISING CAPITAL IS KNOWING EXACTLY WHERE YOU WANT TO GO NEXT."

For us, picking the right investors has always been critical. It obviously depends on your stage and what you are looking to accomplish, but expertise is always key. I'm a big believer that raising money for the sake of raising money is not a good idea - you need to surround yourself with the best investors. The ones that can bring something new to the table. Whether it's a network, expansion expertise, or growth acceleration processes that speed up your business even more. Raising capital is a two-way street and good investors appreciate companies that know exactly what they

want to get out of the partnership. Mutual understanding means growth if you have all the right ingredients. And growth is good for both parts.

With our Series D, for example, we knew the goal was to solidify our regional expansion in markets such as LATAM and APAC, but also grow through acquisitions. That's why we bought Revelock, a leading biometric behaviour company that allowed us to create the world's largest Financial Intelligence Network (FIN) to secure cashless commerce.

ARE THERE DO'S AND DON'TS?

"STARTING A BUSINESS CAN FEEL LIKE BUILDING AN AIRPLANE ON THE WAY DOWN"

Starting a business can feel like building an airplane on the way down. You just figure it all out along the way and you need to just go for it. So, set your goals early on, and don't be afraid to take risks because there will never be a perfect time to start or to make the next move. In fact, fear is one of the worst things in business and life. Take chances, fail fast, and move forward.

There are lessons that stick, obviously. One of them is the importance of the team around you. Technically speaking, they need to be excellent but they also have to believe in the vision as much as you do. That is one of our greatest achievements. Our people know that they are making an impact in the world. The level of motivation can become so much higher if you're doing something that inspires people.

WHAT IS UNIQUE ABOUT FEEDZAI'S PRODUCT? HOW HAS THIS EVOLVED THROUGHOUT THE YEARS?

We are the cloud platform to manage financial risk. In other words, that means safeguarding global commerce with the most advanced technology that is able to prevent, detect, and remediate some of the most vicious threats out there. Whether it's payments fraud, illicit access to banking accounts, or money laundering, Feedzai is able to detect it in real-time and deal with it in a way that doesn't impact customer experience. The reason why we cater to some of the largest financial institutions in the world is because our technology allows our customers to protect consumers while offering that seamless experience that everyone expects these days.

Today, Feedzai protects more than 800 million people in the world while more than 20 percent of the world's money flows through our platform. In other words, we secure the bank accounts of 1 in every five people, which comes with a great deal of responsibility.

WHEN WE SPOKE TO FEEDZAI ON THE 2018 REPORT, YOUR ADVICE TO FOUNDERS WAS: CONFIDENCE. IS IT THE SAME TODAY?

Confidence, no doubt. But I would also add grit. The last year and a half have shown us that there are a number of things that we cannot control and that inevitably have a big impact on our lives and our businesses. We need to accept what we cannot control. For all entrepreneurs and start-ups, if you have an unshakeable belief that your technology is worthy and adds value to people's lives, then you need to keep going. Execute and enjoy the journey.



Emerging Fintech Startups

THE NEW KIDS ON THE BLOCK

Fintechs created in 2021

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PAYMENTS & MONEY TRANSFERS

YOONIK



#BIOMETRICS #PAYMENTS #IDENTITY



PEDRO TORRES
CEO



MIGUEL LOURENÇO
CTO



VITOR PEDRO
VP Engineering

YOONIK DEVELOPED ITS OWN TOP-TIER PROPRIETARY RECOGNITION ALGORITHM CERTIFIED BY NIST WITH 99.999% ACCURACY

ABOUT

Yoonik simplifies all digital interactions with private, convenient, and secure face authentication, unifying the highly fragmented digital identity space by allowing any device to support multiple identity providers under an open standard protocol. The Yoonik platform solves two long-standing challenges: (1) interoperability – it enables reusability of any digital identity on any device with a single integration and (2) privacy – it breaks with decades of centralized biometric databases by featuring a decentralized zero-knowledge privacy architecture.

TARGET CLIENTS

Any player who needs to identify individuals as part of a journey.

USE-CASE

Yoonik's technology can be used in different sectors where identity is relevant, from payments to hospitality.

KEY DIFFERENTIATION

Yoonik's solution is top-tier in accuracy. With zero knowledge privacy, Yoonik puts privacy first. The solution is plug&play and interoperable, and was built in a developer-first approach, simple, extensible, and can be integrated in minutes.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Global

STAGE

Seed

FOUNDED IN

Live in 2021

WWW

www.yoonik.me

LENDING & CREDIT

EXXO TRADE



#SUSTAINABLEFINANCE #INTERNATIONALTRADE #BLOCKCHAIN



JUAN DA ROCHA
Co-Founder & CEO



MATTHIAS APEL
Co-Founder & CFO

EXXO TRADE HAS ALREADY CONDUCTED SUCCESSFUL PROOFS OF CONCEPT AND OBTAINED RELEVANT MARKET VALIDATION

ABOUT

ExxoTrade is the sustainable finance platform connecting companies with key players in one ecosystem of trust, making trades better, easier, faster, and secure for financing and payments, featuring groundbreaking enterprise-grade blockchain technology along with AI-enabled tools automating ESG criteria across supply chains in any marketplace.

TARGET CLIENTS

SMEs

USE-CASE

With ExxoTrade, businesses meet sustainability on every trade they make.

KEY DIFFERENTIATION

ExxoTrade is an open platform, no consortia which means everybody can join and integrate with other solutions to plug and trade everywhere.

HEADQUARTERS

Aveiro, Portugal

PRESENCE

Portugal

STAGE

Bootstrapped

FOUNDED IN

2021

WWW

www.exxotrade.com

PERSONAL FINANCE
ANACHRON TECH



#FAAS #API #NOCODE



Wael Khattar
Founder & CEO



Bassam El Eter
CTO

ANACHRON IS ENABLING THE LAUNCH OF 4 STARTUPS BEFORE THE END OF THE YEAR

ABOUT

Anachron Tech is a fintech-as-a-service, providing ready-made APIs and no-code templates empowering entrepreneurs, startups, and Financial Institutions to launch fintech products quickly on a pay-as-you-go model.

TARGET CLIENTS

Anyone who wants to launch a fintech product or embed a fintech feature in the Investment & Personal Finance space.

USE-CASE

From robo-advisors to financial planning tools, Anachron Tech is the enabler of fintech.

KEY DIFFERENTIATION

API-first tech stack, pushing Pure APIs to the maximum which allows full flexibility to service Entrepreneurs and Banks alike.

HEADQUARTERS Lisbon, Portugal

PRESENCE Global

STAGE Seed

FOUNDED IN 2021

WWW
www.anachrontech.com

ALTERNATIVE FINANCING
REFLORA



Reflora



#SUSTAINABLEFINANCE #CARBONCREDITS #FORESTS



Nicholas Phillips
CEO



Marcela Vinhatico
COO



Tiago Alves
CPO

REFLORA IS WORKING WITH COMPANIES AND FOREST CONSERVATION PROJECTS TO TRANSFORM SUSTAINABILITY COSTS INTO INVESTMENTS

ABOUT

Reflora's mission is to promote a social and environmental impact by connecting companies and forest projects in the effort to reach carbon neutrality.

TARGET CLIENTS
Corporations.

USE-CASE

Reflora helps corporations to activate the communication of their sustainable actions to exponentialize the impact of their carbon compensation thus maximizing return on their investments.

KEY DIFFERENTIATION

Reflora's angle is to help companies turn sustainable costs into investments. Rather than focusing on carbon credits, which are complex, we help clients to create a sustainable narrative. This drives real impact on society, and works as leverage for increasing returns.

HEADQUARTERS Lisbon, Portugal

PRESENCE Europe and Brazil

STAGE Seed

FOUNDED IN 2021

WWW
www.reflorainitiative.com

CAPITAL MARKETS
& WEALTH MANAGEMENT
RM ANALYTICS



#ESG #ASSETMANAGEMENT #DATA



EDUARDO REBELO
CTO



TIAGO ANDRADE
CEO

RM ANALYTICS WAS BORN WITH A FOCUS ON THE SIMPLIFICATION OF ESG DATA, A MORE AND MORE IMPORTANT METRIC FOR ASSET MANAGERS

i ABOUT

RM Analytics is a SaaS platform for asset managers, that builds data-driven recommendations to create ESG portfolios.

@ TARGET CLIENTS

Asset Managers, Investment Banks and Investment Advisors.

📁 USE-CASE

RM Analytics would enable an asset manager to build an ESG portfolio while making informed decisions.

🔑 KEY DIFFERENTIATION

RM Analytics differentiates by its ESG standards' customization, resorting to data and social media to provide ESG resumed information that would not otherwise be available.

HEADQUARTERS 🏠

Lisbon, Portugal

PRESENCE 📍

Portugal

STAGE 📈

Pre-Seed

FOUNDED IN 🚩

2021

WWW
rmanalytics.tech

BLOCKCHAIN & CRYPTO
ZHARTA



#NFT #SMARTCONTRACTS #LENDING



NUNO CORTESÃO
CEO



DIOGO PIRES
CTO



PEDRO GRANATE
COO

ZHARTA WAS SELECTED FOR THE PORTUGAL FINLAB BY THE REGULATORS (ASF, BDP & CMVM), AND WON THE BET VENTURES SPONSORED BY CATÓLICA CITE

i ABOUT

Zharta aims to provide nexgen financial solution to unlock the NFT value, by creating a multichain platform that enables real-time automated loans collateralized by NFTs, bringing liquidity for borrowers and controlled investment tools with reduced risk Lenders.

@ TARGET CLIENTS

Zharta operates in a D2C model.

📁 USE-CASE

Usage of decentralized smart contracts to provide trust on loans backed with digital assets. Users can request loans in real time using their NFTs as collateral. Investors can fund automated syndicate pools to provide the loans.

🔑 KEY DIFFERENTIATION

Zharta provides real-time loan approach based on investment pools, NFT evaluation capabilities and state-of-the-art underwriting. The solution is blockchain-agnostic.

HEADQUARTERS 🏠

Lisbon, Portugal

PRESENCE 📍

Portugal and the US

STAGE 📈

Pre-Seed

FOUNDED IN 🚩

2021

WWW
zharta.io

Top 30 Portuguese Fintechs

INSURTECH

HABIT ANALYTICS



#AFFINITY #EMBEDDEDINSURANCE #INSURANCEPLATFORM



DOMINGOS BRUGES
Co-Founder & CEO



SASHA DEWITT
Co-Founder & COO



CRISTINA LOPES
CTO

HABIT HAS GROWN ITS CUSTOMER BASE BY 20 TIMES SINCE THE BEGINNING OF THE YEAR

i ABOUT

Habit is a technology provider and insurance distribution platform that bridges non-insurance brands and companies with insurers and re-insurers in order to sell new and innovative insurance policies.

🎯 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

We are enabling one of the largest telcos in Portugal to sell smartphone insurance in a completely new way.

🔑 KEY DIFFERENTIATION

Habit's platform includes a robust Business Rule Engine which allows for rapid integration and deployment of new products with minimal development, and its proprietary software can be used to better gather and understand new sources of data reducing fraud in the claims process.

🏠 HEADQUARTERS

Évora, Portugal, and NY, US

📍 PRESENCE

Europe and US

📈 STAGE

Seed

🚩 FOUNDED IN

2018

WWW

www.habit.io

INSURTECH

KEEP WARRANTY

#INSURTECH #TECHNOLOGY #CUSTOMERCENTRICITY



ROMANA IBRAHIM
Founder & CEO



MAHOMED IBRAHIM
Co-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

ABOUT

Keep Warranty is a platform that transforms the relationship between insurance companies and its costumers, 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

Partnering with top insurance companies in Portugal, Keep Warranty launched specific insurance products to seamlessly enable its users to secure their homes.

KEY DIFFERENTIATION

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

HEADQUARTERS Lisbon, Portugal

PRESENCE Portugal, Spain and rest of Europe

STAGE Seed

FOUNDED IN 2017

WWW
www.keep-warranty.com

INSURTECH

KOOLI

#INSURTECH #HEALTHINSURANCE #DIGITALINSURANCE



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

KOOLI WAS NAMED BY FORBES AS TOP 2020 PORTUGUESE STARTUP. THE COMPANY HAS OFFICES IN 3 COUNTRIES

ABOUT

Having the customer at the center of health insurance business strategy, we are developing an innovative platform that will help to connect all stakeholders fully digitally, allowing to manage the entire health insurance benefits, improving health insurance accessibility and sustainability.

TARGET CLIENTS

Insurance companies, health insurance TPA`s, MGA`s and self-funded corporates or instituions.

USE-CASE

We are working on a full digital solution that goes from sales to claims, including full digital onboarding of members, digital medical questionnaires, entire life-cycle policy management, automated claims, network of providers management and payment process

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



#INSURTECH #ALLINONE



JOÃO CARDOSO
CEO

A SINGLE MONTHLY SUBSCRIPTION FOR
ALL INSURANCE NEEDS

ABOUT

Founded in 2017 by Joao Cardoso, Lovys is the first 100% digital neo-insurance company that offers customized insurance products that meet the needs of new generations, to accompany them at every stage of their lives. Lovys offers an all-in-one monthly subscription easy to subscribe to, and separately, to a whole range of tailor-made insurance: home, car, mortgage insurance, smartphone, and even pets.

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

Lovys is the only all-in-one insurtech in Europe, offering 5 different products to our clients. They can manage their monthly subscriptions on the app, update their contracts or even cancel their policies any time.

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



#DIGITALINSURANCE #ONEINSURANCEAPP #INSURANCEMANAGER



ANA TEIXEIRA
CEO & Co-Founder



SÓNIA TEIXEIRA
CCO & Co-Founder

MUDEY'S PLATFORM IS USED BY MORE
THAN 5,000 USERS

ABOUT

MUDEY provides an intelligent all-in-one platform to buy and manage insurance.

TARGET CLIENTS

MUDEY operates in a B2C model as well as a B2B2C with online businesses and other digital propositions.

USE-CASE

MUDEY provides an intelligent insurance manager allowing its users to have autonomy and full control over their insurance needs and insurance portfolio, alongside with a simple and personalised digital experience.

KEY DIFFERENTIATION

MUDEY replaces complexity and bureaucracy with automation and a customer centric experience.

HEADQUARTERS

Porto, Portugal

PRESENCE

Portugal

STAGE

Seed

FOUNDATION

2019

WWW

mudey.pt



#FINCRIME #RISK #CORRESPONDENTBANKING



SHANE RIEDEL
Co-Founder & CEO



FILIFE GARCIA
Co-Founder & CTO



SIHEM MOUELHI
Chief Product Officer

ALREADY REGULATED BY ESMA IN 2021 ELUCIDATE GAINED ISO27001 CERTIFICATION. THE COMPANY RELEASED AN OPEN DATABASE OF FINANCIAL CRIME RISK

ABOUT

Elucidate is a financial crime risk quantification platform, regulated by the BaFin and ESMA, providing the market's only authorised financial crime benchmark, the Elucidate FinCrime Index (EFI).

Elucidate's proprietary model scores and predicts the financial crime risk for financial institutions using data from multiple sources, including financial institution's own data alongside proprietary and public data, enabling clients to assess, price and mitigate that risk.

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 the automation of enterprise-wide financial crime risk assessment for internal reporting and risk pricing.

KEY DIFFERENTIATION

We have a fully automated model that sets the baseline for the industry.

HEADQUARTERS

Berlin, Germany

PRESENCE

Global

STAGE

Seed

FOUNDED IN

2018

WWW

www.elucidate.co



#CYBERSECURITY #INFOSEC #APPSEC



RUI RIBEIRO
Co-Founder & CEO



PEDRO FORTUNA
Co-Founder & CTO

RECOGNIZED BY GARTNER'S MARKET GUIDE FOR ONLINE FRAUD DETECTION, MARKET GUIDE FOR IN-APP PROTECTION AND HYPE CYCLE FOR APPLICATION SECURITY

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 assumes that every website component can be compromised. By securing and monitoring them, Jscrambler helps companies ensure that their users are protected from fraud while visiting their websites.

HEADQUARTERS

Porto, Portugal

PRESENCE

Global

STAGE

Series A

FOUNDED IN

2014

WWW

www.jscrambler.com

REGTECH & CYBERSECURITY

LOQR

#REGTECH #DIGITALBANKING #AI



RICARDO COSTA
Founder & CEO



MIGUEL PONTES
Head of Business Strategy



JORGE SILVA
Founder & CCO



JOÃO CERDEIRA
CTO



PEDRO BORGES
Founder & COO

WITH ITS DISRUPTIVE JOURNEYS-AS-A-SERVICE, LOQR HAS JUST RAISED A SERIES A ROUND AND WAS PART OF THE F10 ACCELERATION PROGRAM IN MADRID

ABOUT

LOQR is a key enabler of financial institutions within their digital path that can provide turn-key Journeys-as-a-Service (JaaS) through a fully compliant journey builder platform. Our solution has helped organizations to solve their difficulties in relation to empowering a more digital and client-centric banking experience, aligned with their customers' expectations.

TARGET CLIENTS

Banks and other highly regulated verticals.

USE-CASE

LOQR's journey builder platform offers journeys as Remote Account Opening, Customer Data Update, Remote Access Recovery, Consumer Credit, among others valued-added services that can be deployed in customers' journeys.

KEY DIFFERENTIATION

At LOQR, we are subject matter experts on AI and compliance, with the mission of helping every client to empower their customers' digital lives through certified journeys that are regulatory compliant and delivered within an end-to-end platform.

