
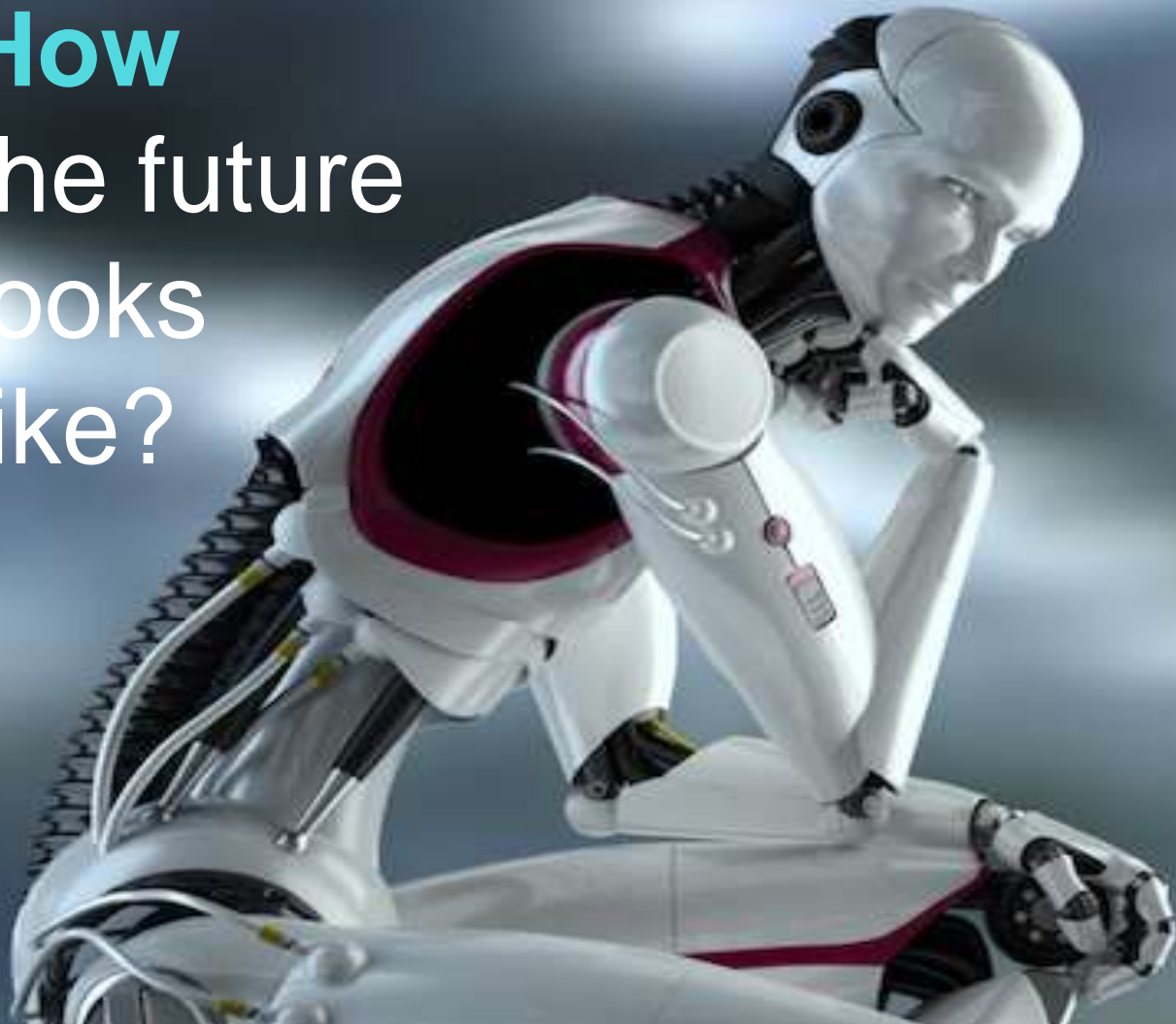


# “Carving The Future”



Carlos Alejandro Belloni  
**27th ICMIF/Americas Annual Conference**  
**August 21 - 23, 2019 | Park Hyatt Hotel**  
**Mendoza, Argentina**

How  
the future  
looks  
like?



and **which**  
are the  
**Megatrends**  
shaping it?

LOS CIENTÍFICOS PREVEN GRANDES  
CATASTROFES PARA LOS PRÓXIMOS 15 AÑOS :  
MÁS HURACANES, TSUNAMIS, TERREMOTOS,  
TERRORISMO...



CALENTAMIENTO GLOBAL, CONTAMINACIÓN,  
AUMENTO DEL NIVEL DEL MAR , INUNDACIONES,  
FALTA DE AGUA POTABLE, HAMBRENA, TESTES,  
POSIBLE CHOQUE DE UN COMETA...



GORDI... LLEGÓ LA CUOTA DEL COLE  
Y DE LA MEDICINA PREPAGA...







