



JANUARY 2022

WE ARE MOI

SAYING MAPFRE OPEN INNOVATION IS SAYING

Transformation | Resilience |
Balance | Traction | Ambition |
Priorities (goals or objectives) |
Focus | Business | Execution |
Evolution | Advancement |
Internal Talent | New know-how

BUT ABOVE ALL

PEOPLE



01

What is MOi?

MOi IS MAPFRE'S STRATEGIC COMMITMENT TO BOOST CUSTOMER-CENTERED TRANSFORMATION

With it, the company aims to foster innovation carried out by and for people.

Conceived as an open innovation platform, MOi uses partnerships with other players and emerging technologies to create a positive impact on our business and society. Since its inception, more than 1.5 million customers have benefited from solutions originating from this model. In addition, we have analyzed proposals from more than **2,500 startups**, of which some 40 have gone through fast-track and adoption programs, thus consolidating our relationship with entrepreneurs in the insurance industry and our role as a benchmark for the insurtech environment.

“Innovation is part of our DNA as a company. We innovate to offer the customer a close, human and quality experience; in short, a differentiating one.

At MAPFRE we have always believed that anticipation is a virtue. That's why innovation, new technologies and talent are much more than a commitment to the future: they are the guarantee of a better present for our customers and for society at large.”

JOSÉ ANTONIO ARIAS

Group Chief Innovation Officer

02

**The basis
of MOi**

MAPFRE OPEN INNOVATION IS CONCEIVED AROUND SIX KEY IDEAS:

01

As a lever for company transformation

MAPFRE aims to be prepared for the changes demanded by society, clients and the insurance business itself, and MOi is an indispensable tool for achieving this.

02

No restrictive compartmentalization

Future transformations will not fit neatly into a box because reality is far richer and more complex. This is why MOi is flexible. It adapts every day to new needs and doesn't use labels or boxes.



03

As a catalyst for key proposals and projects

To strike a balance between strategy and disruption.

04

With a 360° portfolio

In addition to meeting the different needs for transformation, we want to generate a greater understanding with the business by testing solutions in all areas.

05

A commitment to internal and external talent

Combining the injection of new blood, which brings to bear other capabilities or points of view, with the huge knowledge and abilities of our teams in all geographies.

06

To create innovative work methodologies

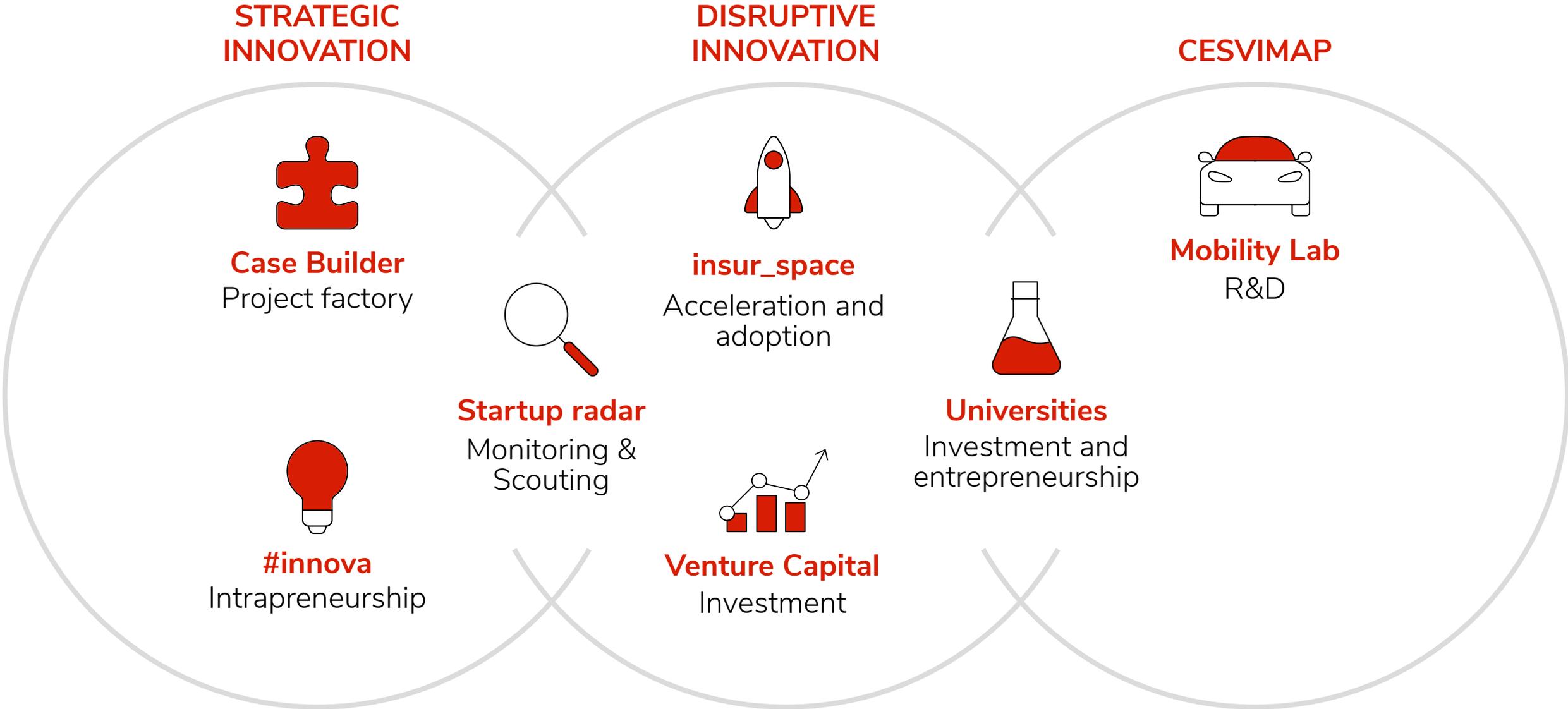
Having a method has always been key in innovation and is something that involves much more effort than inspiration. In our continuous learning, we take the best procedures and methods that can help us and other stakeholders in the ecosystem achieve our goals.