HEADQUARTERS

Felgueiras, Portugal

PRESENCE

Global

STAGE

Series A

FOUNDED IN

2015

WWW

www.loqr.io

REGTECH & CYBERSECURITY

PROBELY

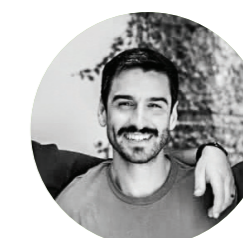
#CYBERSECURITY #INFOSEC #APPSEC



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 NARROWS THE GAP BETWEEN DEVELOPMENT, SECURITY AND OPERATIONS, MAKING SECURITY INTRINSIC

ABOUT

Probely is a web vulnerability scanner for agile teams. It continuously scans your web applications and APIs to find vulnerabilities or security issues, and provides guidance on how to fix the issues found. By using its full-featured API or off-the-shelf plugins, it can be integrated into development processes (SDLC) and continuous integration pipelines (CI/CD), in order to automate security testing.

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

PERSONAL FINANCE

DOUTOR FINANÇAS



#PERSONALFINANCE #LOANORIGINATION #CUSTOMERTECH



RUI BARRADA
Co-Founder & CEO



JOÃO SALEIRO
Co-Founder & CTO



RUI COSTA
Co-Founder & COO

IN 2021 DOUTOR FINANÇAS RECEIVED THE STATUS OF “INOVADORA” (INNOVATIVE) FROM COTEC. ACQUIRES AND MANAGES MORE THAN 6.500 NEW CUSTOMERS/MONTH

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

REAL ESTATE

ALFREDO



#PROPTech #AI #BIG DATA



GONÇALO ABREU
Co-Founder & CEO



GUILHERME FARINHA
Co-Founder



MÁRIO DUARTE GAMAS
Co-Founder

IN 2021 ALFREDO REACHED 15% OF THE PORTUGUESE REAL ESTATE MARKET. MORE THAN 10,000 REALTORS USE ITS PLATFORM TO GENERATE LEADS AND MARKET REPORTS

ABOUT

Alfredo is a digital platform that brings intelligence to the real estate market. It addresses the opportunity to use the latest state of the art Machine Learning techniques to bring novel ways to create data pipelines in the real estate world. The product is an intelligent AI-powered business suite for real estate stakeholders which streamlines their data collection and intelligence pipelines putting them ahead of competition.

TARGET CLIENTS

Banks, Real Estate Agents, Real Estate stakeholders.

USE-CASE

Alfredo enables the creation of market reports, the prospect of real estate assets 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



#OPENBANKING #BANKINGCONCILIATION #ACCOUNTSAGGREGATION



ORLANDO GOMES COSTA
CEO



RICARDO VIEIRA
CTO



NUNO OLIVEIRA
CFO



FERNANDO MAZZOCCHI
Head of Development

NBANKS WAS NAMED BEST ONLINE BANKING SERVICES FOR BUSINESS BY THE EUROPEAN AND TOP PORTUGUESE STARTUP BY STARTUP STASH

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

Europe and Angola and Mozambique

STAGE

Series A

FOUNDED IN

2018

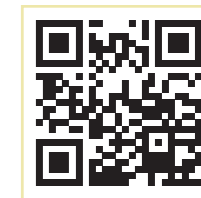
WWW

www.nbanks.net

ALTERNATIVE FINANCING

GOPARITY

GOPARITY



#CROWDLENDING #P2B #SUSTAINABLEINVESTMENTS



NUNO BRITO JORGE
CEO



LUÍS COUTO
CFO



MANUEL NINA
COO

GOPARITY, WITH A COMMUNITY OF +15K USERS, HAS FUNDED OVER 8.5M€ IMPACTING +60K PEOPLE POSITIVELY, PROTECTING +870 HECTARES OF BIODIVERSITY, AVOIDING +22K TONS/YEAR OF CO2 EMISSIONS

ABOUT

GoParity is an impact investment platform that connects companies and organizations promoting sustainable projects with citizens who want to invest in these projects and get a positive return. Investments start with as little as 5€. Citizens and companies invest their funds in projects they believe in to generate economic, social and environmental impact.

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

PAYLEND



#CONTRACTFINANCE #COMMISSIONADVANCE #EMBEDDEDFINANCE



DIOGO CUNHA
CEO

PAYLEND GREW 173% ON ADVANCE REQUESTS AND 210% ON VOLUME OF ADVANCES TO € 3 MILLION, IN 2020

ABOUT

Paylend is an embedded contract finance solution that enables companies to empower their suppliers and commission based employees, or partners, to control when they get paid.

TARGET CLIENTS

Small and medium-sized enterprises, particularly in the Real Estate sector.

USE-CASE

In the Real Estate sector, Paylend allows real estate agencies to empower their agents to control when they get paid after closing a deal; not having to wait on bureaucracies.

KEY DIFFERENTIATION

Our main competitive advantage lies on the fact that we are embedded and so very easy and quick to use.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal

STAGE

Bootstrapped

FOUNDED IN

2019

WWW

www.paylend.pt

LENDING & CREDIT

HAPI



#ONBOARDINPROCESS #LENDINGSOLUTIONS #FINANCEINNOVATION



FREDERICO MANGAS
Co-Founder



RITA MELO PINTO
Head of Business Development



DIOGO NESBITT
Co-Founder

MORE THAN 10,000 OF CREDIT PROCESSES ARE DONE MONTHLY VIA HAPI'S API

ABOUT

hAPI works in the B2B space and provides APIs with aggregated information about a 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 and a range of different others.

TARGET CLIENTS

Banks, Insurers, Financial Services and Fintechs.

USE-CASE

hAPI's software retrieves and aggregates all the relevant information and necessary documents (in seconds/real time) for use cases such as: credit processes, document authentication, filling in forms, management software and risk analysis.

KEY DIFFERENTIATION

hAPI provides accurate, trustable and structured information that you can use directly in any of your apps. It will give 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

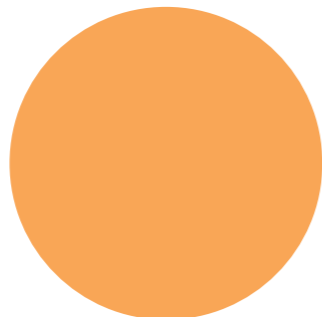
LENDING & CREDIT
INVISIBLE CLOUD



#DEBTCOLLECTIONS #AI #PREDICTIVECASHFLOWS



PEDRO MENDES
CEO



DIOGO MENDES
CFO



MIGUEL RANGEL
COO

WITH OVER € 300 MILLION UNDER MANAGEMENT, INVISIBLE CLOUD HAS ALREADY WON VODAFONE POWER LABS IN 2020

ABOUT

Invisible Cloud, or Invisible Collector, is an AI augmented debt collections platform that digitally engages with the debtors and personally assists them down the payment funnel while calling out to humanized interactions to wrap up settlements.

TARGET CLIENTS

Banks

USE-CASE

Invisible Collector is a SaaS solution which uses AI to manage an entire debt collection cycle, from the identification of a debtor, creating a debt profile and assignment to a cluster until the personalized management of the payment process.

KEY DIFFERENTIATION

Our solution helps banks to optimize their receivable cycle allowing them to upgrade credit conditions.

HEADQUARTERS
Porto, Portugal

PRESENCE
Europe, Latam and Asia

STAGE
Bootstrapped

FOUNDED IN
2016

WWW
www.invisiblecollector.com

LENDING & CREDIT
PARCELA JÁ



#BUYNOWPAYLATER #INSTALLMENTS #CONSUMERCREDIT



MIGUEL QUINTAS
Managing Director & Founder

PARCELAJÁ WAS RECOGNIZED AS TOP FINTECH TO WATCH BY THE EUROPEAN FINANCIAL MARKETS ASSOCIATION

ABOUT

ParcelaJá offers a free of charge solution for end consumers to pay their products or services from 2 to 12 installments. The solution is present in hundreds of stores checkout counters and the end consumer just has to present an ID and a payment card to apply for the credit. In a matter of seconds and with no bureaucracies or waiting queues, the consumer gets an automated approval. Before the end 2021 Parcela Já will be offering an online solution for stores/retailers.

TARGET CLIENTS
Retailers & End Customers

USE-CASE
Retailers willing to offer new payment solutions such as immediate hassle free credit and end consumers willing to have access to affordable products and services.

KEY DIFFERENTIATION
Hassle free, instant and seamless credit approval. Multichannel platform (online & offline) with up to 12 months installments free of charge to end consumers.

HEADQUARTERS
Lisbon, Portugal & Poznan, Poland

PRESENCE
Portugal

STAGE
Bootstrapped

FOUNDED IN
2016

WWW
www.parcelaja.pt

ALTERNATIVE FINANCING

RAIZE

RAIZE



#LENDING #ALTERNATIVEINVESTMENTS #PAYMENTS



JOSÉ MARIA REGO
Co-Founder



ANTÓNIO MARQUES
Co-Founder

PARTNERED WITH ONE OF THE LARGEST PORTUGUESE INVESTMENT BANKS AND PROVIDED OVER € 50 MILLION IN FINANCING TO SMES AND CONSUMERS

ABOUT

Payments Institution and marketplace lender providing financing for SME and consumers, and providing alternative investment services for retail, banks and institutional investors.

TARGET CLIENTS

Small businesses, consumers, retail investors and institutional investors.

USE-CASE

SME and consumer financing, Deposit Brokerage service for banks and retail investors, Crowdfunding services and alternative investment services for retail, banks and institutional investors, insurance services for SME.

KEY DIFFERENTIATION

Quick, agile and digitalized access to financing and robust capability of delivering through the cycle returns on credit investments proposed to investors.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal

STAGE

IPO

FOUNDED IN

2015

WWW

www.raize.pt

LENDING & CREDIT

STUDENTFINANCE

Student FINANCE



#INCOMESHAREAGREEMENTS #BNPL #INCLUSIVEFINANCE



MARIANO KOSTELEC
CEO



MARTA PALMEIRO
CFO



SÉRGIO PEREIRA
CTO



MIGUEL SANTO AMARO
Board Member

STUDENTFINANCE HAS ONBOARDED 75 PROGRAMS THROUGH 40 PARTNER SCHOOLS IN FIELDS WITH OVER 1 MILLION OPEN JOB POSITIONS IN EUROPE IN TECH & DIGITAL FIELDS

ABOUT

StudentFinance is a "Study Now Pay Later" fintech company that allows users to defer tuition payments into monthly instalments structured as a percentage of salary once employment is secured. The company offers an end-to-end technological infrastructure.

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 & network effects from offering an end-to-end platform from underwriting, employment support to the contract servicing (income verification and payments collections).

HEADQUARTERS

London, UK

PRESENCE

Spain, Portugal, Germany, Israel, UK

STAGE

Seed

FOUNDED IN

2019

WWW

www.studentfinance.com

PAYMENTS & MONEY TRANSFERS

COVERFLEX



#COMPENSATIONASASERVICE #FLEXIBLEBENEFITS #SAAS



MIGUEL SANTO AMARO
CEO



NUNO PINTO
CBO (Chief Business Officer)



LUÍS ROCHA
CMO



RUI CARVALHO
COO

ADDING VALUE TO COMPENSATION BY SIMPLIFYING BENEFITS' AND INSURANCE MANAGEMENT. IN ONE YEAR COVERFLEX HAS MORE THAN 6.000 EMPLOYEES ONBOARD

ABOUT

Coverflex is on a mission to improve the way companies compensate their people, making it more transparent, flexible and easier for everyone to make the most of what they get. Through a fully digital solution, Coverflex helps companies manage every part of compensation beyond salary — benefits, insurance, meal allowance and exclusive discounts — while empowering people to spend on what suits them best.

TARGET CLIENTS

All company types (main market fit: SMEs on the tech and digital space).

USE-CASE

Companies that seek Coverflex's solution are looking to minimize costs while maximizing the compensation of their employees. On a rolling basis, we develop a fully digital product aiming to tackle most realms of compensation that can cater to all types of companies in the market.

KEY DIFFERENTIATION

All-in-one solution, fast and agile, self-service products, smart VISA card with multiple pockets.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal

STAGE

Seed

FOUNDED IN

2019

WWW

www.coverflex.com

PAYMENTS & MONEY TRANSFERS

EASYPAY



#GATEWAY #PAYMENTS #SUBSCRIPTIONS



SEBASTIÃO LANCASTRE
Founder & CEO



MADALENA CUNHA
Head of Sales & Marketing



RICARDO LOPES
Head of IT

EASYPAY LAUNCHED FEATURES THAT HELP MERCHANTS TO SCALE, FROM SPLIT PAYMENTS, MULTI-MERCHANT ACCOUNT, MARKETPLACE APP AND FEE PAYMENT ACCOUNT

ABOUT

Easypay is a fin-tech startup that helps businesses to scale. It is highly specialised in innovation applied to payments. We have an online payment system easily integrable with any open sourced system, simplifying the process of issuing and providing the most used payment methods.

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 with agility, flexibility and offering a wide range of solutions.

HEADQUARTERS

Lisbon, Portugal

PRESENCE

Portugal, Spain and other SEPA markets

STAGE

Later stage

FOUNDED IN

2007

WWW

www.easypay.pt

FRAUDIO



#AI #PAYMENTS #FRAUDDETECTION



JOÃO MOURA
CEO & CTO



NATHAN TROUSDELL
COO & CFO

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

ABOUT

Fraudio is a pioneering cloud-based, SaaS solution designed to fight complex payment fraud and financial crime by using artificial intelligence, machine learning and multi-dataset network effects.

TARGET CLIENTS

Companies operating in the payments ecosystem such as PSP's, Merchant Acquirers, Card Issuers, and Payment Processors.

USE-CASE

Fraudio connects companies in the payments industry to the same centralized AI brain trained with billions of transactions. The Payment Fraud Prevention product reduces chargebacks and fraud while letting through good transactions. The Merchant Initiated Fraud product detects fraudulent merchants way before they can do damage, allowing for growth of a legitimate merchant base - faster, safer, and simpler.

KEY DIFFERENTIATION

Fraudio gathers billions of data points from merchant acquirers, payment service providers (PSPs), card issuers and issuer processors into a centralised dataset that is being used to train the AI and produce better results.

HEADQUARTERS

Amsterdam,
The Netherlands

PRESENCE

Global

STAGE

Seed

FOUNDED IN

2019

WWW

www.fraudio.com

IFTHENPAY



#PAYMENTS #ECOMMERCE #MOBILE



FILIFE MOURA
Co-Founder



NUNO BREDÁ
Co-Founder

IN 2020, IFTHENPAY MOVED MORE THAN € 669 MILLION AND OVER € 3 BILLION IN THE PAST YEARS

ABOUT

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

TARGET CLIENTS

Anyone who processes payments online.

USE-CASE

Payments for e-commerce.

KEY DIFFERENTIATION

Specialization with Portuguese methods of payment, with a simple, fast, and better service.

HEADQUARTERS

Aveiro, Portugal

PRESENCE

Portugal

STAGE

Later Stage

FOUNDATION

2005

WWW

www.ifthenpay.com



INVOICEXPRESS

#INVOICES #PAYMENTS #AT



RUI ALVES
Founder and CEO



RUI FERREIRA
Head of Operations



HUGO FRANÇA
Head of Marketing



HUGO FERNANDES
Head of Product

INVOICEXPRESS HAS INCREASED ARR IN 33% IN 2021, WITH 22 THOUSAND ACTIVE CUSTOMERS AND AN AVERAGE OF 3 MILLION DOCUMENTS ISSUED PER MONTH

ABOUT

We're an invoicing SaaS solution that helps companies issue invoices without any legal hassle.

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
RUI ALVES
Founder & CEO

PRESENCE



Global, with focus on Portugal

STAGE



Bootstrapped

FOUNDED IN



2010

WWW

www.invoicexpress.com



SWITCH

#PAYMENTS #PAYMENTASASERVICE #PAYMENTMETHODS



RUCA SOUSA MARQUES
Co-Founder & CEO



ANDRÉ TAVARES
Co-Founder & COO



PEDRO CAMPOS
Co-Founder & CTO

SWITCH PROCESSES OVER 30 MILLION TRANSACTIONS PER YEAR

ABOUT

Switch is a payment orchestration platform that allows merchants, ISVs, PSPs, and acquirers to access the entire payments value chain through a single API integration. Our microservices architecture allows exposure to our applications on a modular basis, offering our clients the chance to decouple their payment stack into the Switch Platform on a SaaS model, instead of developing in-house.

TARGET CLIENTS

Anyone who processes payments online and in-store.

USE-CASE

Switch grants businesses added negotiation power, the flexibility to meet customers' checkout needs, and the tools to optimize payments performance. We take it one step further by providing smart routing and reconciliation solutions as well as fraud management. Most recently, Switch entered the point-of-sale space with an Android POS terminal application.

KEY DIFFERENTIATION

Single integration flow with access to multiple financial institutions supporting custom payment methods.

HEADQUARTERS



Porto, Portugal

PRESENCE

Global

STAGE



Series A

FOUNDED IN



2014

WWW

www.switchpayments.com

PAYMENTS & MONEY TRANSFERS

SWOOD



#PAYMENTS #SAAS #HRTECH



JULIA COHEN
CEO



BRUNO LIMA
CSO



LEONEL SANCHES
CTO

SWOOD RAISED ONE OF THE BIGGEST PRE-SEED ROUNDS IN BRAZIL TO INTERNATIONALIZE AT FULL POWER

ABOUT

Swood helps companies take care of their talents through an all-in-one platform that combines financial services and HR features.

TARGET CLIENTS

SMEs and enterprises.

USE-CASE

Companies use Swood to offer their employees what they really want leaving them happy and motivated. Our customers also save time and money by finding multiple features on a single platform.

KEY DIFFERENTIATION

Unlike the competition, we do not operate in just one vertical. We differentiate ourselves precisely by offering a combination of HR and financial services functionalities.