**Demographics**

**Climate change**

**Economic  
changes**

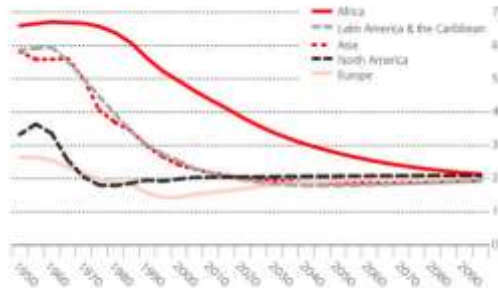
**Governing  
is getting  
harder  
and harder**

**TECHNOLOGY**

# Some important demographic trends

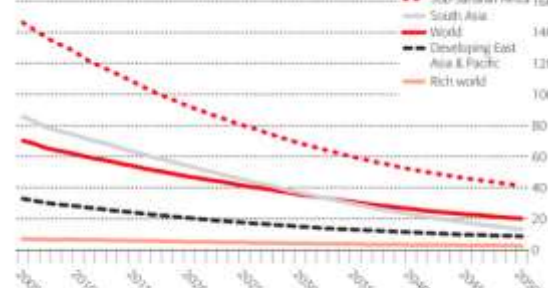
Demographics

Fertility, births per woman



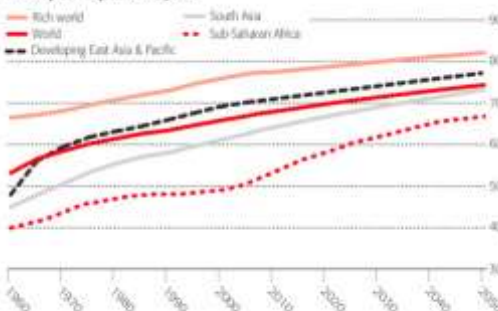
Source: UN

Infant mortality, per 1,000 live births



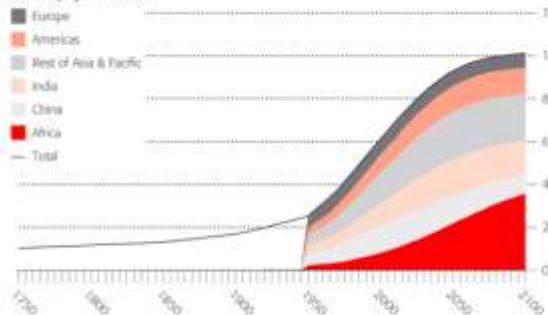
Source: Pardee Centre for International Futures, University of Denver

Life expectancy at birth, years



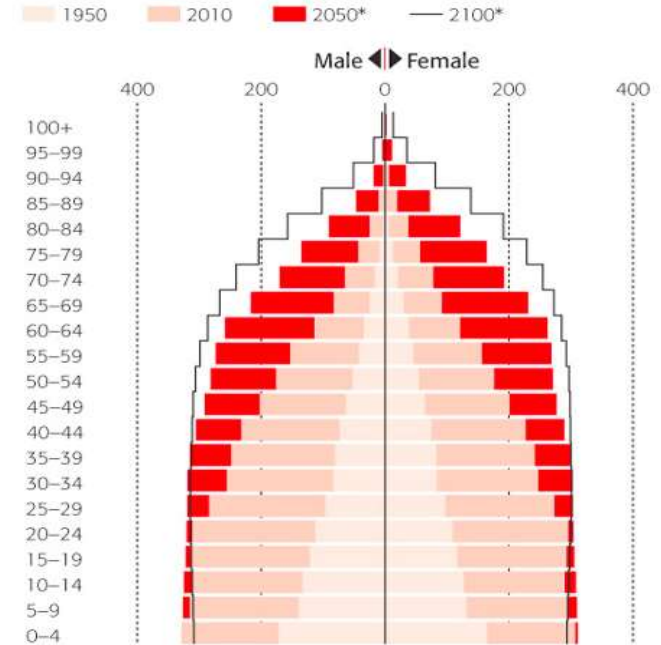
Source: Pardee Centre for International Futures, University of Denver