03

How MOi works

PILLARS



COMMUNITY

Innovation Offices, Ambassadors and Innoagents

MAPFRE Spain, MAPFRE USA, MAPFRE Brazil, MAPFRE Mexico, MAPFRE RE, MAPFRE Asistencia and MAPFRE TECH (ACT)

ENABLERS

TIC
Transformation and Innovation Committee

Strategy
Opportunities and portfolio

Methodology
Techniques and training

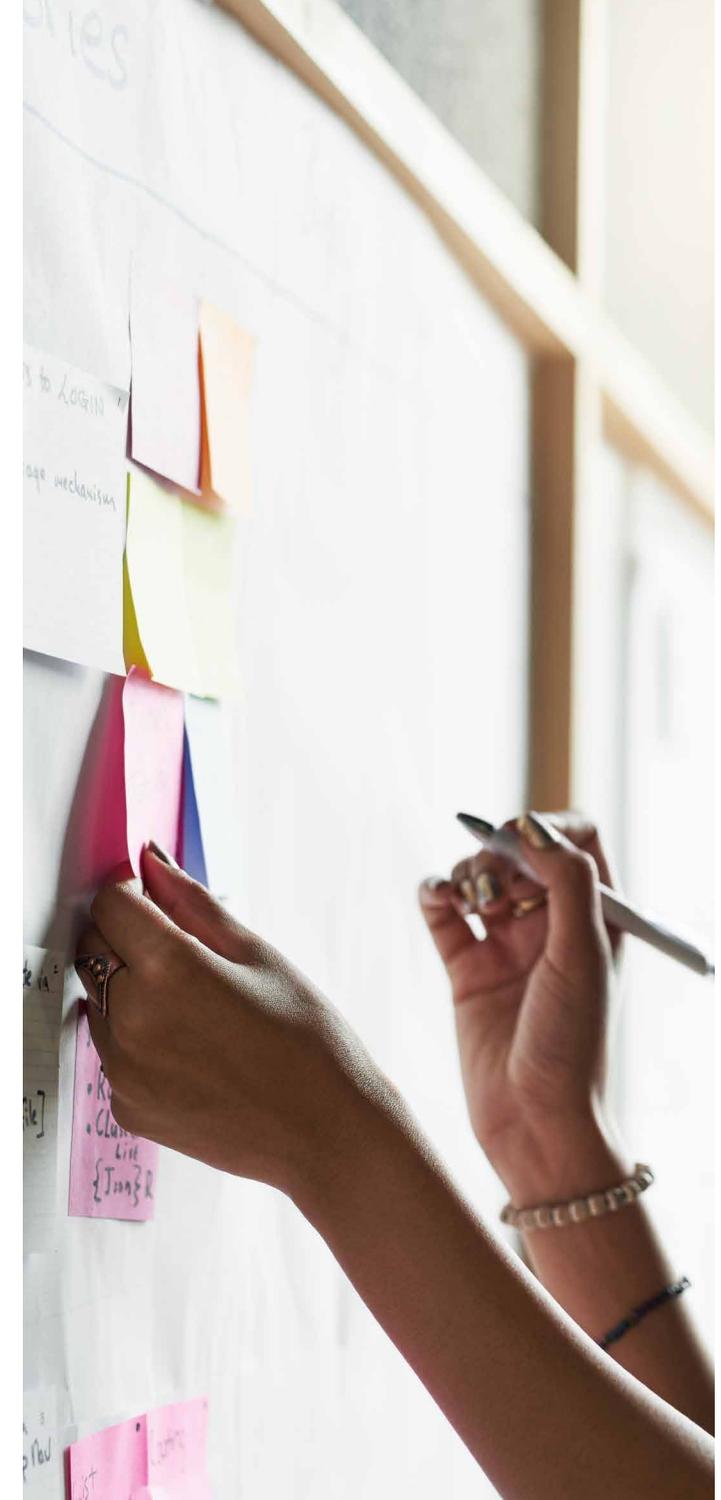
People
Culture, talent and recognition

Governance
Procedures and financing

MAPFRE'S INNOVATION ACTIVITY IS BASED ON SEVEN PILLARS:

01 Case Builder: in-house factory for innovation projects

It is both an organizational model and a methodology for developing initiatives. This project factory, which works with the entrepreneurial spirit of a startup, allows us to incorporate the capabilities and innovative vision of our teams and collaborators in the company's day to day, working in close contact with the business areas, **to test solutions that can be put into production and become part of the portfolio of services with which we want to improve the lives of our clients.**



02 #innova

At MAPFRE, we encourage our employees to explore and present ideas that help us address specific strategic challenges and exceed the expectations of our stakeholders. This entrepreneurial spirit is channeled through #innova, MAPFRE's global intrapreneurship program.

Winning proposals receive funding for their development and the opportunity to become part of the company's innovation portfolio. To date, more than 17,000 employees have signed up to the program, thus enabling the company's best talent to participate by providing innovative proposals in response to various strategic challenges. Four winning proposals in the latest edition are currently being executed in Spain, the United States, Puerto Rico and Mexico.



03 Startup radar

Much of the innovation happens in the entrepreneurial ecosystem through the activity of startups. Through our radar, **we aim to build bridges with them so MAPFRE can benefit from the innovation that is taking place there and impacting all phases of the value chain.** The Radar explores, identifies, filters, refines, selects, contacts and monitors the startups that add the most value to MAPFRE.

04 insur_space

This is MAPFRE's fast-track-to-market program for startups. Developing the concept of the accelerator, the proposal offers the possibility of launching a pilot in less than six months, together with any MAPFRE company on a global level, (including the digital brands of the Group: Verti and Savia), with the opportunity to benefit from our knowledge and positioning in strategic markets. Unlike most programs directed at entrepreneurs, **insur_space makes available up to 100,000 euros of financing without becoming a shareholder. More than 40 startups have worked with MAPFRE in the last two years, launching more than 30 pilots in different phases.**

05 Venture capital

As part of its commitment to venture capital investment associated with the insurance industry, **MAPFRE participates as the main investor in the venture capital fund Alma Mundi Insurtech Fund, FCRE, managed by Mundi Ventures, which finances startups around the world.** Some of these new companies are developing technological projects related to the insurance industry or can bring benefits to its value chain. The fund is another real example of our open model: MAPFRE is an anchor investor, but it is not the only one, it does not hold a majority stake and, more importantly, it shares the investment with other insurance groups.



06 Relationship with universities and business schools

Adding the MOi perspective to these relationships allows MAPFRE to identify early innovations before they reach the entrepreneurial world, and even to bring these about by launching challenges to students and researchers. MAPFRE partners with leading academic institutions to anticipate responses in diverse fields such as health, mobility or road safety and to jointly imagine other scenarios, demands and needs that will soon be a reality and for which we want to be prepared.

07 Mobility Lab

With nearly 40 years of experience and being an international reference in the field of mobility research and vehicle design and repair, CESVIMAP, Centro de Experimentación y Seguridad Vial MAPFRE (MAPFRE Center for Experimentation and Road Safety) best represents how the company has innovated in the past and will continue to innovate in the future.

Established as MAPFRE's R&D center, our Mobility Lab is the part of MOI that enables us to anticipate the impact that changes in the world of mobility are already having on the insurance industry.

In essence, with the consolidation of MOi, we aim to accelerate transformation within MAPFRE and reinforce our leadership position. By adapting faster to the changing circumstances and moving toward the new business models and innovative solutions that arise from the digital and technological changes underway, our ultimate goal is to offer the best solutions and services to our clients.