HEADQUARTERS

Aveiro, Portugal

PRESENCE

Portugal and Brazil

STAGE

Pre-Seed

FOUNDED IN

2020

WWW

www.useswood.com

PAYMENTS & MONEY TRANSFERS

YDATA



#AI #ML #BIGDATA



GONÇALO MARTINS RIBEIRO
Co-Founder & CEO



FABIANA CLEMENTE
Co-Founder & CDO

YDATA RAISED \$ 3.3 MILLION TO DATE AND HELPS ORGANIZATIONS ACCELERATE AI INITIATIVES BY IMPROVING THEIR DATASETS

ABOUT

YData provides a data science platform focused on the data rather than the models - we help data science teams to collaborate and build the best training datasets and exponentially accelerate AI & ML while preserving the security, privacy & fidelity of data.

TARGET CLIENTS

Organizations with internal data science teams that work with tabular or time series data. YData's customers range from big financial institutions to Fintech startups, among others.

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

Europe and North America

STAGE

Seed

FOUNDED IN

2019

WWW

www.ydata.ai

BLOCKCHAIN & CRYPTO ANCHORAGE DIGITAL



#CRYPTO #CUSTODY #FINTECH



DIOGO MÓNICA
President & Co-Founder



NATHAN MCCAULEY
CEO & Co-Founder

FIRST CRYPTO FEDERALLY CHARTERED BANK IN THE US. WON THE US MARSHALS CONTRACT TO SERV THE US DEPARTMENT OF JUSTICE. RAISED AN \$ 80 MILLION SERIES C

ABOUT

The most advanced digital asset platform, for secure crypto custody, trading, staking, governance, and more.

TARGET CLIENTS

Institutional Funds & Family Offices that hold crypto assets.

USE-CASE

Anchorage enables institutional participation in crypto, legitimizing its use by traditional finance players.

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. Anchorage is the only federally chartered bank in the US.

HEADQUARTERS
Seattle, US

PRESENCE
Global

STAGE
Series C

FOUNDED IN
2017

WWW
www.anchorage.com

BLOCKCHAIN & CRYPTO UTRUST



#PAYMENTS #BLOCKCHAIN #CRYPTO



ARTUR GOULÃO
Co-Founder



FILIFE CASTRO
Co-Founder



NUNO CORREIA
Co-Founder



ROBERTO MACHADO
Co-Founder

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

ABOUT

We believe digital currencies are the money of tomorrow. Utrust helps merchants easily accept digital currencies for goods, and helps buyers pay with them. One merchant at a time, we're revolutionising how payments happen.

TARGET CLIENTS

Ecommerce and Global Businesses.

USE-CASE

Getting an edge on competition is easy with our ready-to-be integrated API & plugins for major e-commerce platforms - and with the ability for our dev team to tailor it to your business.

KEY DIFFERENTIATION

Incredible UX and seamless integration. UTRUST operates with a flat 1% transaction fee, no chargebacks and protection against volatility.

HEADQUARTERS
Braga, Portugal

PRESENCE
Global

STAGE
Seed

FOUNDED IN
2017

WWW
www.utrust.com



#CRYPTO #DEFI



MISHA ALEFIRENKO
CEO



ARTYOM ZAVRIN
CTO

CREATES LIQUID AND EFFICIENT MARKETS ON CENTRALIZED AND DECENTRALIZED TRADING VENUES, OFFERING THE BEST QUOTES IN THE MARKET.

i ABOUT

Velvet Formula is a global market maker for digital assets. Thanks to our advanced low latency technologies and special pricing algorithms we offer the best quotes in the market. We focus on innovative crypto markets and building culture where employees take ownership and accomplish more than they could imagine.

@ TARGET CLIENTS

Centralized and decentralized crypto exchanges, token issuers, institutional investors and corporates.

👛 USE-CASE

Crypto is the most fragmented asset class in the capital markets history. We unite that fragmented liquidity across multiple trading venues and make crypto easier to trade for every type of investor.

🔑 KEY DIFFERENTIATION

Velvet Formula is an advanced firm that blends sophisticated high performance technology and best practices from traditional markets. We build a culture of a fast growing tech startup by mixing forefront blockchain innovation with low latency solutions.

HEADQUARTERS 🏠

Lisbon, Portugal

PRESENCE 📍

Global

STAGE 📈

Seed

FOUNDATION 🚩

2020

WWW

www.velvetformula.com

International Operating in Portugal

PAYMENTS & MONEY TRANSFERS

ARCOPAY

arcopay



#PAYMENTS #OPENBANKING #PSD2

ABOUT

Arcopay, belonging to Minsait Payments, the unit for digital transformation solutions of Indra, offers a new payment method based on Open Banking making them more secure while reducing costs up to 90%. Arcopay develops its technology in Spain, complying with the ISO-27001 standards and the PSD2 European normative. It connects with European banks. In the UK and LatAm, you will find us under the Afterbanks brand.

TARGET CLIENTS

Banks, Neobanks, Lending, Insurance, Real Estate, Fintech and Software companies.

KEY DIFFERENTIATION

Arcopay doesn't depend on third parties to provide its service. They have created and developed their technology. A player with a new unique payment method PSD2. The only company that supports 100% retail and business banking in countries such as Spain.

HEADQUARTERS

Madrid, Spain

PRESENCE

Spain, Portugal, Italy, Greece, México, and Argentina

STAGE

Late Stage

FOUNDED IN

2012

WWW

www.arcopay.io

PAYMENTS & MONEY TRANSFERS

LYDIA

Lydia



#PAYMENTS #ACCOUNT #CARDS

ABOUT

With 5 million users, Lydia was created with one objective: enable users to do payments through their phone in an easy, fast and safe way. Today it is positioned as an alternative to traditional banking, enabling users to receive, pay and manage all their money through one app. This french app has begun its expansion in Portugal and expects to launch new European markets this year.

TARGET CLIENTS

Students, between 25 and 44 years old.

KEY DIFFERENTIATION

Lydia enables you to manage your day to day easily by creating an account for you, and also a shared account with the people you live with, in just a few seconds. It also encourages users to pay with their mobile phone (NFC) and to easily reallocate their expenses between accounts with a simple drag and drop. The whole app is customizable, with photo covers on the accounts and a name at choice, enabling Lydia to be a reflection of their users.

HEADQUARTERS

Paris, France

PRESENCE

France, Portugal

STAGE

Series B

FOUNDED IN

2013

WWW

www.lydia-app.com

PAYMENTS & MONEY TRANSFERS

EBURY

Ebury
What borders?



#PAYMENTS #FX #RISK MANAGEMENT

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.

HEADQUARTERS

London, UK

PRESENCE

Global

STAGE

Late Stage

FOUNDED IN

2009

WWW

www.ebury.pt

PAYMENTS & MONEY TRANSFERS

REVOLUT

Revolut



#NEOBANK #OPENBANKING #PAYMENTS

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.

HEADQUARTERS

London, UK

PRESENCE

Global

STAGE

Late Stage

FOUNDED IN

2015

WWW

www.revolut.com

PAYMENTS & MONEY TRANSFERS

VIVA WALLET



#PAYMENTS #PAYMENTGATEWAY #TPA

ABOUT

Viva Wallet's vision is to change the way businesses pay and get paid. It wants to disrupt a slow-paced industry and bring technology up front. The company was born to make payments simple, smart, fast and reliable.

TARGET CLIENTS

Online and offline merchants, from any type of industry

KEY DIFFERENTIATION

Viva Wallet is a tech-driven company aiming to disrupt the Financial Market with innovative solutions, acting as an online payment gateway and terminal acquiring using a revolutionary business model (until 0% acquiring fees). After being the first European fintech to develop its payment processing platform in the cloud, it recently launched an App that allows contactless acquiring through NFC in smartphones.

HEADQUARTERS

Athens, Greece

PRESENCE

Across Europe

STAGE

Series D

FOUNDED IN

2010



www.vivawallet.com

PERSONAL FINANCE

STOCK REPUBLIC



#RETAILINVESTMENT #SOCIALTRADING #OPENBANKING

ABOUT

We provide a trustworthy and engaging way of empowering bank and broker customers in the world of mutual funds and stocks. We offer a partnership to use our social trading platform with ready applications (mobile, web, desktop) and API's for providing the end-users with insights, benchmarking and collaboration with the most trustworthy source there is, real people taking good care of their own money.

TARGET CLIENTS

Banks and brokers.

KEY DIFFERENTIATION

StockRepublic offers a full-service social trading platform and stand-alone "neobanking" functions to empower banks and brokers. Not threaten them.

HEADQUARTERS

Stockholm, Sweden

PRESENCE

Global

STAGE

Series A

FOUNDED IN

2018



www.stockrepublic.io

PAYMENTS & MONEY TRANSFERS

TINK



#OPENBANKING #FINTECH #PAYMENTS

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, verify account ownership and build personal finance management tools. Tink connects to more than 3,400 banks that reach over 250 million bank customers across Europe. Founded in 2012 in Stockholm, Tink's 400 employees serve more than 300 banks and fintechs in 18 European markets, out of offices in 13 countries. We power the new world of finance.

TARGET CLIENTS

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

KEY DIFFERENTIATION

Tink offers both the 'rails and brains' of open banking. We built the bank connectivity across Europe and created value-added services on top.

HEADQUARTERS

Stockholm, Sweden

PRESENCE

Europe

STAGE

Later Stage

FOUNDED IN

2012



www.tink.com

INSURTECH

ZEGO



#INSURANCEYOUCONTROL #SAVINGTIME #SAVINGMONEY

ABOUT

Zego is a commercial motor insurance provider that powers opportunities for businesses, from entire fleets of vehicles to self-employed drivers and riders. It offers insurance businesses can control, saving them time and money.

The company is UK's first insurtech unicorn.

TARGET CLIENTS

Commercial motor fleets (from just two vehicles to global enterprises), and self-employed drivers and riders.

KEY DIFFERENTIATION

Zego enables customers to have greater control over their premium, by capturing a huge and varied amount of data, including telematics data, which it then uses to improve pricing accuracy.

HEADQUARTERS

London, UK

PRESENCE

UK, Spain, France, Portugal

STAGE

Mid-late Stage

FOUNDED IN

2016



www.zego.com

FINCHATBOT



#AI #AML #PAYMENTS

ABOUT

The company was started in 2016 by Antoine Paillusseau and Romain Diaz, who had the vision of improving the increasing inefficiency, saturation and expense of call centres for financial services.

They made it happen by creating FinChatBot. As the company evolved and grew, it went from chatbots to performance-driven AI solutions.

TARGET CLIENTS

Executives & senior management at medium & large companies 30 - 65+.

KEY DIFFERENTIATION

Our conversational AI solutions are seamlessly integrated into a digital ecosystem. Fully managed and optimised for performance.

Enabling businesses to offer impactful digital onboarding and servicing customer experiences.

HEADQUARTERS

Luxembourg

PRESENCE

South Africa, France, Luxembourg, Portugal, UK,

Qatar

STAGE

Mature startup

FOUNDED IN

2016

WWW

www.finchatbot.com

KEYLESS

KEYLESS



#BIOMETRIC #PRIVACY #AI

ABOUT

Keyless' next-generation biometrics eliminate the need to process and store biometric data, enabling organizations to protect users with one simple action, via a quick, intuitive user experience. The technology combines multi-modal biometrics with advanced cryptography, leveraging a distributed cloud architecture to enable passwordless authentication.

TARGET CLIENTS

Any business that needs to identify an employee or consumer.

KEY DIFFERENTIATION

The solution comprises built-in anti-fraud technology minimizes phishing and account takeover risks. By not storing or processing Personally Identifiable Information (PII), Keyless helps organizations overcome the GDPR challenge of explicit consent and legitimate interest (unique to Keyless).

HEADQUARTERS

London, UK

PRESENCE

EU, DACH, Nordics, APAC

STAGE

Seed

FOUNDED IN

2018

WWW

www.keyless.io

APIAX

APIAX



#REGTECH #COMPLIANCE #AI

ABOUT

ApiAx helps business leaders in the financial industry understand the regulatory do's and don'ts in day-to-day activities such as preparing client meetings, giving investment advice, onboarding clients, conducting pre-trade compliance checks, and much more.

TARGET CLIENTS

Banks, Wealth Managers, Asset Managers, and Challenger Banks

KEY DIFFERENTIATION

ApiAx delivers regulatory expertise from regulatory experts, always up-to-date and verified, and covers the full range of key regulatory issues faced by Financial Institutions. ApiAx provides clear and actionable compliance knowledge as well as instant answers to regulatory questions when and where they are needed.

HEADQUARTERS

Zurich, Switzerland

PRESENCE

Switzerland, Portugal, UK, Singapore and Germany

STAGE

Series A

FOUNDED IN

2017

WWW

www.apiax.com

ZOOMIMONEY

ZoomiMoney



#AI #REGTECH #FINTECH

ABOUT

Specialist fintech and blockchain group comprising ZoomiMoney, Cryptyk and Decentryk. Offering turn-key technology solutions for banks, fintechs, and corporate partners. ZoomiMoney provides niche consumer facing market financial products, credit tech innovation, regtech compliance and safer investment products. Cryptyk delivers ultra-secure, private, decentralized cloud storage with hybrid blockchain technology. Decentryk leverages Cryptyk's ultra-secure cloud for NFT blockchain technology for tomorrow's NFT marketplaces and NFT wallet platforms.

TARGET CLIENTS

Banks and Fintechs.

KEY DIFFERENTIATION

We offer superior technology and security, product and risk solutions, for corporations, banks, fintechs, insurers, regulators, and the investment market.

HEADQUARTERS

Madeira, Portugal

PRESENCE

Portugal, Europe and US, North America

STAGE

Seed

FOUNDED IN

2020

LENDING & CREDIT

PAYLINK



#COLLECTIONS #LENDING #SCORING

i ABOUT

Paylink Solutions is a multi-award-winning financial services technology provider that delivers digital affordability solutions to support businesses and their customers.

@ TARGET CLIENTS

Companies in lending, mortgage, and debt management sectors.

✓ KEY DIFFERENTIATION

Paylink Solutions is part of the Totemic Group, a trusted brand, which has been providing a combination of services, including payment solutions, debt management, insurance and lending for over 20 years.

HEADQUARTERS

Grantham, UK

PRESENCE

UK and Europe

STAGE

Series D

FOUNDED IN

Over 20 years' experience of working for the Totemic Group

WWW

www.paylinksolutions.co.uk

LENDING & CREDIT

YOUNITED CREDIT



#PERSONALCREDIT #CREDITASASERVICE #PAYMENTMETHOD

i ABOUT

Younited Credit is a provider of an online platform to facilitate financial transactions between lenders and borrowers.

The company is market leader in Europe, and offers its services to individuals. Additionally, Younited Credit also provides tech solutions-as-a-service for corporates who want to offer alternative credit solutions.

@ TARGET CLIENTS

Individuals or Corporates wanting to offer credit-as-a-service.

✓ KEY DIFFERENTIATION

Younited brought in Portugal a simple and fast process where consumers are empowered to compare prices and conditions in a transparent way.

HEADQUARTERS

Paris, France

PRESENCE

France, Italy, Spain, Portugal, Germany

STAGE

Later Stage

FOUNDED IN

2018

WWW

www.pt.younited-credit.com



CHAPTER **3**
TRENDS OF 2021

THE ERA OF MARKETPLACES

Marketplaces are becoming the backbone of e-commerce, evolving from generalized mega platforms to niche marketplaces of handpicked third parties. Vertical marketplaces will assume its place, combining large supply chains and local producers. Two sided marketplaces become more common as the main retailer opts to open doors to third party suppliers to avoid becoming irrelevant.



INSIGHT FROM **VISA**

The pandemic has put enormous pressure on retailers over the past months, causing them to rethink their strategy – physical stores developing or evolving ecommerce capabilities. Portugal, ranked 38th in Ecommerce, has had a revenue of US\$4 billion in 2020, an increase of 30%, compared to last year¹. In addition, quick shifts in consumer habits led to sudden changes in the demand for certain categories of goods (e.g. indoor sporting goods, vitamins and nutritional supplements), which have increased merchant's appetite for flexible ecommerce models, like marketplaces, and retailers are finding ways to incorporate these models into their operations, opening the door to a wider set of consumers².

“WHICH HAVE INCREASED MERCHANT'S APPETITE FOR FLEXIBLE ECOMMERCE MODELS”

While the multiple benefits that Marketplaces have for consumers are widely recognized, it is important to acknowledge the added layer of complexity that they represent from a payments perspective that bring new risks and exposures.

“IT BECOMES PARAMOUNT TO ENSURE THESE MODELS ARE SUPPORTED BY ROBUST INFRASTRUCTURE.”

Thus, it becomes paramount to ensure that these models are supported by robust infrastructure that ensures that payment flows between participant merchants, consumers and the marketplace are secure, reliable and provide a frictionless experience to the end users. For more information contact fintech@visa.com

¹ecommerceDB. (2021). The eCommerce market in Portugal. Retrieved from <https://ecommercedb.com/en/markets/pt/all> [Accessed 23 Sept. 2021].

²McKinsey & Company. (2020). Perspectives in retail and consumer goods. Retrieved from: https://www.mckinsey.com/-/media/mckinsey/industries/retail/our%20insights/perspectives%20on%20retail%20and%20consumer%20goods%20number%208/perspectives-on-retail-and-consumer-goods_issue-8.pdf [Accessed 23 Sept. 2021].

BANKING AND INSURANCE AS AN EXPERIENCE

As banks and banking services, as well as insurers and insurance services, become two distinct realities, users shift their loyalty from the relation with the institution to focus on the experience. As such, financial institutions are working to put back the user at the center, granting full control over its financial life. The objective is not only to provide all services through digital channels, but to contribute to a degree of financial literacy that truly empowers the user to take the best decisions.