World population, bn



Source: UN

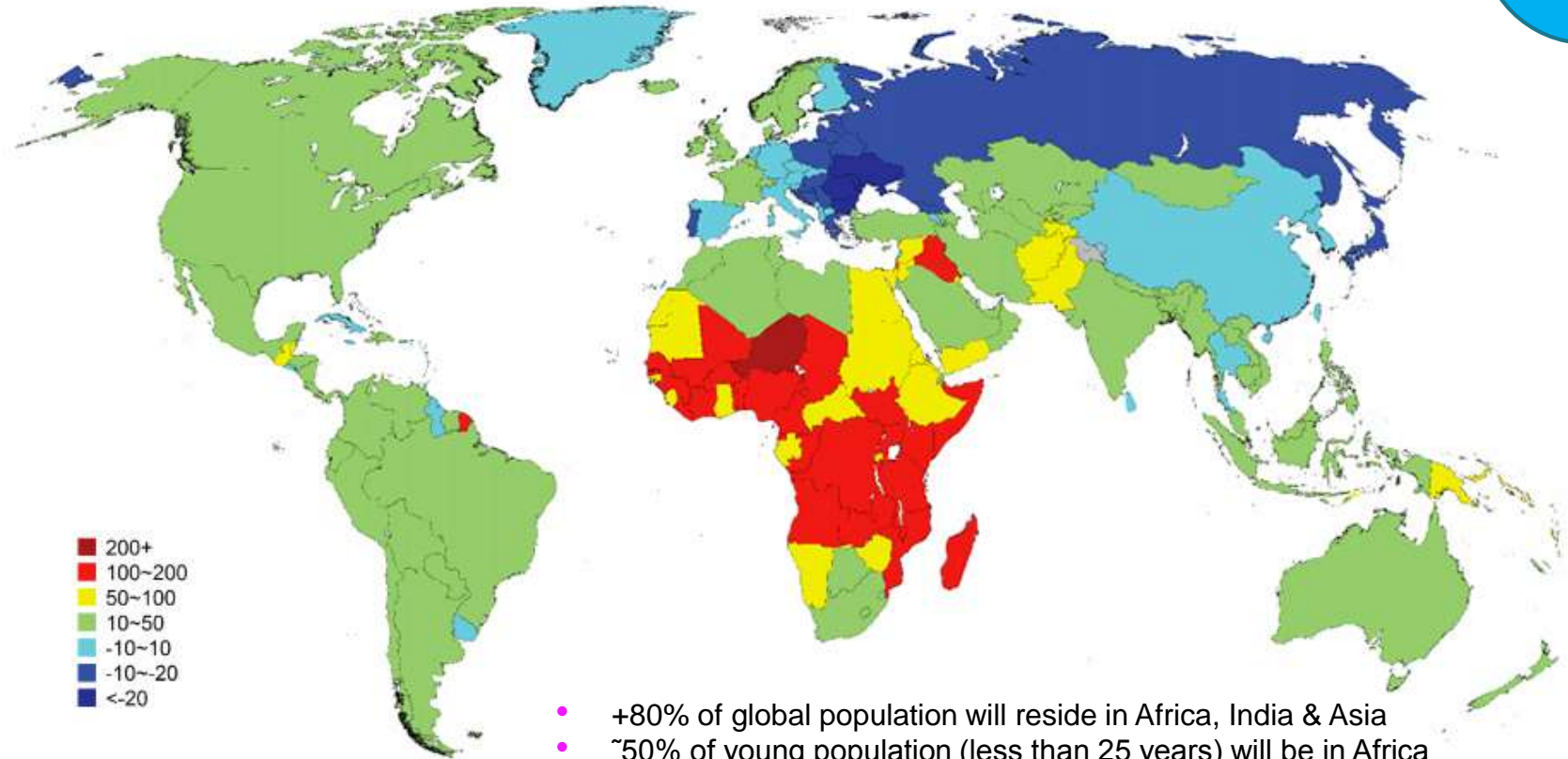
World population, by 5-year age groups, m



\*Projection.  
Source: UN

## Percentage of population change between 2015 and 2050

Demographics



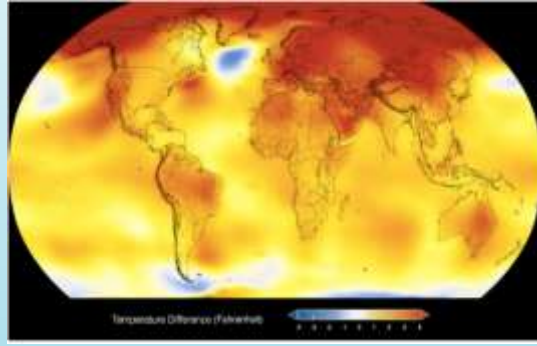


Climate  
Change

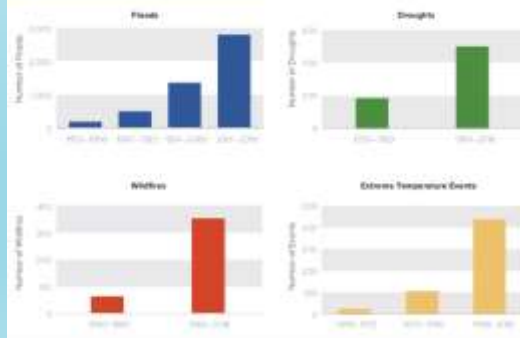


# Some worrying facts...

Climate Change

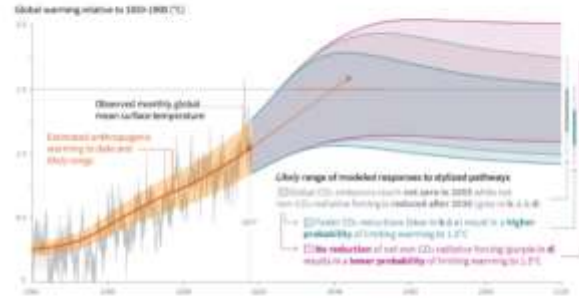


Global Occurrences of Extreme Weather Events.