04

**Examples
of areas we have
focused on**

Image-based assessment and purchasing of insurance

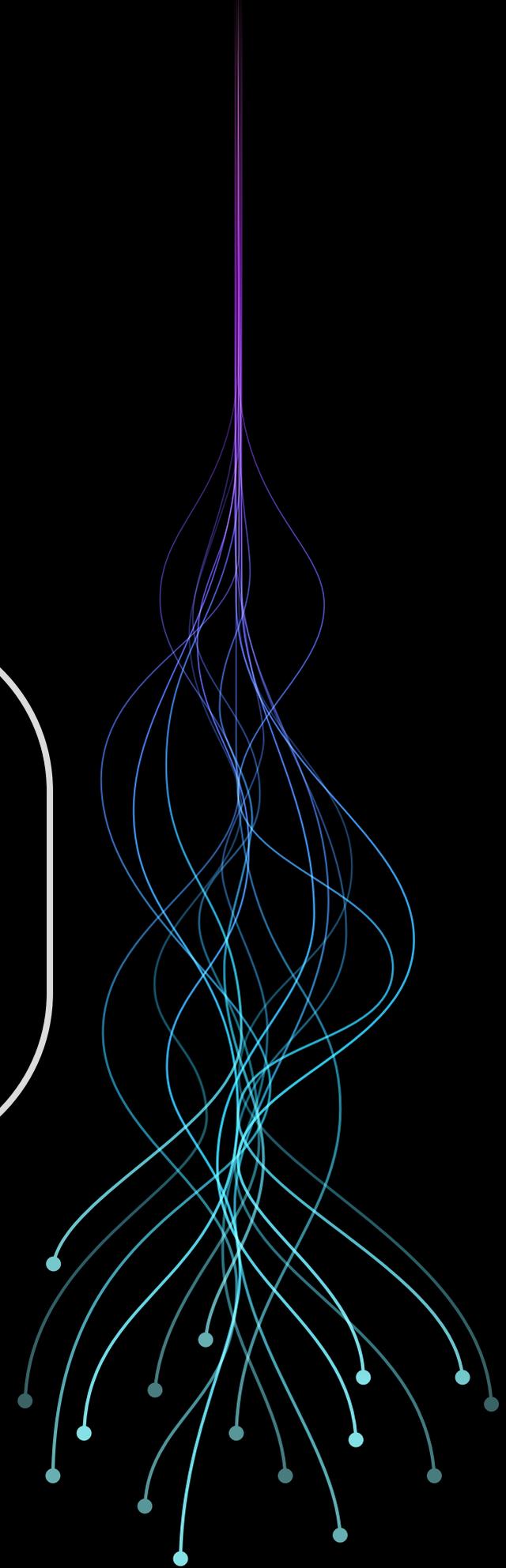
Artificial intelligence allows us to recognize and assess the damage and general condition of a vehicle. When taking out insurance with MAPFRE, users can complete the process in a matter of minutes using the camera on their smartphone.

End-to-end claim automation

In this case, we applied artificial intelligence to the resolution of water damage claims in the home. This shortens the process to just a few minutes and enhances the customer's perception of the company.

Conversational voice interfaces

As a result of the evaluation of the best speech-to-text tools (and vice versa) and conversational assistants, we are automating the management of multiple procedures such as buying insurance, policy management or claims notifications in different lines of business.



New generation insurance products and services

On/off automobile insurance. We have developed projects in the Auto insurance line that allow customers to activate and deactivate their policy coverages, which means they only pay for what they consume, giving them greater personalization and flexibility.

Cybersecurity. Our cyber risk platform for companies uses artificial intelligence to identify, analyze and quantify risks from a financial point of view.



Non-insurance products and services

Physical health and well-being. We studied the use of biomechanical artificial intelligence to obtain information on muscular and skeletal disorders in mild cervical injuries suffered by patients after an automobile accident. We encourage women to develop a broader and better understanding and knowledge of the functioning and needs of their bodies in the different phases of their reproductive lives.

Emotional health and well-being. Committed to the health of our customers, we actively seek out alliances to democratize access to mental health for all, also through the use of technology.

Femtech. We encourage women to develop a broader and better understanding and knowledge of the functioning and needs of their bodies in the different phases of their reproductive lives.

Seniors. Making use of the social and economic opportunities arising from the aging of the population, we work on services and products adapted to demographic changes so that our seniors can live better and open the way to solutions to their needs at home, in their leisure time and in their social lives.

05

Success stories



IBM Watson + MAPFRE Spain

40,000 customized actions from the automatic extraction of insights from 200,000 surveys per year.