RICARDO VIDAL: THE POWER OF CUSTOMER EXPERIENCE

Ricardo is an Internationally Awarded FinTech influencer & Product Executive, and can often be seen as an Advisor, Jury and Mentor in several international occasions with his focus going into Product definition, MVP, fast Agile Execution, Innovation, Growth, Internationalisation and UX/UI/Design. After helping to change the way people look into banking, Ricardo took a break in banking and went on a mission to make insurance sexy, as the CPO (Chief Product Officer) of the biggest Insurtech in Europe, Wefox. Since then, Ricardo is back within banking where he serves as Senior Advisor and collaborating with Oradian, focusing on enabling financial services in emerging markets.

How does customer experience contribute to clients' trust in an organization?

I feel that experience is evolving in banking from solving a problem at the right time to engaging in a conversation about our personal values and how that influences your decisions. For example, many people have a strong inner value for environment and if they feel their bank has the same value they will have a closer connection to the institution and to the product they will use from them, that can be a credit card made of bamboo, or an automated donation to a carbon neutral institutional after booking a flight. That was recently also seen with the debate about some crypto currencies not being as environmentally friendly as they could be, which resulted in a direct impact on the performance of those in the markets. The same is also true for the global awareness for health and for not over exposing you when doing payments.

Germany traditionally is a cash currency and now with covid-19 we see a quick spread of contactless payments, or even before the pandemic. In China, where contactless spread at a very rapid growth where everyone else was focusing on cards, with China almost jumping the credit card phase as a whole.

Overall the way I read customer experience today is more on how you can connect and associate yourself with a brand and their products and less about fixing a problem as it used to be in the past, and that is very true for banking, and slowly starting to be true for insurance.

“THAT IS VERY TRUE FOR BANKING, AND SLOWLY STARTING TO BE TRUE FOR INSURANCE.”



Insurance clients typically interact a few times with their providers, usually at negative moments; whilst in terms of Banking there is also a negative connotation that is difficult to overcome . What can be done to increase client engagement at all moments?

I think today that is more true for insurance than for Banking. Banking used to be a very negative experience and that was because you were relying on a physical interaction, often had to take time out from work to go to a branch, then talk with a random person, and had to repeat the process (e.g. to get some documents you did not had with you) until you got to the right need you had in the first place (e.g. getting a credit card). Today banking, at least for the final consumer, is very straightforward in most of the countries and you can quickly get the support you need without too much pain - even if you have to rely on different providers for each of your pains.

As for Insurance, that is very true still today, you do not think about insurance until something bad happens to you and even then you may not have the experience one would expect to have that usually would have the situation reverted to the moment on what the event occurred. Insurance is also a very relational and personal experience, usually 91% of insurance transactions around the world are done person to person, and usually that person is someone in your family or a friend of yours - so you rely a lot on your close network, and that is not too different around the world. Looking forward, the way Insurance has to improve that experience is to be hand in hand with the customer in the hard moments, and through the increasing amount of data that each individual generates at any moment in time, use that in advance to support each individual to live a better life. But before that we need to do the iterative improvements

and look how to increase the most burning pains around filing quick claims and get instant access to monetary or replacement incentives.

How can customer experience contribute to greater financial literacy and customer empowerment?

Absolutely. More often than not, individuals struggling with finance could be supported by some financial literacy, we are usually not educated on the importance of having a solid financial situation and how to make the best decisions around that. I remember back in the days when I was doing Product at Kreditech, we would have some customers that we would talk to that would have one loan with us and then repeat that with other providers, in reality they would be paying one loan with another loan, what was resulting in making them fall under a debt spiral, and not because they purposely wanted to be in one, but because that was the best way they new to do that, and our solution at the time was to look into how could we turn that situation in an harmonisation of the debt in a way that they would have a sustainable way to get back on their feet, and that lead to the creation of product like a credit line and other developing products. Nowadays with the use of technology and with the data we each have on our own we will soon see even more of these solutions to support develop the customer and helping them make better decisions and have more financial freedom, and that can be by your bank noticing that you pay 25% more water bill then your neighbours or people living in a similar situation as your, it can be to educate it in ways to supplement the financial freedom you have today to reflect that once

you get to old age. I am sure we will see more of these creative solutions that will educate the user in such a way that they will feel their lives are improving and give them the tools or information to make more educated decisions that can affect their current or future financial situations.

Where would you say we are at and where can we go in terms of improving CX in Banking and Insurance?

We have come a long way when we talk about overall banking experience and insurance is making some good steps into that direction.

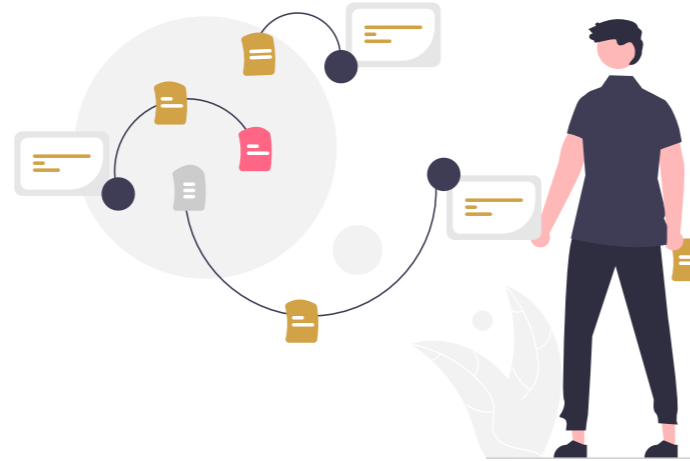
Banks have fixed most of the pains for the user for some time now, from easy access to credit cards, to saving products, to investment and crypto, to Foreign Exchange and so on. Currently the challenge with banking is not the B2C sector but the B2B and B2B2C sectors. On the B2B2C we see a big hype for buy-now-pay-later type of products and we start to see more often than not partnerships between incumbents and new fintechs. On the B2B side of things we have some startups doing a good job around accounting and access to risk products but I feel the challenge is still around how we help the unbanked and underbanked to get access to products and services that are currently not available to them. By focusing on solving the challenges around core banking legacy systems and opening that to innovative ways to manage the relationship with customers and offer them the right type of the product through the right media you are solving a bigger problem of financial inclusion. (Full disclosure I am an Advisor to Oradian).

“THE CHALLENGE WITH BANKING IS NOT THE B2C SECTOR BUT THE B2B AND B2B2C SECTORS.”

With Insurance we are in the early days, but I see a similar problem. We see new insurtechs being born a bit all over with a big focus on the consumer and with some very innovative approaches to it, wefox is currently building a prevention product that will help the customers decrease the need to insurance products by living a better life and making better decisions, and this is a great way to change insurance direction from a pain reliever to a partner giving you a better life. (Full disclosure I was the Chief Product Officer at wefox until recently and wefox has publicly announced that it is working with Samsung on a preventative product). Insurance is today where banking was 5 or 10 years ago - it was a pain to go to a bank branch and get the product we wanted, and today is very simple and everyone is very happy about their digital banking offering like N26 or Monzo's, Insurance is still mostly seen as a pain topics, you only think about it when something bad happens to you, and I think the right moves are being made at the moment to change that and to bring the banking experience to insurance - you will be proud of your insurance and the impact of it in your life.

EMBEDDED FINANCE

Embedded Finance and Banking-as-a-Service continue to unlock new ways to distribute banking services and features. Not only can non-financial players now embed increasingly more services into their customer journeys, but Fintech to Fintech cooperation is growing to offer combined services.



SASHA DEWITT: EMPOWERING EMBEDDED INSURANCE

Sasha is an entrepreneur with a background in early stage startups. She began her career in medical research for over five years. In 2015, Sasha started working in operations at Kinsa, a healthcare IoT startup, and then moved to manage strategy and operations at Crediyo, a healthcare FinTech platform. Sasha co-founded Habit Analytics in 2018, where she is Chief Operating Officer.

How is Habit enabling embedded insurance?

Habit is an Insurtech company that enables insurers and consumer brands to launch new embedded insurance products that customers want to buy.

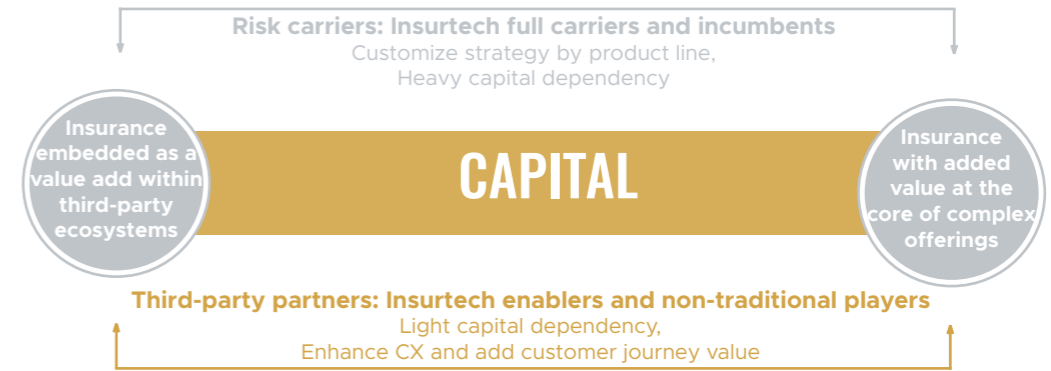
The way we enable embedded insurance is two-step. First, we leverage our relationships with insurers to get the best products and pricing available. Then, we use our platform which includes a robust Business Rule Engine that allows for rapid integration and deployment of new products with minimal development.

We work as a technological bridge between the insurers and brands to seamlessly embed these products within the brands websites or apps.

How do you see insurers prepared to answer to this growing trend, especially in the Portuguese case?

Insurance companies need to have digital-first experiences, and embedded insurance is a very efficient option to reach customers. The excitement about the growing trend of embedded insurance is justified by the potential increase in sales in new and existing products. Insurers can now reach more customers through more sales channels than ever before.

We've seen a particularly high interest from insurers in Portugal who are eager to sell more insurance products in a tech-forward way since this helps to maintain lower premium prices that are sustainable for the Portuguese market.



Source: Capgemini Financial Services Analysis, 2021

Trust is a relevant trait, required in insurance purchases. Do you think it can also be built in embedded insurance journeys?

To offer these journeys, both insurers and brands are involved. Having the possibility of offering better pricing to consumers is very important but it is not the only key aspect. Easy-to-use claims management processes that allow consumers to modify their policies, submit claim requests, or upload receipts all through one portal are also important enhancements. These technology improvements contribute to building trust and comfort with consumers who previously had to deal with difficult to manage and frustrating processes.

Can all types of insurance be embedded? Or will they?

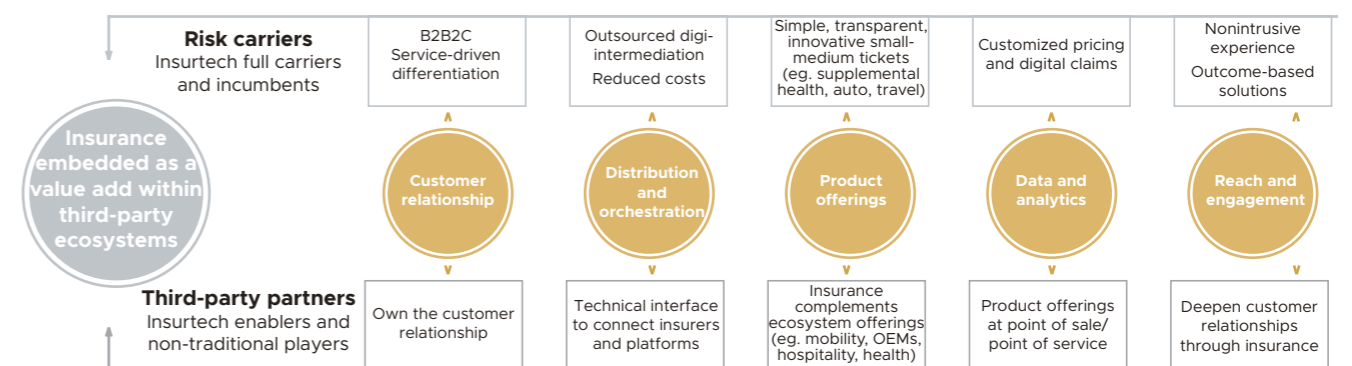
Embedded insurance is expanding into other insurance verticals. Products range from Smartphone Insurance and Appliance Insurance, to Invoice Protection, Travel, and Life Insurance, where trust and high quality customer experience is essential to the success of embedded products.

By being close to the final consumer and integrated within the industry partners systems, new sources of data will be available and will make it possible to reshape existing insurance policies while also creating new ones.

Do you believe the growing number of insurance marketplaces will pressure for more standardization or customization of these products?

With the ability to use new data sources to offer improved pricing and new products, we believe that the growing number of insurance marketplaces will allow for more customized products that target the exact needs of the consumers. For example, it is now possible to run a "phone health test" to test a used phone's functionalities allowing partners to sell affordable and tailored insurance on used smartphones. This just wasn't possible before.

There is a lot of innovation happening in embedded insurance and platforms are shortening the path to make these types of products available to the market.



Source: Capgemini Financial Services Analysis, 2021

GATHERING AROUND THE DE-FI VISION

As blockchain technology becomes more mainstream, it's no longer a question of "if" legacy companies will catch on to the technology—it's a question of "when." While Decentralised Finance (DeFi) is still in its infancy, facing several challenges from unproven stablecoins to hacking incidents, some digital assets like Bitcoin and Ether continue amassing more adopters and growing market capitalisation every year.

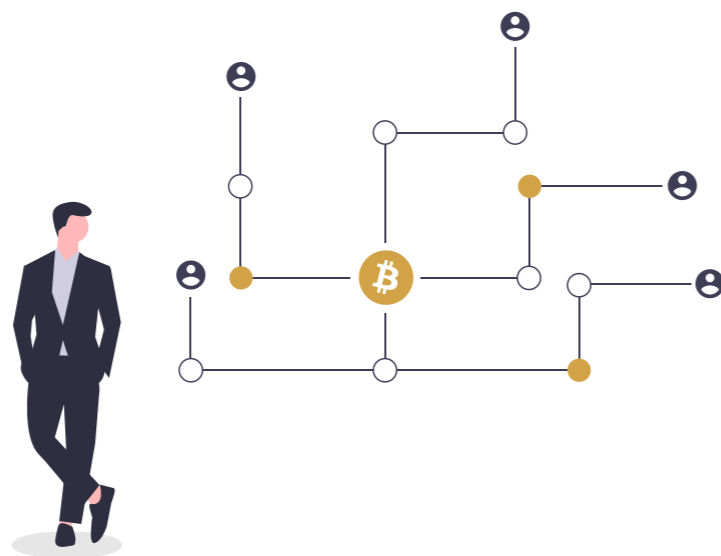


MANUEL NORDESTE: THE FUTURE OF THE INDUSTRY

Manuel is a Director at Fidelity Digital Assets SM, a business of Fidelity Investments, and leads Business Development outside of the United States. Before joining Fidelity in London last year, Manuel held roles in other well-established financial services firms, such as Goldman Sachs, Ernst & Young, and Credit Suisse. Previous to that, Manuel earned his Master of Engineering degree at the University of Southampton.

Fidelity is recognized as one of the top names in the financial industry. Where does the vision for Fidelity Digital Assets come from?

Our vision comes from a belief that blockchain technology and digital assets will be transformational over the coming years, not only for finance but for society more widely. This belief is firmwide and we have been working for nearly a decade on developing a blockchain ecosystem, with the goal of becoming a holistic solutions provider in digital assets. Our initial focus is on



institutional solutions because we think a strong institutional base is the foundation upon which the asset class can sustainably scale over the long term, and thus ultimately enable broader adoption.

Today, Fidelity's digital assets ecosystem includes: Fidelity Digital Assets, which provides custody, execution, and other enterprise services to institutions; Fidelity Digital Funds, which is focused on making digitally-native assets accessible to institutional investors through traditional investment vehicles; and the Fidelity Center for Applied Technology, which is the technology innovation hub for Fidelity Investments, leading pioneering research in blockchain but also in a variety of other emerging technology sectors.

The philosophy behind our businesses is agnostic

to any specific digital asset, so we have built an infrastructure and capabilities that are flexible and allow for what continues to be exceedingly rapid growth in this space. We take our cues from our clients, so we initially focused on bitcoin because that's the entry point into digital assets for many investors and was, for a long time, the only digital asset traded at a truly institutional scale. Many of our clients, however, are already looking to the future at the next generation of digital assets, which we find very exciting.

**"BLOCKCHAIN TECHNOLOGY
AND DIGITAL ASSETS WILL BE
TRANSFORMATIONAL OVER THE
COMING YEARS."**

How are institutions looking at the future of the industry?

Positively and in increasingly large numbers. Each year, we engage an independent research partner to survey institutional investors globally to get a better, unbiased view of their perceptions about and investment preferences for digital assets. Our most recent study, the 2021 Institutional Investor Digital Assets Study, showed that in Europe, the investors surveyed who already have an allocation to digital assets increased annually from 45% to 56%, and globally that number stands at around 52%. These are extraordinary numbers, particularly for a market that was relatively niche until the recent past.

In terms of outlook, we continue to see equally encouraging figures. This year's study showed strong sentiment that digital assets have a role in a portfolio, with nearly 8 in 10 investors surveyed sharing this belief. Of investors that said they might invest in digital assets, about 76% will invest within a year's time and nearly all (93%) within five years.