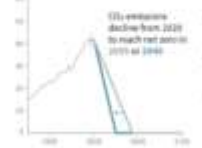


Cumulative emissions of CO<sub>2</sub> and future non-CO<sub>2</sub> radiative forcing determine the probability of limiting warming to 1.5°C

a) Observed global temperature change and modeled responses to stylized anthropogenic emission and forcing pathways

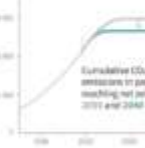


b) Stylized net global CO<sub>2</sub> emissions pathways (billion tonnes CO<sub>2</sub> per year 1000s/yr)



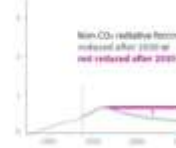
Notes: Stylized CO<sub>2</sub> emissions reductions from cumulative CO<sub>2</sub> emissions shown in panel (a).

c) Cumulative net CO<sub>2</sub> emissions (billion tonnes CO<sub>2</sub> (1000s))

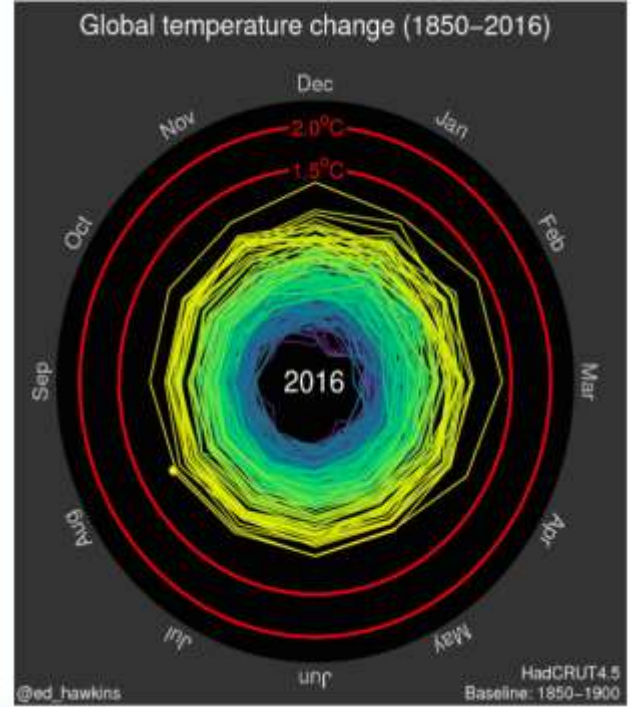


Maximum temperature rise is determined by cumulative net CO<sub>2</sub> emissions and net non-CO<sub>2</sub> radiative forcing due to methane, nitrous oxide, aerosols and other anthropogenic forcing agents.

d) Non-CO<sub>2</sub> radiative forcing pathways (Watts per square metre (W/m<sup>2</sup>))



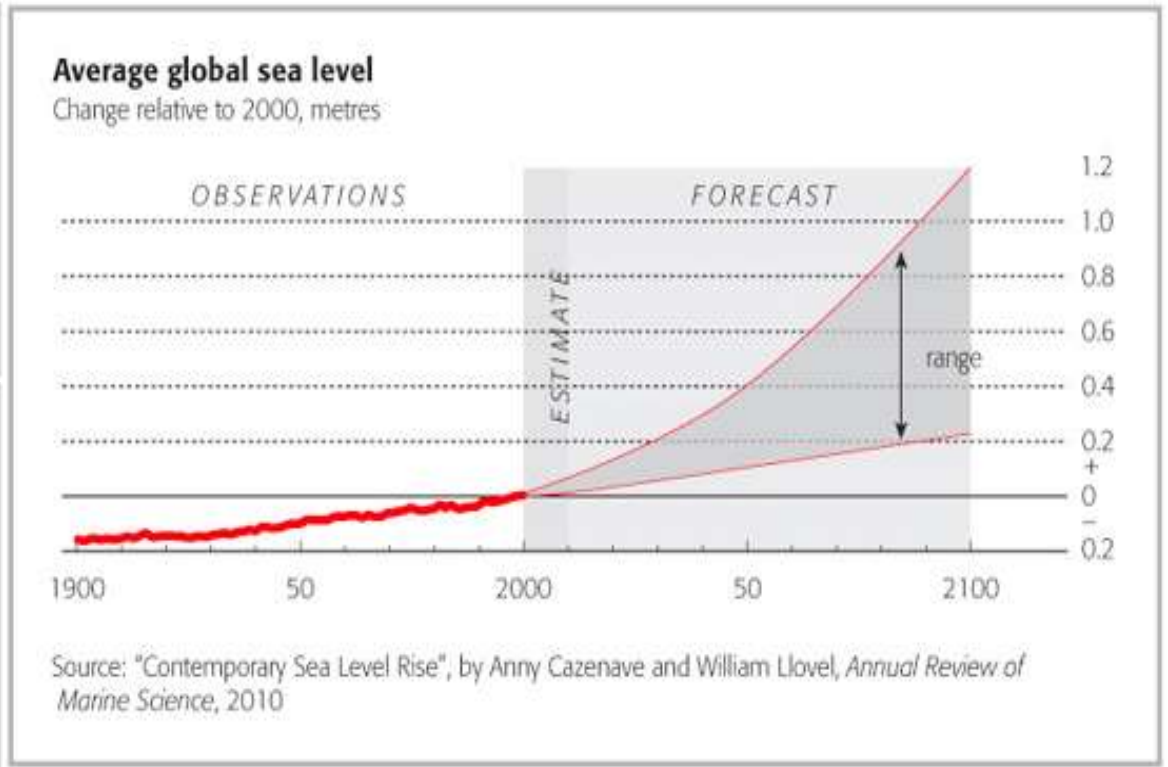
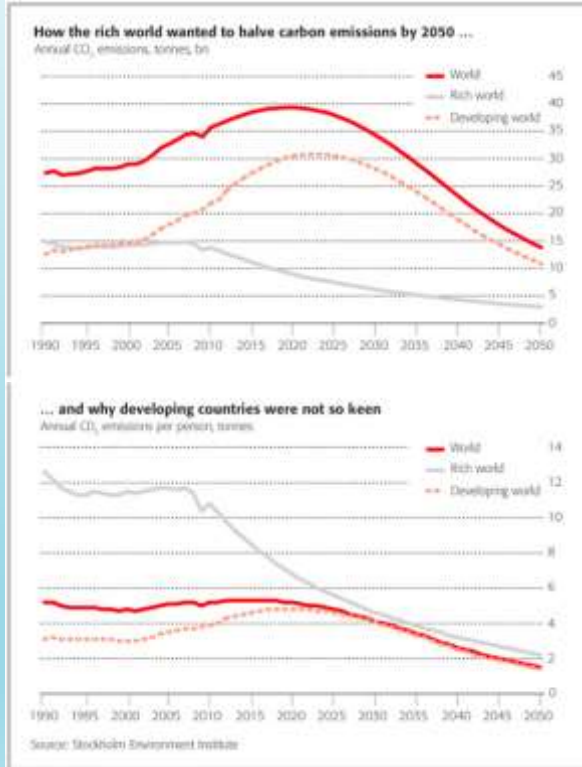
Notes: Non-CO<sub>2</sub> radiative forcing reductions from cumulative CO<sub>2</sub> emissions shown in panel (a).