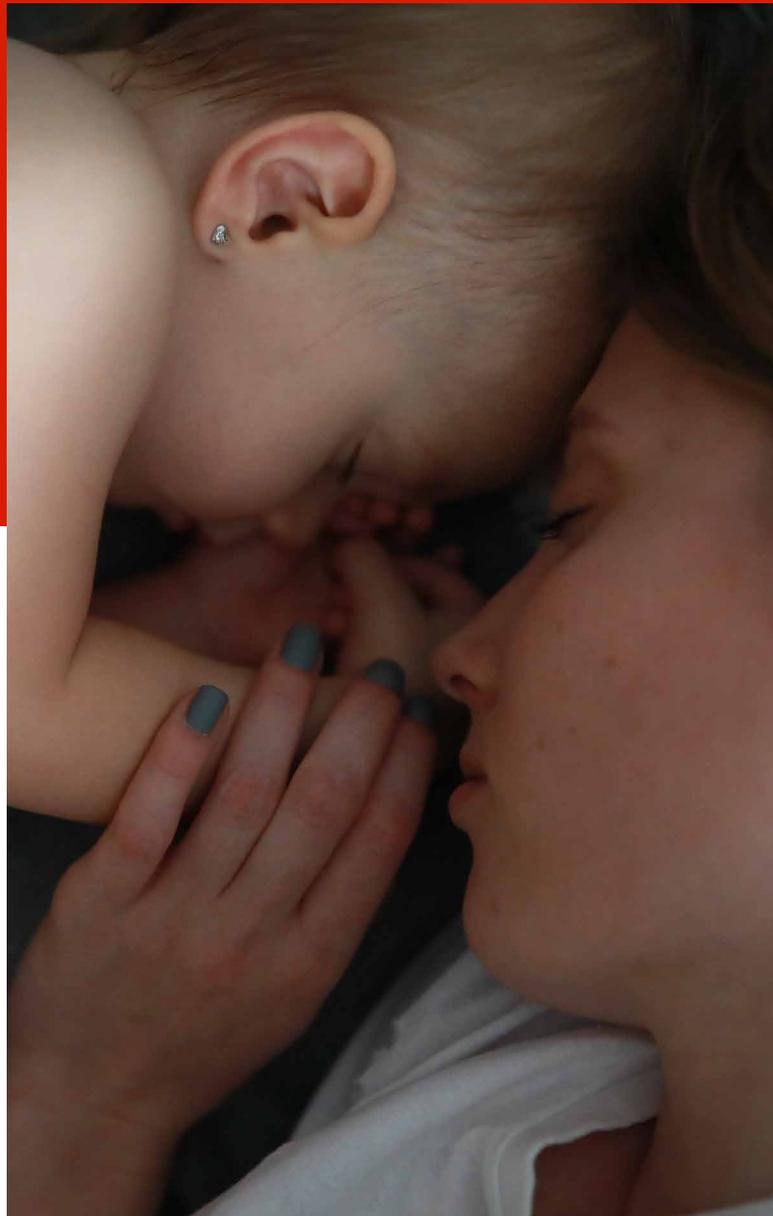
AWS + MAPFRE España

Automatic processing of 500,000 customer e-mails per year. Average response time was cut from 2 days to 1 minute 38 seconds.



Leakbot + MAPFRE Assistance

Automatic detection of water leaks
by AI using a device that does not
require installation.

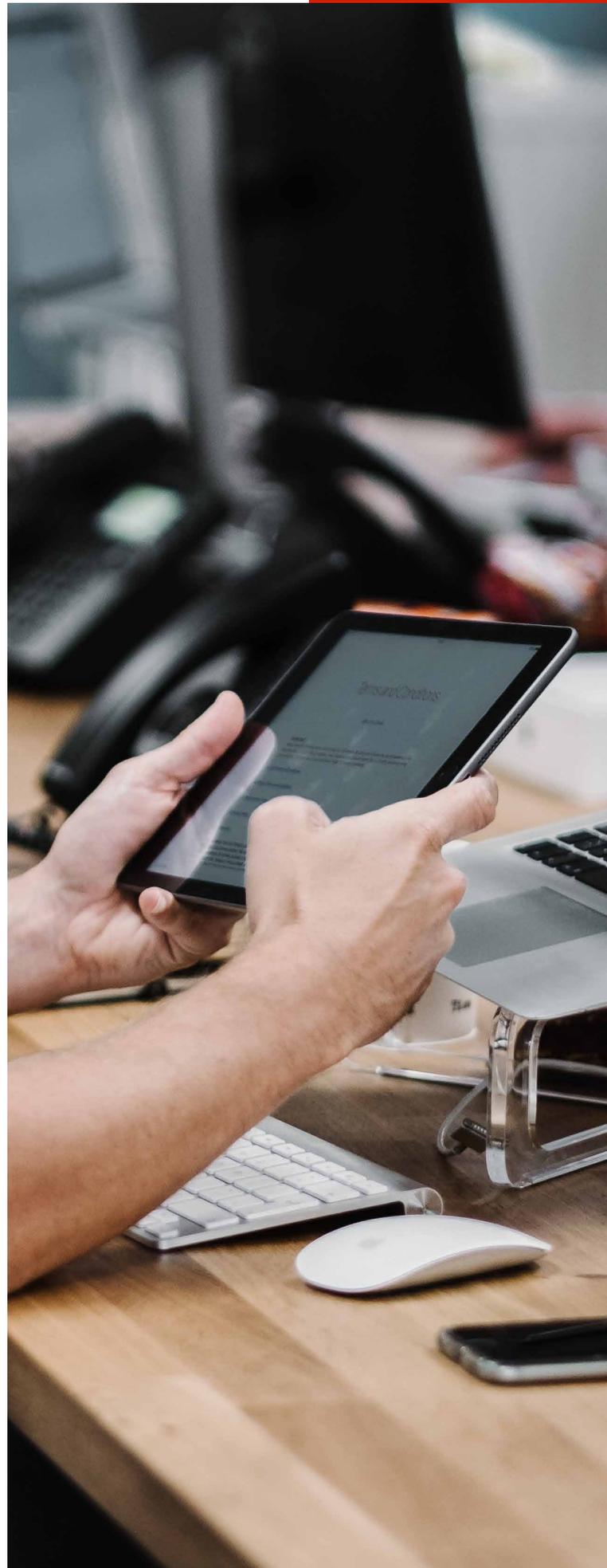


Lactapp + Savia

Expert information and medical
services for nursing mothers.