An observation that is often made about digital assets is that individual investors tend to lead the innovation in the industry. Indeed, our survey data at the institutional level seems to also back up that thesis. Family offices were early adopters and view digital assets as a strategic allocation, most commonly within their alternative assets allocations, but there is now also a sense of

urgency among financial advisors, driven by increasing end-investor interest in these assets. In Europe, crypto hedge funds and venture capital funds, high-net-worth investors, and financial advisors are most actively adopting digital assets in portfolios today. We expected a high rate of adoption among crypto-native and venture firms (86% currently invested), but what was particularly interesting was how close the rate of adoption was among high-net-worth investors: 84% of high-net-worth investors already have some level of exposure.

Is it still about bitcoin or do you see the adoption of new currencies?

Bitcoin is often the first digital asset that investors gain exposure to and it's the largest cryptocurrency by market cap. For a long time, it was the only digital asset with truly institutional-grade maturity, infrastructure, and liquidity. This is no longer the case as we have seen other cryptocurrencies, particularly Ether, continue to gain momentum over the past year. We now see investors starting to look into the Ethereum blockchain more intently, as they get more comfortable with the underlying technology.

Current Bitcoin and Ether ownership levels in Europe were higher than in the U.S. and have increased year-over-year, according to our survey. In Europe, bitcoin adoption among investors surveyed increased 13-percentage points to 46% from 33% in 2020, and Ethereum adoption more than doubled to 27% from 13%.

The growth of institutional-grade digital assets solutions has helped increase investor confidence in the market infrastructure, which also helps enable adoption beyond bitcoin, and we're very proud to continue to be a part of that evolution.

Beyond cryptocurrencies, we are seeing signs of longer-term interest in different digital assets, such as tokenized securities. The regulatory landscape still needs to evolve to enable large-scale institutional participation in this space, but there are constructive regulatory changes being proposed across a number of jurisdictions, notably in the European Union. We're confident that innovation will continue to flourish in this area and, with it, further adoption of digital assets as a whole.



ROBERTO MACHADO: THE POTENTIAL OF DECENTRALIZED FINANCE

A product manager by heart, but with plenty of experience in management and entrepreneurship, Roberto has always been interested in creating new ventures. Co-founder of several companies, such as Subvisual, Deci and Finiam, among others, Roberto agreed to share his experience in UTRUST, a payment platform that empowers buyers to pay with cryptocurrencies.

Do you see this allocation as a hedge to a core investment thesis or do you see it growing as a primary investment?

Suitability of an allocation to digital assets will depend on the individual client, their risk tolerance, time horizon and financial goals, as well as the investment thesis driving the allocation. Our 2021 Institutional Investor Digital Assets Study found that institutional investors find digital assets' high potential upside, low correlation to other assets, and position as an innovative tech play among the most appealing characteristics, which broadly aligns with what have been the three predominant bitcoin investment theses: bitcoin as a hedge against inflation, as a portfolio diversifier or as an alternative.

“BITCOIN AS A HEDGE AGAINST INFLATION, AS A PORTFOLIO DIVERSIFIER OR AS AN ALTERNATIVE.”

Due to recent central bank monetary policy and the potential need to hedge against inflation, many investors and analysts have ascribed to the Bitcoin-as-digital-gold narrative. Bitcoin's properties that lead some to view it as an emerging store of value or as a “digital gold” are its scarcity, portability, verifiability, and divisibility. Clearly, its volatility may be at odds with a traditional definition of a store of value, so some choose to look at Bitcoin as a relatively economical call option on its future use as digital gold.

Other investors see the asset class as a portfolio diversifier and optimization tool. If you look at Bitcoin's example, it's had an asymmetric return profile in its young history relative to traditional asset classes. Adding a historically highly uncorrelated asset, like bitcoin, has the potential to provide a positive risk/return impact. It comes with volatility, which is why it's important to continually look at it in the context of an overall portfolio.

And finally, because it's an early-stage technology play, more and more investors are viewing digital assets as an alternative investment.

How do you see the evolution of CBDC, and how will the ‘fiat’ world adopt the principles behind de-fi?

Digital fiat money is an area of tremendous potential. At an institutional level, moving funds around the world to keep economies moving – from merchant payments to large inter-bank FX settlements – continues to be a challenging task, even for the largest correspondent banks in the world. Those inefficiencies not only introduce large amounts of risk into the financial system but are also increasingly at odds with a society that is ever more globally-integrated and 24/7. CBDCs have the potential to solve for that, so it's not surprising that Central Banks around the world have been getting more vocal about their explorations, and we would expect that interest to increase.

It has also become clear, particularly over the past twelve months, that digital money can drive significant innovation. Even with their existing limitations with respect to legal ambiguity, credit quality, etc., fiat-backed stablecoins are some of the largest digital assets out there – US Dollar-backed coins are the third largest digital asset by market cap if you combine the top stablecoins – and they've been at the core of the DeFi growth trend we've observed in recent months. A CBDC would likely unlock significantly more liquidity and innovation, which would be a net-positive for broad adoption of digital assets.

As gatekeepers of the “fiat world”, central banks and other central authorities have been understandably cautious as they consider potential monetary and economic consequences of a CBDC, but the positive momentum seems to continue building up.

“IT HAS ALSO BECOME CLEAR, PARTICULARLY OVER THE PAST TWELVE MONTHS, THAT DIGITAL MONEY CAN DRIVE SIGNIFICANT INNOVATION.”

Why would you say defi is so interesting at the moment?

Unsurprisingly, people looking for a change fall in love with what is happening in DeFi land. It's a massive technological experiment with billions of dollars in the mix. It brings clarity, freedom and transparency to a world where secrecy and behind-curtain-deals have ruled. On top of that, you have the opportunistic factor in creating wealth from the transactional activities. The space is full of stories of people turning a few hundred dollars of savings into millions.

Personally, I'm excited about the possibilities that it brings to create a more fair, accessible, and transparent financial system. Easy access to mechanisms that a few years ago were reserved for only the high net-worth individuals.

Many people see a lot of potential in the area, how do you see it existing with traditional finance?

The beautiful thing about DeFi is that everything is available to traditional finance. The other way around is not the case. I believe that traditional players will start embracing (or have already) some of the mechanisms provided by DeFi and help them grow in their businesses. Bridges connecting DeFi and traditional finance will be standard, and decentralized and centralized finance will certainly coexist.

What kind of new use cases are we unlocking with defi and what are the main benefits?

I'm super excited about digital identities, pseudonymity and access to products without revealing one's identity but keeping a track record of one's activity and reputation. It will unlock a diversity of use cases in an ever-growing digital world.

I see borrowing and lending without intermediaries using a multitude of digital assets and with a low overall costs of transactions as the cornerstone

use case for DeFi growth. It also has the potential to be the most disruptive use case for struggling economies with a high percentage of underbanked individuals.

The emergence of decentralized organizations is also a use case that I'm deeply interested in and bullish on. The capacity to turn communities into large organizations without physical HQ, borders, and centralized decision structure has a huge disruptive potential and I predict that the largest organization in the world in 5 to 10 years will be a DAO.

You founded UTRUST several years ago, how were you seeing the industry back then compared to what you expect of it now?

Recalling those early days, one of the criticisms at the time was that while most cryptocurrencies were indeed an interesting fringe curiosity, but had no practical use. Fast forward a few years and the industry evolved, becoming more mature and many use cases have already proven themselves. Conversely in DeFi today, we have billion dollar protocols that already have real impact. They ran on top of the success and validation of cryptocurrency protocols. Money is flooding the space like never before, and there is already a sense of validation that we didn't have back then.

What changed in your vision for UTRUST?

We continue to be focused on the evolution of online payments, making them more secure, fast, and accessible. However, if previously we were highly focused on bridging traditional and cryptocurrencies payments, we now are starting to look even beyond that. With the possible future of central bank digital currencies and stablecoins at hand, perhaps there is no need to have fiat currencies as part of this process whatsoever. We are not there yet, but we can already envision this future and are ready to explore and shape our vision to follow along.

ESG FEAR OF MISSING OUT

The transition from CSR to ESG brought about tangibility to the topic, even though it is still one that is hard to navigate through. With new laws being passed, markets mutating and consumers' views constantly changing, corporates and startups do not want to be left behind. Financial services want to answer the request for sustainability but are not yet certain of the path to follow. Measuring impact, transparent value chains, gender balance, circular economy and others dimension will become present in every product management decision.



TIAGO ANDRADE & EDUARDO REBELO: THE ASSET MANAGERS' PERSPECTIVE

Tiago and Eduardo co-founded RM Analytics, a SaaS platform that builds data-driven recommendations for asset managers, investment funds, and investment bank managers to create their ESG portfolios, which will pressure companies to be more sustainable.

You founded RM Analytics right after your Masters. Tell us a bit about the story, what potential did you see?

I had been working with startups since the beginning of my Bachelor, always with the purpose of creating one as soon as I was able to do so. Eduardo, my co-founder and CTO of RM Analytics is passionate about technology and strives to create products and services that bring value to our society.

Right at the end of our studies, we knew it was time to create a company as we immediately understood the power that finance can have in terms of environmental and social impact. We also believe that our generation' mission is to reduce and reverse the impact we have on our environment. On this basis, we saw that bringing technology and sustainability for the finance world would be the best way to create value in our terms.

Just by looking at the main trends in the financial market, ESG stands out as the next thing to be solved. With the new regulations from governments

getting in the scene, there is a great opportunity to bring technology to the financial world.

By connecting our expertises we aim to create a solution for asset managers, investment banks, and multinational companies that helps them bring profitable solutions aligned with the new sustainability goals.

How different is ESG from CSR, and how do you see this rising movement towards ESG in Portugal?

Put it this way: CSR is the precursor to ESG. It is incorporated internally in the company and exposed in press releases saying that the company is making efforts to be more responsible and sustainable, without specifying objectively what those efforts are, and their magnitude.

ESG is similar to CSR but tries to be objective. It is about measurable goals such as, for example, a 20% decrease in the CO2 emissions made by a company within 3 years.

In summary, CSR thinks about accountability, ESG methodology makes its efforts measurable.

How do you think clients perceive corporations' investment in ESG?

Corporations' investment in ESG is perceived in a positive way by clients. Everyone feels safer when buying something from a corporation that is openly sustainable and responsible in terms of ESG, because they provide a better image for the public. It is implied that a corporation that cares about ESG will be socially and governmentally responsible, which can be related to the way they treat their clients and the quality of the service that they offer. And also, how trustworthy and reliable they are when making governmental decisions in their business, which can greatly benefit their clients.

Although it is a separate issue, you can see a similar effect in the way investors perceive corporations that invest on ESG. They trust those corporations because they are less prone to be involved in scandals, and they are more aware of the risks they might be exposed to.

Why is it difficult to navigate through ESG, and what is RM Analytics offering different for asset managers?

There are a lot of things that make it hard to navigate through ESG, for example, measuring the magnitude of the impact of different variables to give an accurate rating to an entity.

We can understand that by looking at the main ESG score providers that don't agree with each other in many companies, since they assume different things to be important for ESG. Their evaluations are also very relative, applying bigger or lower weights to different aspects of the ESG as they want. With this, ESG scores are not based on explanatory and rational arguments, but instead on the credibility of the score provider, something that was previously proven that is not enough.

Another difficulty is to keep track of everything that is happening in a company for asset managers to update their portfolios regularly and predicting possible ESG scandals that can have a negative or positive effect on a company's value. To solve or at least simplify these problems, RM Analytics provides an unbiased tool for asset managers, that aims to agglomerate the scattered ESG data that exists in the web and provide mostly explanatory data in the most user-friendly way possible, to make their job much easier and less time consuming, and for them to be able to provide explanations for investment decisions using the data available on our tool.

It is relevant to emphasize the fact that we go as deep as social media, blogs, and reddit to collect data to spot investment trends and possible ESG scandals before they are published on the news.

Asset managers also have the possibility to ask for

specific services on our platform, that we will evaluate and provide, if it is possible, and they can customize the data that they see according to their standards, so they can find more relevant information.

What has been/should be the role of regulation in fostering companies to hold ESG objectives?

Regulation has had a fair impact in the past, but is evolving and becoming more objective, clear, and demanding.

This way companies will know exactly what to do according to the regulation, and there will be a bigger pressure to hold their ESG objectives, so they can be ahead or head-to-head with the competition and continue to be seen as a good investment for asset managers. This is the best way to foster companies to keep up with the regulation, by making it easier for them and their competition to know how to behave accordingly, turning the perspective of not holding their ESG objectives and keep having a successful business, almost hopeless. In Europe we will see a big change in terms of ESG regulations with EU taxonomy, which will be created by the EU in order to solve some of the issues that still exist in this area.

Can a business have as core purpose its positive impact on society, and at the same time be a profitable asset for its investors? And how?

Larry Fink, BalckRock CEO, sent a letter to CEOs this year saying "Over the course of 2020, we have seen how purposeful companies, with better environmental, social, and governance (ESG) profiles, have outperformed their peers. During 2020, 81% of a globally-representative selection of sustainable indexes outperformed their parent benchmarks."

In RM analytics, we believe there is no question that when a company aims to create a positive impact on society, it can and will be profitable. In fact, the main purpose of every company should be exactly to create a positive impact on society and thus be paid for that. What we are looking at now is that companies which end up creating too many bad consequences due to their activities are penalized by their stakeholders.

To wrap up, the markets are looking for sustainable options to continue to create value and bring profits to shareholders. We are here to give them exactly that, in the most efficient way possible, which will turn us into a profitable asset.

JOANA ALVES: HOW CAN COMPANIES BECOME SUSTAINABLE COMPANIES

Joana worked as a lawyer in Madrid, London and New York. After witnessing the devastating effects of hurricane Sandy, Joana left everything to dedicate herself to a greater cause: sustainability. In 2018 Joana entered the startup world and in the beginning of 2019 co-founded APlanet, a platform that allows organisations to easily manage, track and showcase their ESG and sustainability.



How did APlanet start and what motivated you to start the company?

The project emerged in early 2019 in Spain, as we saw not only a business opportunity and a growing market, but most importantly a way to facilitate the positive impact of organisations and thus contribute to creating a better world. We met in other emerging tech startups within the social impact and sustainability sectors, and it was clear for us that organisations were increasingly looking at how to manage their environmental, social and governance (ESG) or extra-financial aspects, due to several factors such as new EU regulation or pressure from stakeholders such as investors, clients, and employees.

It was also clear that there was no easy way to manage these aspects within companies. Most of CSR or sustainability managers say that their biggest challenge is the difficulty of assessing their impacts and results. At the same time, most of their time is spent on data collection, performance measurement, reporting and risk analysis. We saw that this was because sustainability and ESG data management was still dominated by manual solutions (paper and pen, excel, email) and that through specialised technology, they could automate the tedious processes involved in managing information and free up this time to improve their sustainability strategies.

We designed the first prototype, launched our product early, and iterated it based on early customer usage and industry evolution. Just 2 years later, APlanet is now present in Spain, Portugal, Italy, Brazil and the UK with over 100 customers worldwide.

In your view, how can ESG concerns be addressed through a corporate's strategy?

Firstly, ESG concerns have to be put at the centre of any business. Companies should consider them a top priority and integrate them into their business models.

Unfortunately, for too long ESG aspects have been viewed as something ancillary, to be delegated to a CSR department which was almost a separate entity from the business and that was not of concern to leadership teams. Nevertheless, in today's world, a business' long-term success depends on having a good ESG performance. Secondly, business leaders must adopt a proactive approach to holistically integrate ESG into their business. This effort should encompass corporate governance, risk management, and the environment, to name a few, to help them incorporate ESG into their operations and value chains. Companies should develop a strategy that is guided by an overarching vision and mission, and incorporate ESG into strategic planning.

Knowing so many examples of sustainable companies, where should companies start?

All successful sustainable companies should start by being clear on what their purpose is and by conducting their materiality assessment. In other words, companies should start by identifying, prioritising and validating the ESG issues that are aligned with their business activities in order to be able to optimise the use of their resources. It's not the company's responsibility to solve all the world's problems. They must focus on the issues that they are best placed to solve.

“ALL SUCCESSFUL SUSTAINABLE COMPANIES SHOULD START BY BEING CLEAR ON WHAT THEIR PURPOSE IS AND BY CONDUCTING THEIR MATERIALITY ASSESSMENT.”

How can companies maximize their ESG impact and measure it?

After identifying and prioritising the sustainability issues that will allow the company to maximise its positive impact, it's important that leadership are onboard to help push the ESG agenda transversely across the organisation. A great place to start is by implementing infrastructure and processes that allow for the efficient collection and transparency of information around environmental, social and governance issues. What is your carbon footprint? What is the risk of corruption? How are you performing in gender equality and diversity issues? And so on. This way company leaders can begin to understand what their impacts are and what needs to be improved. Due to the complexity of dealing with this type of data, it cannot be done efficiently and accurately without investing in technology and expertise.

Additionally, in the past years the main trend was for companies to create ad hoc initiatives to generate a positive impact, even if they were not that significant. Nevertheless, the market is now becoming aware that the best way for companies to maximize their impact is by transforming their business models and use their resources and competitive advantage in order to serve wider society.

What do you believe to be Society's role? Will customers put ESG in the center of their decisions?

All the data points to consumers placing more and more importance on ESG issues in their day-to-day decisions. Sometimes we think that people are powerless because corporations are so large, but now more than ever, changes in consumer demand are beginning to affect the corporate bottom line as they are increasingly aware of ESG practices. As individual investors, as customers, and as employees we have large power to shape businesses, and that power is larger today than it has ever been because, for example, of social media.

Society now has higher expectations of the companies behind the products to operate their businesses ethically and responsibly, and demands greater transparency about how they conduct their business. As an example, millennials are willing to pay more for products and services regarded as sustainable or coming from socially and environmentally responsible companies.