# Some worrying facts...

Climate  
Change



# Some worrying facts...

Climate  
Change

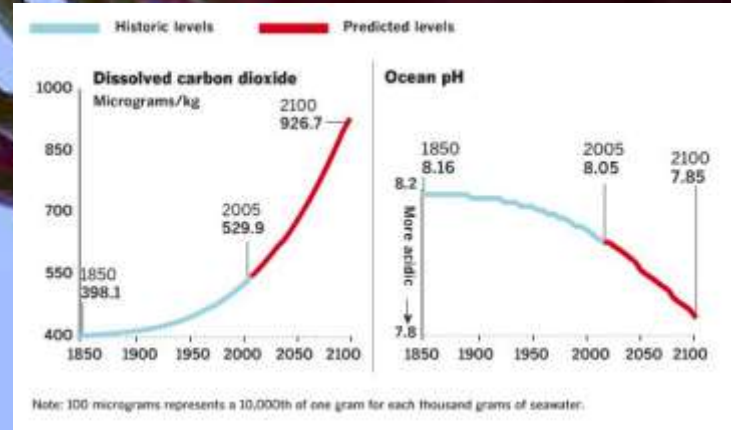
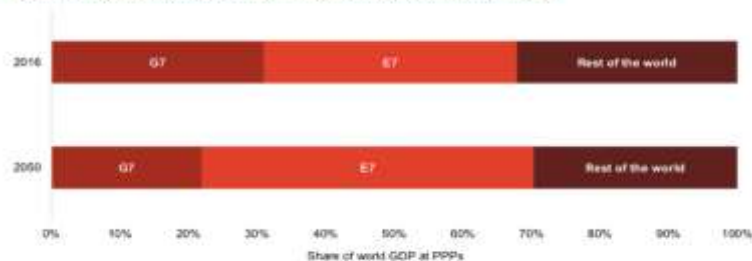


Figure 1: Projected change in shares of world GDP from 2016 to 2050



Sources: IMF for 2016 estimate, PwC projections for 2050

# Important shifts in economic growth & power...

## Global economic power will shift to the E7 economies

In...  
1995 E7 were half the size of G7

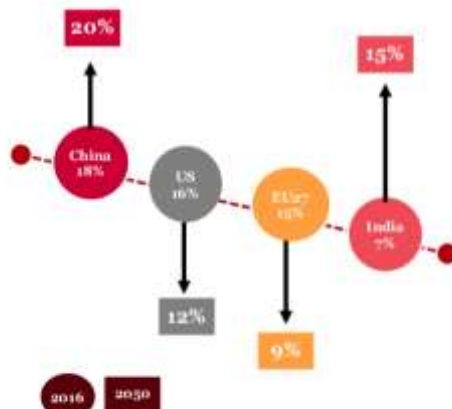
By...  
2015 E7 were around the same size as G7

And in just 25 years...  
2040 E7 could be double the size of G7

G7: US, UK, France, Germany, Japan, Canada and Italy  
E7: China, India, Indonesia, Brazil, Russia, Mexico and Turkey

## The US and Europe will steadily lose ground to China and India

Share of world GDP (PPPs) from 2016 to 2050...