Shift + MAPFRE Brazil

AI -based end-to-end automation solution for homeowners insurance claims.



Kovrr + MAPFRE RE

Quantification of cumulative cyber risk exposure in reinsurance agreements.



FIGUR8 + MAPFRE Spain

Objective diagnosis of muscle
and skeletal injuries and
follow-up treatment.



Made of Genes + Savia

Post-Covid genetic and metabolic
study and coaching associated
with your health plan.

```
self.file = None
self.fingerprints = set()
self.logdupes = True
self.debug = debug
self.logger = logging.getLogger(__name__)
if path:
    self.file = open(path, 'w')
    self.file.seek(0)
    self.fingerprints = set()

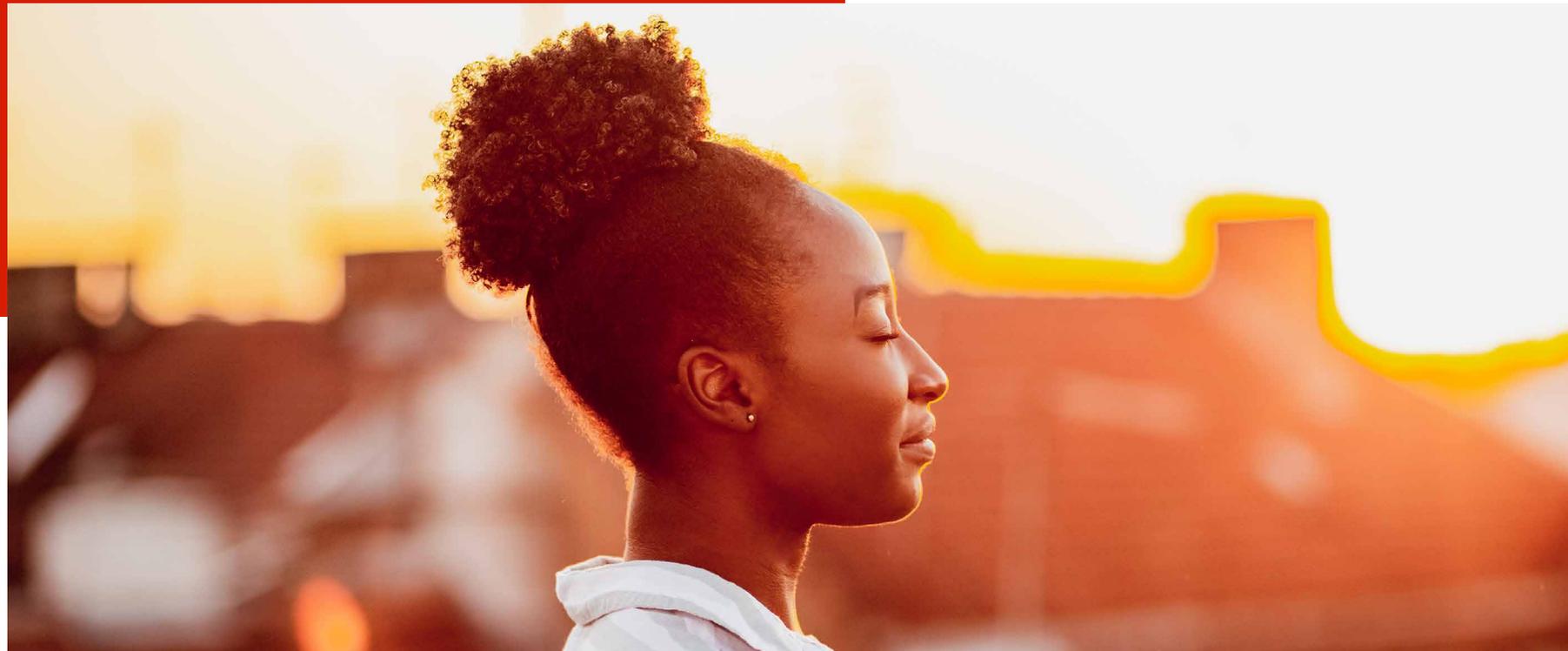
classmethod
def from_settings(cls, settings):
    debug = settings.get('DEBUG', False)
    return cls(job_dir=settings.get('JOB_DIR', '/tmp/'),
               log_dir=settings.get('LOG_DIR', '/tmp/'),
               debug=debug)

def request_seen(self, request):
    fp = self.request_fingerprint(request)
    if fp in self.fingerprints:
        return True
    self.fingerprints.add(fp)
    if self.file:
        self.file.write("%s\n" % fp)

def request_fingerprint(self, request):
    return request_fingerprint(request)
```