Therefore, companies must show, with hard numbers, that they are listening to not only their investors but also their customers and employees by integrating environmental, social and governance risks and opportunities into their business strategies.

In your view, will all companies become ESG companies?

In my view, if companies do not engage in ESG properly, they will eventually disappear. According to the European Green Deal, by 2050, all member states will have circular economies, having achieved net-zero emissions. Companies are already experiencing the financial consequences of failing to act on sustainability as many countries have implemented regulations, such as carbon taxes, and the financial and banking sectors have integrated ESG rules in their funding criteria. As an example, the only way stakeholders can avoid poor lending conditions and exclusion from capital markets is to show evidence of having developed robust sustainability and ESG strategies.

Besides that, there is growing evidence that companies with higher ESG performance are likely to have better financial performance, talent retention, and long-term value creation.

Most importantly, all companies should become ESG companies as their commitment is fundamental to build a more sustainable and resilient future.





ANTÓNIO MIGUEL: INVESTING IN A SUSTAINABLE FUTURE

António is the founder of MAZE, an impact investment firm. Gathering over 10 years of experience in impact investment in the UK, Canada and continental Europe, António is also professor at Nova SBE. António was an analyst at Social Finance UK.

With ESG becoming a priority across industries, do you believe organizations are feeling the pressure of missing out?

I certainly do. Organizations of all types and sizes are realising that integrating environmental, social and governance criteria in the way they do business and develop solutions is actually a great contributor to better unit economics.

The rationale is simple: consumer preferences are shifting towards sustainability (hence, lower customer acquisition costs); talent wants to work for purposeful organizations (hence better productivity and less turnaround); investors are allocating more and more AUM on ESG assets (hence lowering the cost of capital). Organizations who have impact at their core will ultimately benefit from these macro tailwinds.

How do you see organizations effectively adapting to ESG objectives?

There are many ways in which this can happen. Most often, ESG integration takes place at process-level, whereby an organization adapts its modus operandi to be more sustainable in terms of its operations and value chain. However, the main opportunity for true adaptation lies at the core business, by developing goods and services that contribute to addressing social and environmental challenges, whether through better access (e.g. affordability or wider segments of clients) or through reduced carbon footprints.

How do you see Portugal in the world race for sustainability?

Portugal has the chance to lead by example, not because of its size but due to its ability to serve as a blueprint for others to replicate and scale. Our country is a perfect testbed for innovation, given the technological readiness of our companies, qualified human resources and inherent global ambition of our entrepreneurs. As a result, Portugal can lead by example and position itself as the place where sustainability innovation is tested and proven.

“OUR COUNTRY IS A PERFECT TESTBED FOR INNOVATION, GIVEN THE TECHNOLOGICAL READINESS OF OUR COMPANIES, QUALIFIED HUMAN RESOURCES AND INHERENT GLOBAL AMBITION OF OUR ENTREPRENEURS.”

Could you tell us about Maze’s investment thesis?

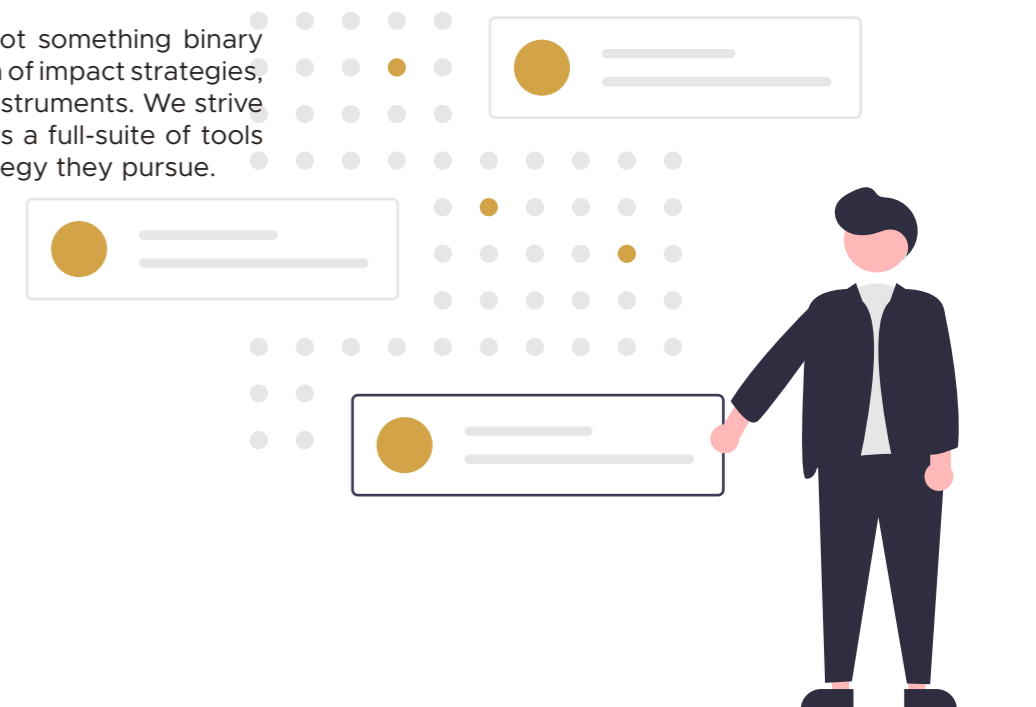
Our investment thesis is that investing to solve social and environmental challenges is one of the biggest economic opportunities of our times. There is a new wave of businesses enabled by technology, whose revenue models are directly

linked to positive social and environmental outcomes. In essence, solutions where impact and profit are mutually reinforcing. Those are the solutions that we back through our various areas of work: acceleration, outcome-based funding and venture capital.

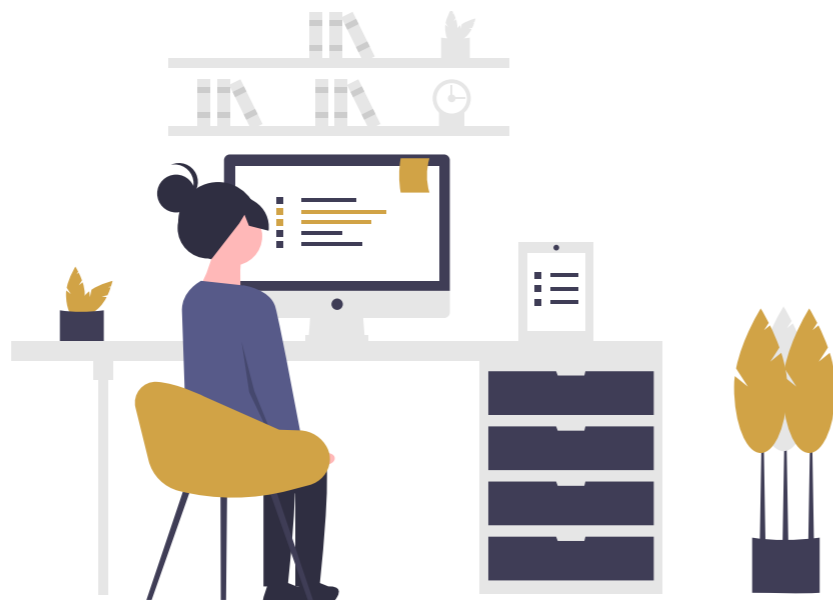
How does Maze analyze its investments with regards to impact?

At MAZE we adopt the Impact Management Project, a global framework used by thousands of investors and institutions such as the UN, World Bank and others. We rather focused on managing impact, instead of solely measuring it, because it is fully embedded in all organizations we work with and it’s fundamental to manage it proactively on an continuous basis.

For us at MAZE, impact is not something binary (yes or no). There is a plethora of impact strategies, each with suitable financial instruments. We strive to offer impact entrepreneurs a full-suite of tools adapted to each impact strategy they pursue.



HYBRID WORK



Statistics point to different new normal balances, but it is widely accepted that work habits have changed. Reimagining hiring processes and organizational structure will be crucial following this paradigm shift, as well as safeguarding the connectivity and flexibility of the workforce. That being said, the IT and HR industries might well come out as winners amidst this change of scenery, with demand for IT and HR tools and platforms rising. Moreover, the increasing number of the so-called “digital nomads” could drive iterations to financial products and services, powered by fintech.



MARCELO LEBRE: THE FUTURE OF WORK

Marcelo was VP of Engineering at Unbabel and acted as CTO at several startups before co-founding Remote, a global HR solution for distributed teams which achieved the status of unicorn in 2021.

Could you please tell us about Remote? What was the journey of the Company?

Remote started its activity in 2019 by myself and my co-founder Job Van der Voort, CEO. I started as CTO and I’m now taking the role of COO as well.

For starters, the venture is essentially oriented to fix global employment and global payroll. We know that for over 10 years we’ve been inching away towards the future of work and the first step is to enable people to work from wherever they are. This not only empowers people to find the best job and opportunities, independently of where they live, but also benefits companies, who instead of just hiring locally, can now hire globally, and find the best talent for any given role independently of where the company is based.

At the time we saw this my co-founder was

VP of Product at GitLab who was one of the first companies to go all-in in full remote. The company scaled to over 1500 people across the world without a single office and they had the pain to manage all the contracts of freelancers and employees which was just tough as nails. And there was no single solution for this, and my experience from building multiple engineering teams across the years, different companies, was that it was always too constricting the fact that I wanted to build the best team possible but I was fundamentally limited not just to what one can pay in Portugal but also the people that are willing to relocate to Portugal, so it all just made sense.

We knew for a fact that it was one of the problems that no one was tackling, because it was a very hard, insanely expensive and unbelievably lengthy process to fix. So we went and fix it. We started in January 2019, and two people are now 500 all

around the globe, with no single office. We are opening in 20 different countries. All the legal, payroll, HR, finance specificities we are able to offer to any single customer in the world who wants to hire from one of 50 countries. So if someone wants to hire people in these countries, they just come to us with a person and we take care of it. We’ll be in 80 countries before the end of the year and full globe before the end of next year.

There are several perspectives on how work should be from now on - from fully remote to in-person, with a lot of hybrid models in between. What is your view of how work should be?

So we’ve been in the eye of the storm. Remote work and the future of work has started decades ago but there was a massive catalyst, the pandemic that we all suffered through and continue to suffer. This created a singularity moment, after which nothing will be the same. That means that most companies have fundamentally to go remote, while others will have to adopt a hybrid approach and others will remain office bound as they want to.

Now, what we see is that even the biggest companies in the world, the big IT and the big industry have no other option than to accept remote first or remote friendly as in hybrid leaning people. People realised that they can do the exact same job, from whatever else, from close to their loved ones, from a beach, from the mountains wherever they feel like, getting the same pay, doing the same work and often getting a lot more productivity. On the other hand, we also have a lot of companies reporting they saw a lot of productivity going up. We saw that companies can focus more on their employees’ wellbeing and work conditions rather than ping pong tables, happy hours and things like that. Even employees’ well being, mental health and physical health reported quite a lot of improvement. So, there’s no going back. Even governments started looking very aggressively into it.

We are in the eye of the storm and we continue to see a lot of companies reaching out to us for help on how to build remote companies and how to migrate from a company that was office bound to now remote only or remote friendly and that’s the case.

Is it possible to have a fully remote team? How to address challenges such as employee alignment and engagement?

Yes. I mean, not only possible, but in many cases, preferable.

Now it’s all about what do you do. To illustrate on that, the number one mistake that CEOs do is to think that to go remote they need to call a lot through zoom and they continue to tell people exactly what to do on a day-to-day basis. At the same time, they are losing their weapons, which used to be bumping into people in the hallway to know about things, asking about people. Consequently, the bond breaks, because they can’t do it.

Remote needs a fundamentally different approach. For example, you have to embrace an asynchronous work where you have to document all the things, because people are not online at the same time, nor at the same place, not even in the same continent. And even if they are, they may not need the computer. People shouldn’t need to zoom all day long just to get work done. What do you need to do is lay out the objectives, goals, or responsibilities, and make sure that everyone can read and that everyone has access to all the things they need. Previous work mentality and office mentality relied on the fact that some people own some part of the information that lives in their heads. And then if you go remote, that’s not how it works.

What do you see as the future of global HR? How will Fintech power that future?

Remote sits in the middle of three massive areas: HR, finance, and legal. The truth is we need the three of them to operate and to build the future of work, remote work, or the actual future of work.

So, when it comes to Fintech, we fundamentally are living in a world of essentially sending money, getting money in one way or another, via a loan, via temporary payment, discretionary payment, salary, or a pension fund. How we look at insurance is also fundamentally changing, and specific to remote work there are questions still unanswered - are we going to insure workers at home as if they were in the office?

We need to have alternatives that are viable for companies that want to build global from day one, from people that need to be paid from global companies. And, well distribution and redistribution need to be done in a more regulated way, that is recognized and simplified.

One of the things that is important to see is that there’s a massive shift in power from companies to employees. People can fix whomever they want to work for and whatever they want to work from. And that is bringing a lot of change and is changing, not just companies, but government entities, and it’s forcing massive reflection to what’s going to be the future of work.

PARTNER TO CONQUER



Financial institutions are more and more prone to collaborate with Fintechs. Although there is a struggle with the differences in structure and way of working, there has been an effort from established players in creating a fast-track for fintech approval and development. Investment, acquisitions, and partnerships will likely continue to drive transformation in the Financial Sector.

ANA ALMEIDA: THE CASE OF PORTUGAL

Ana has more than 20 years of experience in consulting business, with a set of distinctive works in Portugal, Brazil, UK, and Spain, for different industries (Banking, Insurance, Utilities and Telco). Since 2018 she's the responsible for the Financial Services Consulting Practice in Portugal, and also for the innovation ecosystem THE BAY (based in Lisbon, provide innovative and relevant solutions for banks and insurance companies in Europe, foster a new collaborative AI & Blockchain Ecosystem and contribute to elevate innovation).



It is indisputable that the pandemic has increased the appetite for Fintech collaboration. How did you see this process unfold in Portugal?

The pandemic largely contributed to the acceleration of the digital transformation that has been undergoing worldwide, and the financial services industry was no different. Financial institutions had to find ways to provide the same set of services in a more digital and convenient way, and that inevitably brought higher acceptance and utilization levels of digital solutions which many fintech companies were offering. In many situations, these fintech companies emerged as quick and simple solutions in response to the new reality (especially regarding the areas linked to customer relationship). However, according to Accenture Fintech/ Insurtech observatory, the number of registered deals fell 7% in 2020. During this crisis, many FinTechs have pivoted their value propositions and offered their product at no charge to help our economy cope with new challenges. Preliminary figures for 2021 show a strong rebound in number of deals driven by early-

stage transactions.

It seems that after an immediate slowdown in 2020 promoted by the uncertain of pandemic, now the collaborative trend between incumbents and fintech companies is recovering and growing.

How does Portugal compare to the rest of Europe in terms of Fintech collaboration and what is contributing to that lag? Are we betting on Fintech?

Focusing in 2021, all European countries are spread through various levels in terms of fintech collaboration, with several different reasons contributing to that, such as different levels of fintech adoption, different market sizes, different pace of regulatory improvements (if needed), different investment capacity or even different innovation priorities.

Regarding the Portuguese financial services landscape, there is some distrust when it comes to treating startup collaboration, merges, or acquisition opportunities, since they are always

looked at under a controlled risk environment view. Other European countries show a higher capacity regarding searching and evaluating fintech companies, assessing their potential and moving towards acquiring them. That contrasts with our risk averse profile, since other countries' incumbents are more prone to selecting a solution, testing it, and discontinuing in case of failure. That higher risk appetite also comes from traditionally innovative profiles and as stated above, factors such as investment capacity, which allows to try and fail rather than forcing companies to carefully select their investments considering they will have fewer opportunities to do so.

Nevertheless, there is no denying that Portugal's incumbents are indeed betting on fintech / insurtech. Not only are they very knowledgeable of recent market developments and constantly investigating potential collaboration opportunities, but they are also investing their resources in developing innovative in-house solutions, improving their products and services, and transforming their business and value proposition.

Fintechs tend to be small and fast, and there is a big hassle in collaboration with organizations deriving from the differences in process and ways of working. What do you believe is critical to reduce this gap?

This gap arises precisely because fintech companies are small and fast, and they focus on one small segment, product or service within financial services, and hence are able to channel all their resources into transforming that same process, product or service into the best market solution.

This pace and agility are not always achievable by incumbents and they do indeed find obstacles when working with fintech companies. That is where our clients can rely on Accenture for help.

This gap can only be eliminated by either adopting the entire culture and ways of working of the counterpart or by finding a middle ground where both companies can meet and create a symbiotic partnership that eliminates their differences and enhances their collaboration. That may be very difficult to achieve but it sure isn't impossible. However, it requires a tremendous amount of effort from both parties and may not always be worth the cost.

At Accenture we specialize in building that bridge between the different realities and contexts of our clients and fintech companies. We leverage our knowledge of both our clients' history and legacy (as well as their infrastructure) and our expertise on the market's latest technological solutions to smoothly implement these partnerships, mitigate

its risks, and capture its synergies, ultimately helping both parties exceed their expectations and meet the desired results. fintech adoption, different market sizes, different results.

How could organizations become early adopters and position themselves to better capture value from collaborating with Fintechs?

Why is this relevant, and what potential do you see in these collaborations with Fintechs? What do you believe incumbents should work in 2022 to better work with fintechs?

There are a few dimensions that mark these organizations' ability to be early adopters of innovation and more prone to fintech collaboration.