Sources: IMF for 2016 estimates, PwC analysis for projections to 2050

## Emerging markets will dominate the world's top 10 economies in 2050 (GDP at PPPs)

	2016	2050	
China	1	1	China
US	2	2	India
India	3	3	US
Japan	4	4	Indonesia
Germany	5	5	Brazil
Russia	6	6	Russia
Brazil	7	7	Mexico
Indonesia	8	8	Japan
UK	9	9	Germany
France	10	10	UK

■ E7 economies ■ G7 economies

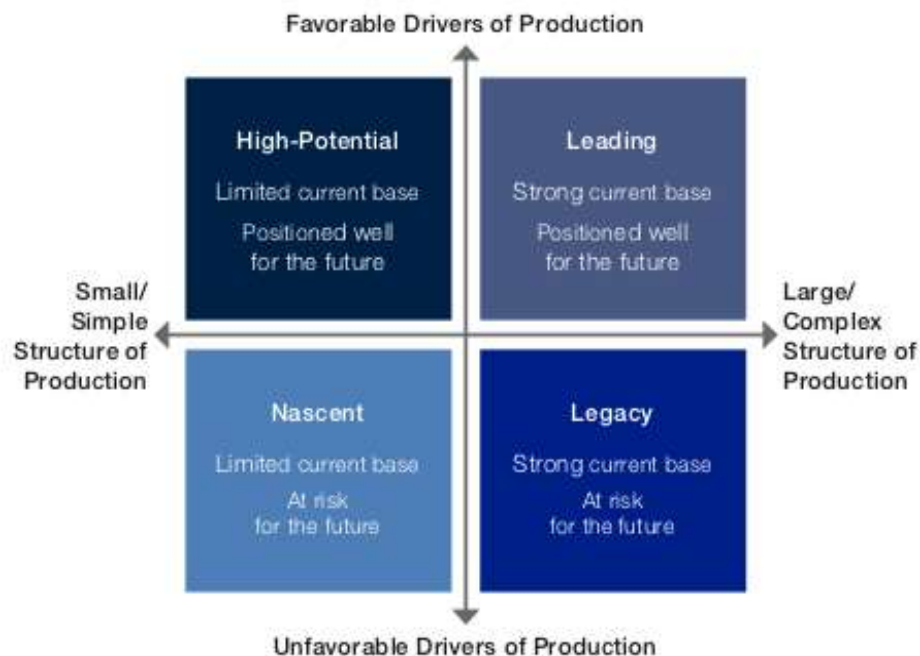
## Vietnam, the Philippines and Nigeria could make the greatest moves up the rankings by 2050



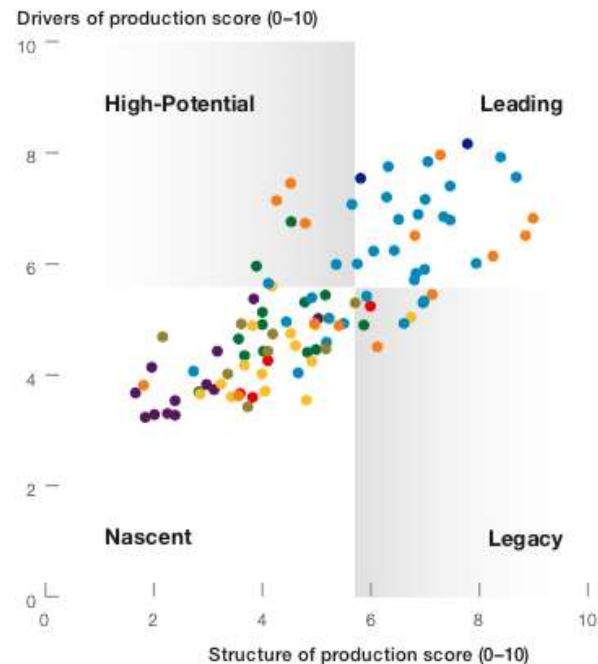


# How “easy” is to adapt to the *new* economy?

Economic  
Changes



**Note:** Average performance of the top 75 countries (weighted average driver score, weighted average structure score) is at the intersection of the four quadrants to create the archetype borders.



East Asia and the Pacific Eurasia Europe Latin America and the Caribbean Middle East and North Africa North America South Asia Sub-Saharan Africa

# International anti-capitalist demonstration against G20 summit

G20  
WELCOME  
TO  
HELL

Thursday 6 July 2017  
4 p.m., St. Pauli Fischmarkt, Hamburg

When the heads of government of the world's 20 most powerful countries are arriving on 6 July and the assembled world media are waiting for news from the crisis zone around Hamburg's exhibition halls, we'll be already in the streets.

We are mobilizing internationally to turn Hamburg into a location and an exclamation mark of resistance against old and new authorities of capitalism.