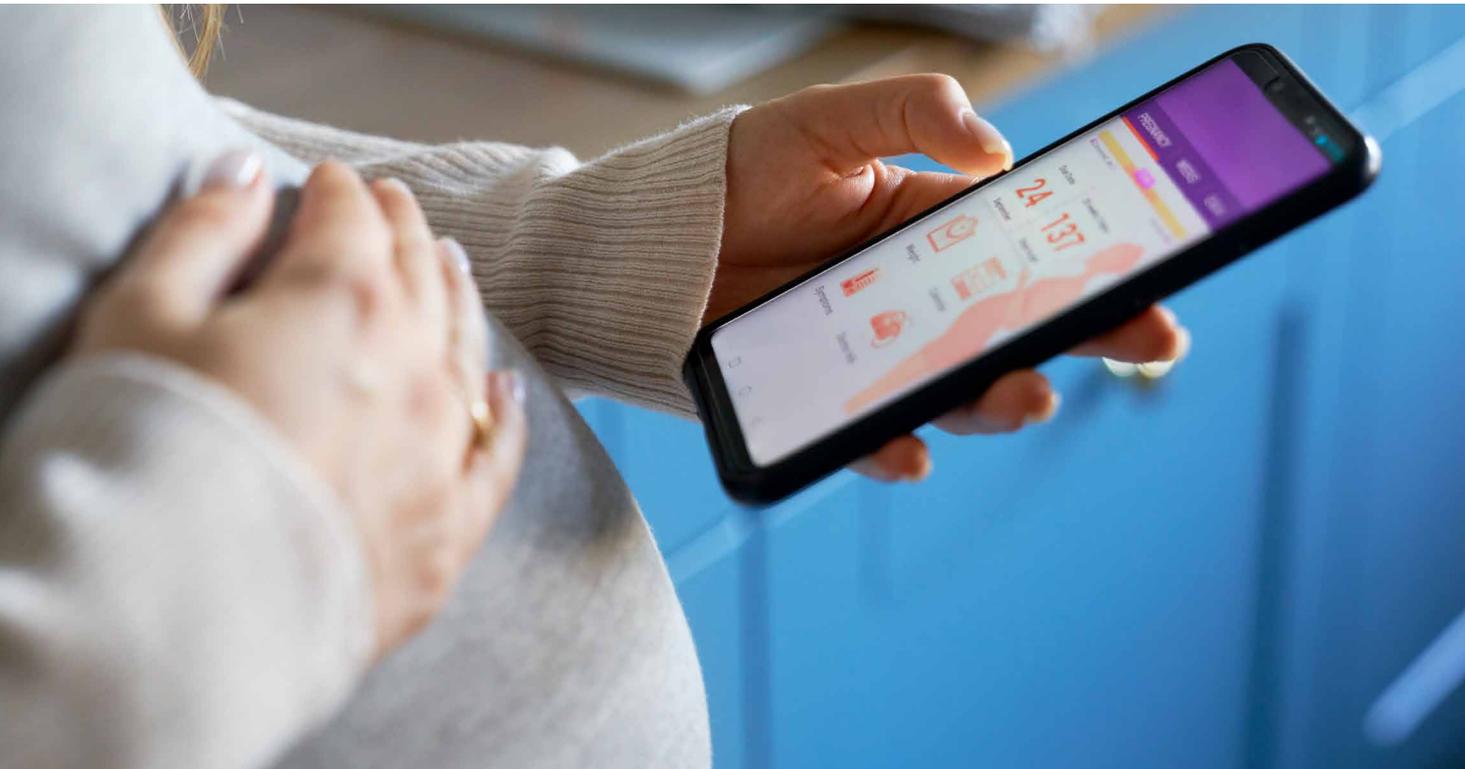
Memgraph + MAPFRE USA

Claims fraud detection using machine learning and graph analytics.



Koa Health + MAPFRE Costa Rica

Therapeutic solution for mental health through a personalized and effective service.



Woom + MAPFRE Asistencia in Dominican Republic

Innovation and artificial intelligence at the service of women's health and fertility. Including accompaniment of women in the different stages of their reproductive life.



Aerial + MAPFRE Spain

Environmental and non-invasive solution that cares for seniors at home.



Fintech Arbor + MAPFRE Spain

Free app that automates savings
based on the user's lifestyle.