That goes from instilling agile ways of working, to transforming the business from a technological point of view, to making use of the cloud and API infrastructure, among others. But it includes other factors that may sometimes be left behind such as creating an innovative and collaborative culture, valuing market insights and critical thinking, constantly challenging the organizations' own values, principles, and mission, and most importantly, putting the customer in the center of the whole operation.

Other than that, companies need to simply be receptive to new ideas and open the doors for fintech collaboration as a tool to achieve market leadership and better customer satisfaction, and all this will allow them to make better and quicker decisions and stay ahead of the market's dynamics, the time to market is important in these initiatives.

Portugal could act like a startup in the world, being more innovative and flexible! Our country has immense qualities regarding startup culture, dimension, and talent, but is many times still trapped under heavy and complex governance structures, high risk aversion, and a long decision process that conditions the time to market and restricts an innovation to a commodity.

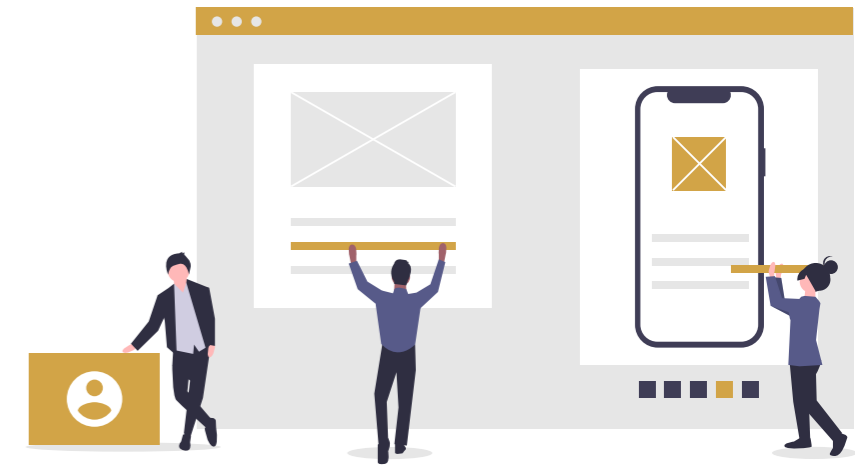
The post-pandemic world will be increasingly digital, technological, and open to disruption. Additionally, the fintech market is gaining more maturity as time goes by, and while we will start seeing the difference between the winners and losers of the startup world, we will also be witnessing even higher abilities for startups to challenge the incumbent organizations. It is urgent for incumbents to pick up the pace and chase what they want to represent in the future, and to be ready to either fight off the competition or join them under collaborative partnerships. The year 2022 and the following years will bring major milestones in the financial services industry.



CHAPTER **4**

INNOVATION THROUGH
COLLABORATION: CASE-STUDIES

INNOVATION PARTNERSHIPS



CORPORATE	FINTECH	PROJECT	TARGET	POC
		Hubln Innovation program to scout startups who want to partner with ABANCA to develop a product and validate value proposition.	Startups	✓
		Chatbot 1 on 1 Creation of a chatbot with the aim of improving the customer experience and constant learning through the analysis of the consumer profile.	Individuals, Businesses	✓
		Digital Onboarding to Customer's Account Opening Providing a solution for digital customer onboarding that complies with KYC's legal and commercial requirements, with the purpose of opening for retail and corporates bank accounts.	Individuals, Businesses	
		BPG Digital Onboarding and Sign ID LOQR is helping BPG to set up a 100% digital onboarding process for its individual clients, as well a unique and authentic digital signature solution for communications (transactions, instructions, orders, mail).	Individuals, Businesses	
	 	New digital onboarding Multi-disciplinary teams involved - IT, Compliance, Risk, Operations - to work with Visor.ai and hAPI in a new digital onboarding for customers.	Individuals	
		Crowdfunding Best Bank integrated Raize crowdfunding platform into its offering, allowing its customers to invest in a loan portfolio managed by Raize. The minimum investment amount is 20 Euros with automated investment options.	Individuals	
		Wealth management tool for independent advisors BiG and Finlayer aim to enhance advisory experience in wealth management, by bringing efficiency to day to day activities.	Businesses	✓
	 	DABOX PFM, Digital Assistant Accessible both to clients and non-clients, DABOX allows its users to categorize spendings, set saving objectives, manage budgets and receive insights and tips. It's the first solution in the market to allow money transfers from any bank.	Individuals, Businesses	✓

CORPORATE	FINTECH	PROJECT	TARGET	POC
		Improvement of onboarding and KYC journeys Embed hAPI module in the conversion path to collect data, and make data and documents available to credit analysts to accelerate credit decision and increase the online concretization rate.	Individuals	✓
		Full integration of Alfredo AI Platform Alfredo AI platform was made available to every ERA real estate agency across Portugal. This integration allows its 2500+ users to generate AI powered real estate market reports on demand and to access all the real estate assets listed currently on the market.	Businesses	
		MySavings Fidelidade participated in the Fintech 365, sponsored by Microsoft and developed by PT Fintech. In this program it met with Coinscrap are now evaluating the next steps of a potential partnership, with the purpose of integrating new features into MySavings.	Individuals	✓
		Digital onboarding LOQR and NOVO BANCO have been working in a close partnership since 2020 to provide clients with a digital onboarding resorting to videocall, OCR reading of documents and KYC validations. Other solutions planned for the near future.	Individuals	✓
	 	Pre-paid school account This solution supports and simplifies the interaction between Municipalities and Schools by allowing users to pay for school services with a digital wallet integrated with the school's systems. The wallet top up can be made through several payment methods, such as MB, MB WAY, and Payshop reference.	Individuals, Businesses	
		Payshop Online Payments Payshop selected Switch to develop an online payments gateway that will provide multiple payment methods (Payshop Reference, MB, MB Way and Card) to merchants who sell or intend to sell online.	Businesses	✓
		My Payshop By partnering with Finiam, Payshop developed My Payshop: a solution that allows users to manage and pay different services through a mobile app. A payment service in the palm of your hand.	Individuals	✓
		Enhanced digital onboarding The ability to obtain prospect information at the origination stage using the Fintech product to connect to different third-party state owned (Tax authority, social security) and central bank regulator websites/platforms.	Individuals	✓

POC Oriented Fintech Program

GATHERING MATURE PLAYERS AND STARTUPS TO ACCELERATE TESTING



The Fintech 365 is an innovation program that builds fast tracks to eliminate the friction that normally hinders the work between mature players and fintechs. The result is a PoC (Proof of concept) oriented program where startups and corporates participate at the same level. Executed in partnership with Microsoft for Startups, the program gathers 6 mature players that share 5 real challenges that startups answer in a 3-month test.

THE CORPORATES

Six mature players were invited to the program, committing the necessary resources internally to successfully test at least one of the proposed challenges.



THE CHALLENGES

The Corporates identified existent challenges based on their own roadmap. Fintech Solutions cross those challenges to define 5 transversal areas to be addressed by the participating startups.

<p>I. CUSTOMER ONBOARDING & INTERACTION</p>	<p>II. B2B DIGITAL SERVICES & OPEN BANKING</p>	<p>III. CREDIT DIGITAL JOURNEY</p>	<p>IV. NEW REVENUE SOURCES & BUSINESS MODELS</p>	<p>V. ENGAGEMENT ENHANCEMENT & EMPOWERMENT</p>
<p>From presales to retention there is a growing need to work smarter and provide a customer-centric experience.</p>	<p>How can we explore the potential of open banking to offer new services to our corporate clients?</p>	<p>How can we offer truly digital credit solutions that fit customer journeys and provide immediate response?</p>	<p>Digital services are opening new streams of revenue insurance and wealth management and others. How can we test new business models and products?</p>	<p>How can our digital channels become part of the daily life of our clients, empowering them and their decisions?</p>

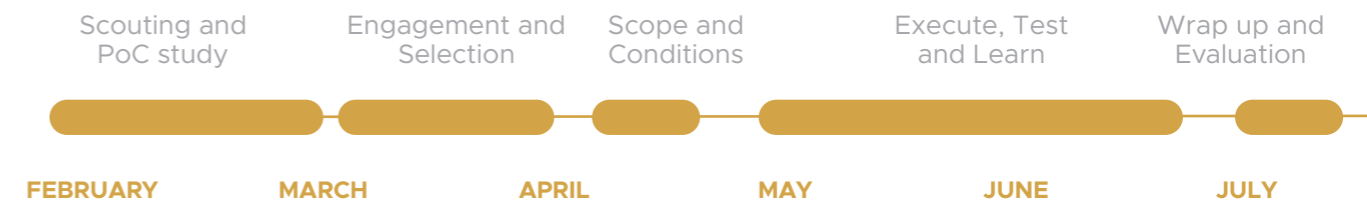
THE STARTUPS

Based on the proposed challenges startups applied and proposed different solutions. Based on a short list of 22 startups, one on one meetings started to discuss approaches, resulting in a final set of 9 startups that partnered with the corporates.



THE JOURNEY

The program was developed in close contact with the mature players and startups. Once the startups were selected, mature players had the opportunity to present their use cases and how they were approaching the challenges. In this stage of engagement and selection, the two parts were able to assess the fit of each potential partnership before investing in the PoC. During the PoC Stage, the Fintech Solutions team provided weekly support and access to experts to guarantee a continuous evolutions of the Proof of concept.



THE RESULTS

The program was focused on the business perspective of these partnerships.

However, beyond the individual success of each partnership, both startups and mature players had the opportunity to showcase and improve their approach to potential partners.

The program showed how critical it is to be ready to **onboard startups**. In a short period of time, the mature players had to understand the business fit, engage different internal areas, negotiate an initial test and welcome the startup in their ecosystem.



hAPI & Credibom

STREAMLINING DIGITAL TRANSFORMATION ACROSS THE CREDIT JOURNEY OF CREDIBOM

ABOUT HAPI

Digital transformation is a growing concern and in fact should be the topmost strategic priority for every organization nowadays. At the same time customers are more demanding than ever, also super informed, and thus more powerful than they used to.

hAPI was created to streamline the digital transformation of onboarding data intensive processes. Our software retrieves and aggregates all the mandatory information and necessary documents (in seconds/real time) for processes such as: credit processes, document authentication, filling in forms, management software and risk analysis.



CREDIBOM WAS ONE OF THE FIRST CLIENTS

The number of companies working with hAPI, especially in the credit sector, has increased significantly in the last year. Big players in Portugal, specialised banks in consumer credit and car finance, are changing and improving their processes with us.

Credibom was one of our first clients and it has been an amazing journey, constantly evolving.

Owned by one of the largest European banking groups - Crédit Agricole – Credibom

is specialized in providing consumer finance solutions to private individuals. The company is focused on improving the entire customer experience, in order to be the best Consumer Credit Bank in Portugal.

THE PROOF OF CONCEPT: 1 MONTH

We started working together in March 2021, with a two-month proof-of-concept (POC) project. Technically the implementation was fast and lasted just one month, as their team was proficient and hAPI offers standard integration capabilities.

RESULTS WERE SEEN IMMEDIATELY

Since the beginning of this partnership Credibom immediately experienced good results:

5.5 TIMES MORE PROJECTS

on the first months the company had with hAPI 5,5 times more submitted processes than expected.

MONTHLY GROWTH

every month the company exceeds the expected number of processes - almost 27% on average.

CONCRETIZATION RATE 2 POINTS HIGHER

globally Credibom increased the concretization rate of online requests. In the processes made through hAPI the concretization rate is 2 points higher than the rest of online requests.

From our perspective, the most rewarding is to see customers like Credibom growing, improving their numbers and with more efficient processes with our solution.

At the same time, it is great to disrupt the way companies can engage with their customers, and to be distinguished in the market for improving the quality of services - Credibom received the title of “Best Customer Service” according to the Consumer Guidance Institute in Portugal.



RAIZE & BEST

BANKING AND FINTECH MEET TO OFFER INNOVATIVE INVESTMENT SOLUTIONS IN PORTUGAL

AN INNOVATIVE PARTNERSHIP

It's unprecedented and very promising. For the first time in Portugal, a Bank and a Fintech have partnered to offer a crowdlending solution directly to banking clients. This new partnership crafted between two of the most relevant players in the market, has the potential to transform the relationship paradigm between Banks and Fintech when it comes to investment and financing – creating “wins” for multiple Stakeholders in the market. With this partnership, Raize expects an increase of 40%-60% in funding availability over the next 12 months by tapping +86,000 of Banco Best investors.

A MODEL THAT FOCUSES ON UX

In terms of the investment model, Banco Best clients now can open a Raize account instantly via their homebanking and with no additional bureaucratic or account opening steps. This means an integrated UX that ensures familiarity, agility and simplicity throughout the process. Investors can top-up their accounts, withdraw money and check their financial position at any given point in time. Investments are made through Raize's allocation algorithm – also known as “Tracker”. Tracker allows investors to invest continuously and in a diversified way, leveraging the know-how and expertise of an experienced risk and origination team.

Alternative lending is becoming an increasingly attractive option to consider in any asset allocation strategy – competing head-on with low interest bonds and highly valued equity prices. This is true for retail and institutional investors. By investing in SME loans, investors can create a steady stream of income for themselves, with low volatility and historical annual returns above 6%.

BUILDING PARTNERSHIPS BETWEEN BANKS AND FINTECH

This partnership reflects Raize's ongoing strategy to build strong and sustainable relationships with Banks. Raize is the largest marketplace lender in Portugal and has invested over +53 million euros in +2,450 small businesses. Raize's investment services are now available to over 150 thousands of investors in Portugal, which can prove to be a valuable investor base to support businesses and families in a post-covid rebound period. The partnership shows how Raize's financing model can bring together retail and institutional investors, as well as banks to finance the economy.

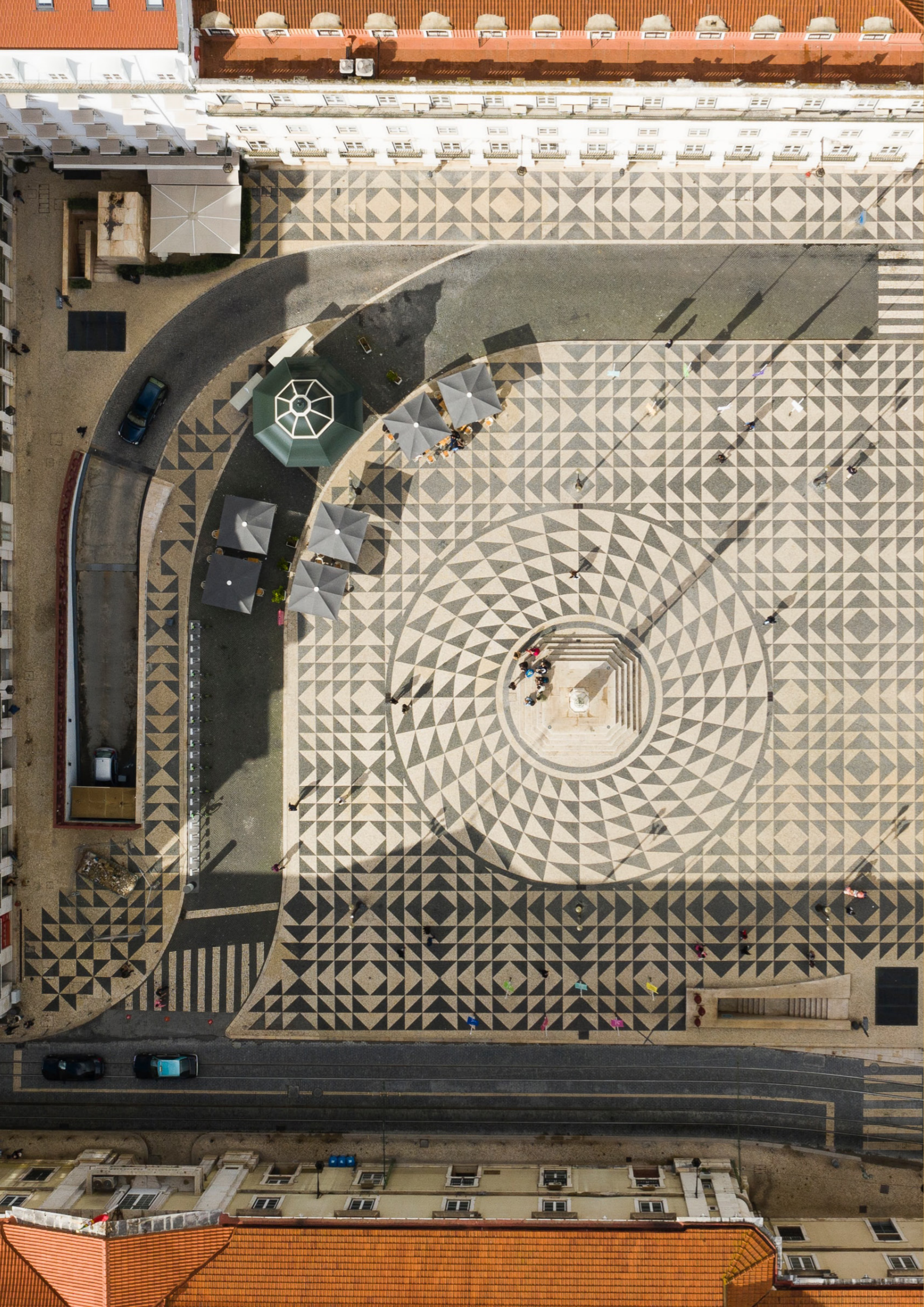
This partnership was initially discussed at the end of 2020 and kicked-off in during the first semester of 2021, requiring the involvement of multiple teams from IT, Operations, Marketing and Compliance. Innovating and launching new

products - especially in partnership with large institutions – is not always easy. The process typically requires the engagement of top directors or management with the willingness and influence to push the agenda forward against multiple other competing topics or concerns.