Governing  
is getting  
harder



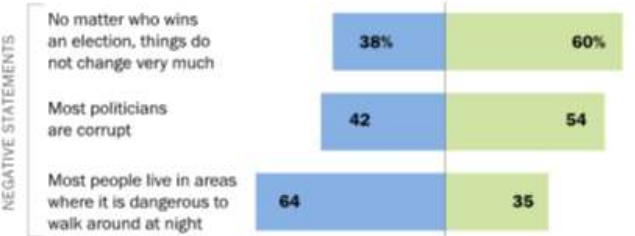
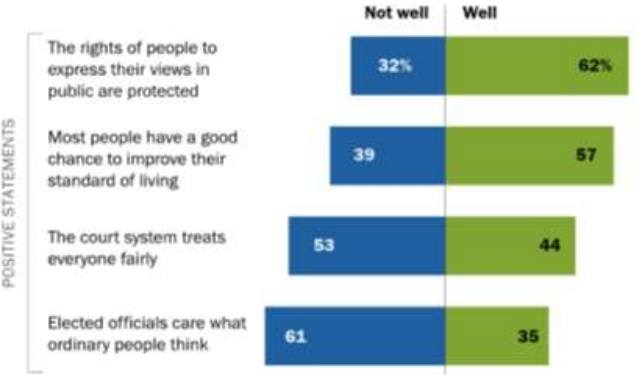
Governing  
is getting  
harder

# Divided views around the world about how key aspects of democracy are working

% who say they are \_\_\_ with the way democracy is working in their country



% who say the statement \_\_\_ describes their country ...

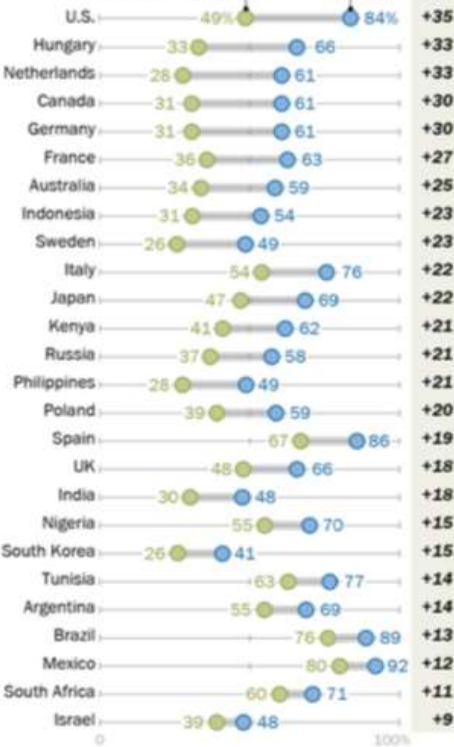


Note: Percentages are medians based on 27 countries. Don't know responses not shown.  
Source: Spring 2018 Global Attitudes Survey, Q4 & Q34a-g.

# Pessimism about improving standard of living linked to dissatisfaction with democracy

% who say they are dissatisfied with the way democracy is working in their country

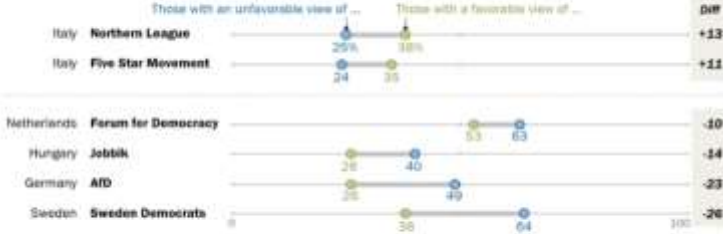
"Most people have a good chance to improve their standard of living" describes our country well



Note: All differences shown are statistically significant.  
Source: Spring 2018 Global Attitudes Survey, Q4.

# People with positive views of populist parties tend to say politicians are out of touch with ordinary people

% who say "elected officials care what ordinary people think" describes their country well



Note: All differences shown are statistically significant. Political party favorability was fielded as "Northern League" in Italy (now called Lega).  
Source: Spring 2018 Global Attitudes Survey, Q34a.

- @ inequity
- @ un/sub-employment
- @ gig economy
- @ anticapitalism
- @ immigration



#503688

LA / OC / SF  
HDB.COM

Governing  
is getting  
harder



WARREN  
**BREAK UP  
BIG TECH**

**TEXT TECH TO 24477  
TO JOIN OUR FIGHT**

BY PROVIDING YOUR CELL PHONE NUMBER YOU CONSENT TO RECEIVE PERIODIC CAMPAIGN UPDATES FROM WARREN FOR PRESIDENT.  
TEXT HELP FOR HELP, STOP TO END. MSG & DATA RATES MAY APPLY. [HTTPS://WWW.ELIZABETHWARREN.COM/PRIVACY-POLICY](https://www.elizabethwarren.com/privacy-policy)

 VOTE DEMOCRATIC

PAID FOR BY WARREN FOR PRESIDENT

WARREN FOR A  
**PLAN**  
FOR  
CHANGE

1446 x 25



**Demographics**

**Climate  
change**

**Economic  
changes**

**Governing  
is getting  
harder  
and harder**

**TECHNOLOGY**

# Fourth Industrial Revolution

4IR



# What is the Fourth Industrial Revolution?



“The 4IR is characterized by a *fusion* of technologies that is *blurring* the lines between the *physical*, *digital* and *biological* spheres”.