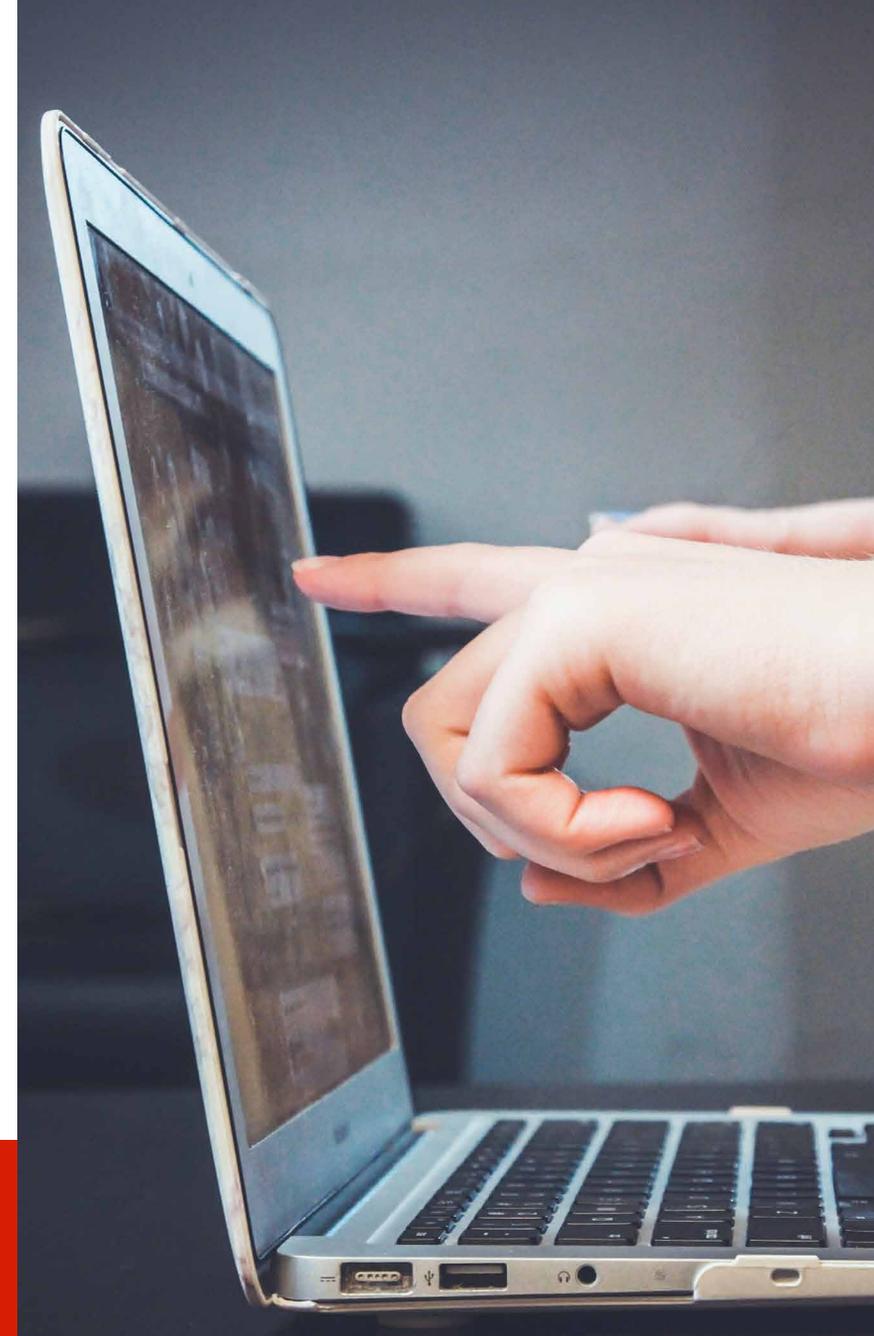
Control Expert + MAPFRE Spain

Automatic verification of automobile damage
in real time at the time of purchase through a
deep learning algorithm that is the first of its
kind in Spain.



Tractable + MAPFRE Brazil

Automation of damage appraisal by means of artificial intelligence in minor automobile claims.



Google + Verti Italy

New generation of flexible insurance that allows the policyholder to turn coverage on and off, and that offers an unprecedented user experience.

06

**A diverse,
multidisciplinary
team**

Corporate team



José Antonio Arias

Finance, Technology,
Operations. MAPFRE



Miguel Ángel Rodríguez

Finance, Technology,
Operations. MAPFRE



Joan Cuscó

Publicist. Axa, Vidacaixa



José María Cancer

Engineer. Hyundai,
PSA, entrepreneur



Ángel Martínez

ADE + HR
Entrepreneur. Frog



Carlos Cendra

Economist. Consultant
and entrepreneur



Cristina Marín

Social Work. Claims,
Operations. MAPFRE



Daniel Almodóvar

Engineer. Vodafone,
Altran/Frog



Enrique Zapico

Engineer. CESVIMAP



Esther González

Lawyer. Claims, PMO.
MAPFRE, Verti



Isabel Kolster

ADE + HR +
MBA. MAPFRE



Jose Fernando Rodríguez

Actuary. Verti Spain,
Italy and USA



Paloma Casero

Philologist. Claims,
HR. MAPFRE

Innovation offices



Juan Cumbrado

MAPFRE España



Nikolaus Maac

MAPFRE Brazil



Víctor Sánchez

MAPFRE USA



Mariana Hernández

MAPFRE Mexico



Maite González

MAPFRE RE



Irene García

MAPFRE Asistencia



Javier Maraña

MAPFRE Tech