But that's not all. Many good and value-add initiatives are currently being shelved because they lack short-term profits, they lack a perfect strategic alignment or they simply lack budget. Overcoming these obstacles is not always easy, creating (extremely) long project cycles that can drag on for months killing off innovation momentum. Innovating responsibly and with impact requires rationality but also some degree of risk-taking.

TEAM UP TO SCALE FASTER AND REMAIN COMPETITIVE

Banks and Fintech should continue to team up. As the financial market opens up to more well-known and well-financed international players – that invest billions in innovative product development and offering - it is important that smaller institutions work together to scale up technology and business models faster. Only this way will it be possible for these institutions to maintain a satisfied customer base, remain competitive and avoid a gradual loss of economic relevance.



CHAPTER **5**

WHERE REGULATION MEETS
INNOVATION

Regulators' communication channel



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.

BATCH 1



- Total of **20** applications
- From the total applicants, **20%** were Portuguese companies
- **Regtech** was the most popular vertical, representing 40% of the applications, followed by **Capital Markets & Wealth Management** with 20% and **Payments** with 15%
- In terms of stage of development, the companies were predominantly **Pre-Seed**, 45%, 33% were Seed and 22% were in the Early-stage

BATCH 2



- Total of **9** applications
- From the total applicants, **11%** were Portuguese companies
- **Regtech** was the most popular vertical, representing 22% of the applications, followed by **Insurtech** and **Payments**, both with 11%
- In terms of stage of development, 35% of the companies were **Pre-Seed**, 25% were Seed and 20% in the Early-stage and 20% in the Growth stage

BATCH 1

From December 11th 2020 to January 29th 2021



APPLICATIONS

From March 17th to June 25th, 2021

BATCH 2

End of March 2021



SELECTION

August 2021

May 2021



REPORTS

Early October 2021

June 2021



FEEDBACK

October 2021

Open topics on Regulation

INTERVIEWS WITH BANCO DE PORTUGAL (BDP), COMISSÃO DO MERCADO DE VALORES MOBILIÁRIOS (CMVM) AND AUTORIDADE DE SUPERVISÃO DE SEGUROS E FUNDOS DE PENSÕES (ASF) WITH THE CONTRIBUTION OF MLGTS

Introductions & questions prepared by João Freire de Andrade from Portugal Fintech and Luis Roquette Geraldes, Miguel Dinis Lucas and Margarida Torres Gama from MLGTS

Central Bank Digital Currencies



A central bank digital currency ("CBDC") is a virtual version of money issued and backed by a central bank. Hence, CBDCs represent a claim on the issuing central bank and are backed by the trust that is placed on the issuer. Therefore, CBDCs have the advantage of being considered legal tender. The debate around the implementation of CBDCs has lately been increasing due to the emergence of private digital currencies which pose a challenge to central banks' monetary sovereignty.

Central banks may argue that CBDCs could offer the traditional monetary and payment systems a cost efficient and reduced ecological footprint solution in addition to preventing the risk of using unregulated payment solutions, promoting financial inclusion by providing an easier and safer access to money to the unbanked, limiting illicit activity and helping monetary policy flow more quickly and seamlessly.

Nonetheless, only five countries worldwide have now fully launched a digital currency. According to the Atlantic Group's Central Bank Digital Currency Tracker 1, 81 countries, representing over 90 percent of global GDP, are now exploring a CBDC and, among those, 14 are now in pilot stage, preparing a possible full launch.

A notable example is the digital yuan which was launched by the People's Bank of China in April 2020. Also, in July 2021, the European Central Bank launched its 24-month investigation phase for the digital euro project, which would complement cash (not replace it), in order to "ensure that in the digital age citizens and firms continue to have access to the safest form of money, central bank money", said European Central Bank's President Christine Lagarde.



HÉLDER ROSALINO
DIRECTOR OF THE BOARD OF
DIRECTORS AT BANCO DE PORTUGAL

What can we expect from the CBDC? What are the main advantages?

A CBDC is a digital representation of a central bank liability, a third form of central bank money, i.e. a complement to banknotes and deposits held (by credit institutions) with the central banks. By issuing a CBDC, central banks can provide a risk-free, costless, modern, efficient, convenient and trusted digital means of payment to all citizens and businesses.

First, with CBDC, citizens and businesses may continue to have access to central bank money, now in a digital world. Second, CBDC diversify the range of payment solutions and may contribute to more efficient and resilient payment services. Third, CBDC may turn payments across borders more efficient, less costly, faster and less time consuming. Finally, as a risk-free digital payment instrument CBDC may limit the demand for new forms of riskier private payment instruments. By providing a further alternative to external payment solutions (e.g. international card schemes, private “stablecoins”, CBDC from other monetary policy authorities), it can contribute to the reinforcement of the strategic autonomy in such a strategic field as payments, which smooth functioning is critical for our day-to-day activities, for the conduction of monetary policy and for the maintenance of financial stability.

What are the main risks?

Issuing a CBDC would not be without challenges. Depending on its design, CBDC may pose risks for the banking sector and financial stability if a considerable shift from commercial banks’ deposits into CBDC occurs. This possible disintermediation might also affect the correct functioning of the monetary policy transmission

mechanism. Therefore, it is imperative for a CBDC to be designed in a way that prevents these risks from materializing (e.g. through limits to holdings or the appropriate remuneration policy). Furthermore, there might be possible implications for capital flows and the exchange rate. Ensuring the appropriate level of privacy is a further challenge. Finally, as digitalisation increases, cyber risks also increase.

What opportunities do you see for fintechs? What parts of the present money value chain might be more affected?

Both citizens and professionals that participated in the digital euro public consultation generally agree that the digital euro should be integrated into existing banking and payment solutions and that additional services should be provided on top of basic digital euro payments, with programmability as the most popular choice. CBDC may foster innovation and competition on CBDC customer-related services, by taking advantage of new technological developments like DLT. For instance, the respondents in the public consultation suggest a number of solutions to prevent counterfeiting and to ensure that the amount of digital euro in circulation is equal to that issued by the central bank, namely the use of blockchain, cryptography and licensed software or hardware. FinTechs might play a role here due to their privileged position towards technology.

As already mentioned, depending on its design, CBDC may pose risks for the banking sector, namely the possible disintermediation. Nevertheless, the central banks are aware that a CBDC has to be designed in a way that prevents these risks from materializing. financial stability.

What is the differentiation between the digital Euro and initiatives from other central banks?

The digital euro, if issued, will be the CBDC of the Eurosystem. The investigation phase of the digital euro started on October 1 and will last 24 months. It aims to address key issues regarding the digital euro design and distribution, so that it will be able to meet the needs of European users while avoiding any undesirable impact on financial stability and monetary policy. The digital euro will

be a retail CBDC, like many of the projects foreseen by other central banks. It will try to address a possible decline in the use of cash as means of payment, support digitalisation and tackle sovereignty concerns. However, other motivations for possible issuance of the digital euro are not so commonly referred by other central banks: to improve the international role of the currency and to improve costs and environmental footprint. Furthermore, another difference is that while other central banks (e.g. Riksbank) have a focus on DLT, the Eurosystem is evaluating centralized and/or DLT approaches.

Are we at a stage of technological literacy and capacity to unroll CBDCs?



Alternative sources of capital are creating new opportunities for fundraising. This creates new asset classes, transparency and granularity on the financial instruments available. Crowdfunding plays an important role as it creates new asset classes for investors and an alternative source of funding for companies.



JOSÉ MIGUEL ALMEIDA
MEMBER OF BOARD OF DIRECTORS OF
COMISSÃO DO MERCADO DE VALORES
MOBILIÁRIOS

What will be the impact of the European Crowdfunding Regulation on the Portuguese local Regulation?

New technologies are changing the financial

The Euro area payments ecosystem does not evolve in the same way and at the same pace in all member States and even in a given member State there will be segments of the population highly familiarized with electronic payment instruments and others that feel more comfortable using cash. We do not want to replace banknotes, but, at the same time, we cannot ignore the evolution in payments habits, and therefore we must ensure that those segments of population that feel comfortable in an increasingly digital world keep their access to central bank money. I do not see the lack of technological literacy as a major obstacle to unroll CBDC, as long as we design the digital euro as a convenient, safe and cost-efficient payment instrument and we appropriately communicate that.

Alternative sources of capital

business models in market platforms, asset management, investment intermediation and product distribution. It also provides and creates opportunities to better access to finance, to increase transparency of regulated markets and to improve financial inclusion for digitally connected investors.

Today, retail investors are overwhelmed by the complexity and the search costs associated with investment products. Technology-driven digital interfaces are essential in searching for suitable and cost-effective retail investment products.

When do you anticipate that it will be possible to apply to the European regime? Will fintechs be able to choose which regime they prefer?

The European Crowdfunding Regulation will apply from 10 November 2021 and, by harmonizing regimes throughout Europe, aims to lighten the burden on crowdfunding platforms that wish to scale up their operations across the European market, which is an opportunity for the Portuguese platforms that we very much welcome.

The European regime is not optional and will prevail over national laws. However, it allows crowdfunding platforms to continue their activity in accordance with the applicable national law until 10 November 2022 or until they are granted an authorisation under the European regulation if sooner. After this transitional period, national laws that conflict with the European regime will be repealed.



ESG oriented investments

ESG is becoming widespread in practices of businesses, but in no other place as intensely as in the financial markets. In fact, some research has shown that companies which invest in ESG outperform their peers, drawing yield starved money managers to turn the acronym into an investment strategy. Also, the political and societal pressure on institutional investors which have enormous levels of asset under management has caused them to start incorporating these standards in their investment allocation criteria, sending ripples across the financial world as well as investee companies and other organizations.

As a result, brokerage firms and mutual fund companies have started offering exchange traded funds (ETFs) and other financial products that follow ESG criteria. On the other hand (and following some widely reported scandals), pressure has also been put on large companies. Reflecting this state of play, the European Union has taken the legislative lead and enacted legal instruments which are of special relevance in this regard.

On the one hand it has enacted the Sustainable Finance Regulation Disclosure (SFDR), which introduced various disclosure-related requirements for financial market participants and financial advisors at entity, service and product level. It aimed to provide more transparency on sustainability within the financial markets in a standardised way, thus preventing greenwashing and ensuring comparability. The majority of the new disclosure obligations became applicable as of 10 March 2021. On a similar note, the Taxonomy Regulation establishes an EU-wide classification system or “framework” intended to provide businesses and investors with a common language to identify to what degree economic activities can be considered environmentally sustainable.

On the other hand, EU is also in the process of presenting its proposal for a directive on sustainable corporate governance in the last quarter of 2021 following a resolution of the European Parliament on corporate due diligence and corporate responsibility. The proposed directive suggests a duty to carry out human rights, environmental and good governance due diligence exercises on the value chains of companies that are based or do business in the European Union, regardless of their size, form, nature, sector and corporate structure, accompanied by reporting and communication duties on the risks identified and the mitigation and prevention measures adopted.

From a regulatory point of view what is the role of supervisory authorities, and the CMVM in particular, as regards the ESG oriented investments? Are we still lacking clarification regarding ESG criteria to comply with?

Sustainable Finance is one of the strategic priorities of the CMVM. We believe that, along with other regulators across Europe and the world, we can play an important role in that transition. For instance, to tackle data quality to ensure the credibility and transparency in the market. We are therefore focused on preventing risks such as green or ESG washing, and we maintain a close dialogue with stakeholders to understand and manage the risks going forward.

As regards the regulatory burden, we are well

aware that the new regulation is technically complex and it will require a permanent dialogue going forward.

What opportunities and type of role do you see fintechs playing in this space?

There is a growing number of opportunities as the market develops. Just to offer some examples: artificial intelligence can help scan and standardize different ESG frameworks and market information to the benefit of investors; digital platforms and robo-advisors will definitely play an important role in supporting investors on their investment decisions; and of course, related to the above, regtech and supotech solutions can also help different entities and regulators build a thriving, sustainable and stable market.



Distribution of insurance

Insurtech is one of the fastest growing tech industries. In terms of the insurance value chain, many insurtechs are on the distribution, which is a regulated activity. Even though, across the European Union, insurance distribution regulation tends to become increasingly more standardized under the Insurance Distribution Directive and its implementing regulations, some differences seem to still persist.

Some of the biggest insurtech in Europe try to follow the MGA model, initially developed in the US and in the UK. An MGA is usually described as a specialized type of insurance agent (either an individual or a company) that is vested with underwriting authority from an insurer and performs certain functions traditionally handled only by insurers, such as binding coverage, underwriting and pricing and settling claims. MGAs frequently specialize in certain fields (in terms of insurance product, customer-type or market sector) the insurer on behalf of which they act might not otherwise have a particular expertise in. Therefore, an MGA becomes particularly useful if they possess a skill set or knowledge in an area the insurer is interested in but has not yet pursued. Having to be particularly adaptable and efficient, MGAs are usually innovation- and technology prone.

Embedded insurance is one of the strongest trends in the insurtech market. Embedded insurance is the term generally used to describe the bundled sale of selling insurance coverage with the purchase of a product or service or platform, in real time or at the point of sale. Technology works as an enabler of this trend, allowing for unprecedented product personalization, decrease of distribution costs and a more

seamless customer experience.

Savings and wealth products are essential for the financially healthy society. Insurance and pension products play an important role in this ecosystem, in particular insurance-based investment products and personal pension products. While the distribution of insurance-based investment products has now been regulated and harmonized in the EU under the Insurance Distribution Directive (IDD) and the PRIIPS Regulation, some innovations are also expected on the pension side with the introduction in 2022 of the Pan-European Personal Pension Product (PEPP).



MANUEL CALDEIRA CABRAL

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

Insurtech is one of the fastest growing tech industries. In terms of the insurance value chain, many insurers are the distribution. This is a regulated activity. How do you compare the access to the market between Portugal and other EU countries?

We have seen a rapid growth of insurtech in the last few years, particularly with regard to the insurance distribution activity. In some European countries, the proliferation of insurtech has played an important role in terms of increasing market dynamics, leading to changes in their basic characteristics.

The evolution of technology and the emergence of new business models created new opportunities. The change and speed of innovation accelerated during the pandemic period. I think that the current framework, which is still of pandemic crisis, leads to a greater demand from consumers in terms of the availability of products through the digital channel.

The growing digitization of the business, in its multiple aspects, appears as a fertile ground for the entry of new technology-based market players. It is, therefore, an opportunity for the growth of insurtech, which can act at different levels of the value chain, for example at the level of insurance companies in the disruption of existing processes, acting in a logic of partnership with these technological partners or even presenting itself as an alternative to the current reality, seeking to present more user-friendly solutions to the market when interacting with potential subscribers.

There should be particular attention from the current operators and regulators/supervisors in order to strengthen their preparation to conveniently face this new reality.

As for access to the insurance distribution activity in Portugal, this is based on the same legislative framework as other European countries in the community space, based on European directives and rules that are transversal to all Member States. I would also like to highlight the support that Portugal FINLAB, the innovation hub of the three financial supervision authorities (ASF, BdP and CMVM), has provided in clarifying the correct regulatory framework, not only in terms of access but also in the development of innovative projects in the area of the financial sector.

as payments, which smooth functioning is critical for our day-to-day activities, for the conduction of monetary policy and for the maintenance of financial stability.

Do you think that insurtechs can access, successfully, to the distribution market?

In the area of distribution and in relation to insurance intermediation, the Portuguese legal regime for the distribution of insurance and reinsurance enshrines the figures of insurance intermediaries, ancillary insurance intermediaries and reinsurance intermediaries. Therefore, any activity in this area will have to be governed by the conditions of access and exercise associated with it.

I believe that insurtechs will be able to strongly contribute to the development of the insurance distribution market, mainly by resorting to partnerships with current operators, where they will be able to develop truly innovative and differentiated solutions from those currently existing.

Embedded insurance is one of the strongest trends on the insurtech market. Is this new? What risks and advantages do you see?

I would not say that we are talking about a new concept, although it may be leveraged by the growth of digitization of many economic activities, potentially due to its greater ease, as an opt-in, in digital commerce, in relation to the traditional one. In this sense, its growth will tend to accompany the increase in the digitization of the business because, in this context, its acquisition is normally made in a simple and frictionless manner.

This connection to the real market facilitates the identification of potential risks and the consequent need for consumer protection in these areas.

However, it is necessary to avoid situations where the design of the subscription route does not ensure the necessary information about the product to the consumer or even situations where the consumer does not know what he is purchasing and from whom.

Savings and wealth products are essential for the financially healthy society. Insurance products play an important role in this ecosystem. What role can insurtechs play in this vertical? Why do you believe this part of the business is not as developed as the non-life products?

The increase of savings that we have seen in most developed countries creates an important opportunity of growth for life insurance, Insurtech brings sophistication and technology to the market in general and, in that sense, this type of products can also benefit from it. I would, however, like to point out that we are talking about products that are extremely sensitive and which are normally considered long-term investments. So it is important that in the act of sale the necessary clarifications and information to the consumer are not, in any way, neglected.

I would remind you that the current legislation establishes a set of additional requirements for the specific distribution activity of investment products based on insurance, namely, in terms of specific information duties, advice and assessment of the product's suitability.

Areas with high penetration of insurance such as automobiles, with mandatory subscription in the RC modality, have attracted more attention of Insurtechs, even because the applicability of AI and IoT, development grounds par excellence of Insurtechs, is very direct. Also in the field of the applicability of new technologies, the Multi-Risk Housing has been another area of choice. But that does not mean that life insurance products are not an opportunity, specially in this new context where new types of consumers have savings to invest.

As a conclusion, as technological development grows, opportunities for Insurtech will also increase, both in terms of collaboration with traditional players and in terms of fostering competition in the market.

Portugal Fintech Report 2021

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