“The Fourth Industrial Revolution”.  
Klaus Schwab. World Economic  
Forum.

It is different from previous revolutions because its:

***velocity***,  
***scope*** and  
***depth*** of changes.



Original Image

Image Reconstructed From Bacteria

These overlapping technologies will define our lives in the decades to come.

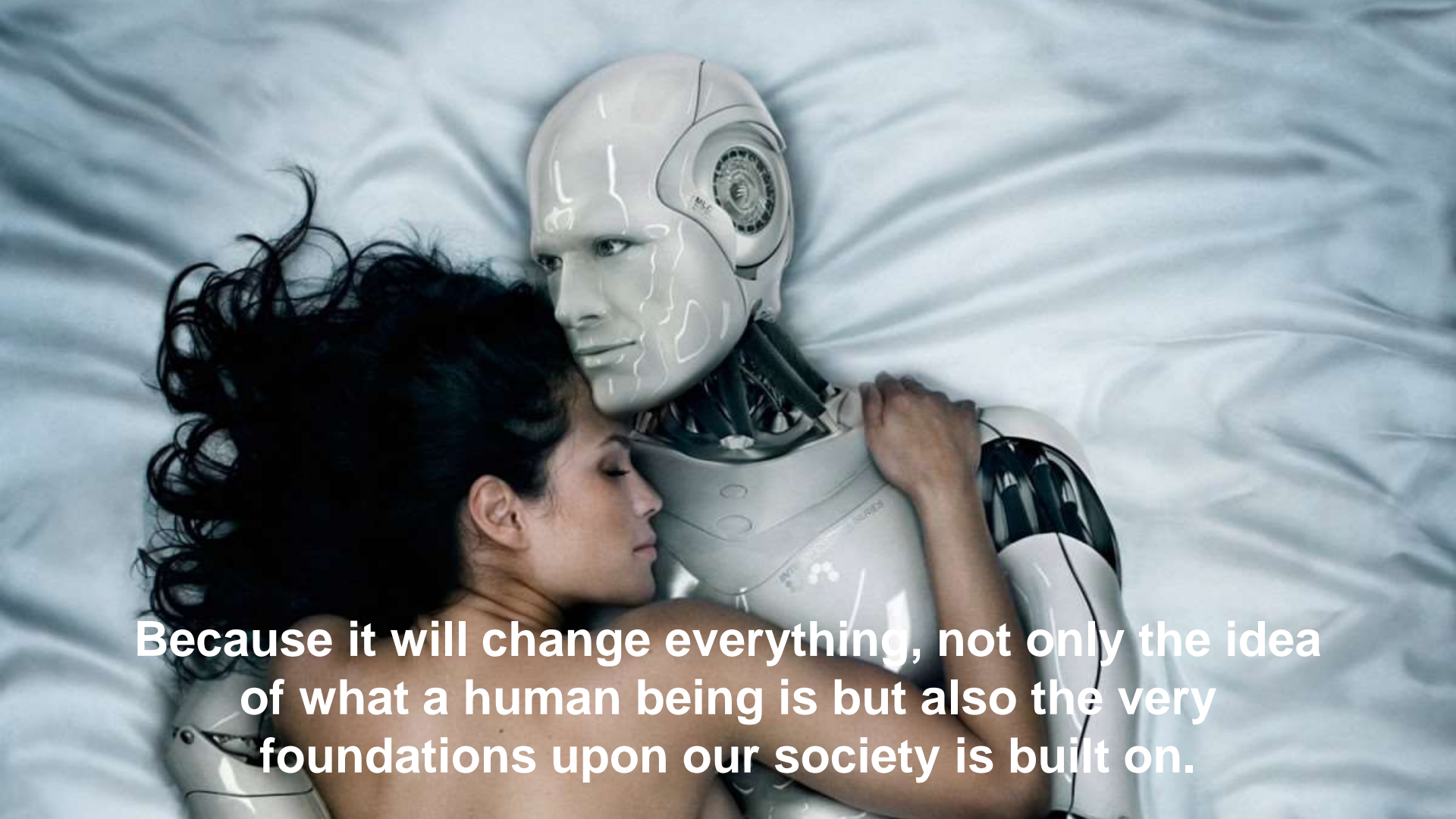
- **Genetics** revolution will allow us to *reprogram our own biology*.
- **Nanotechnology** will allow us to *manipulate matter at the molecular and atomic scale*.
- **AI** will allow us to create a *greater than human non-biological intelligence*.







**Why**  
**should** it  
matter?

A woman with dark, curly hair is lying on a white sheet, embracing a humanoid robot. The robot has a white, glossy head with a circular sensor on the side and a human-like face. Its torso is white with some mechanical details visible. The woman is looking down at the robot with a gentle expression. The background is a plain white sheet.

**Because it will change everything, not only the idea of what a human being is but also the very foundations upon our society is built on.**



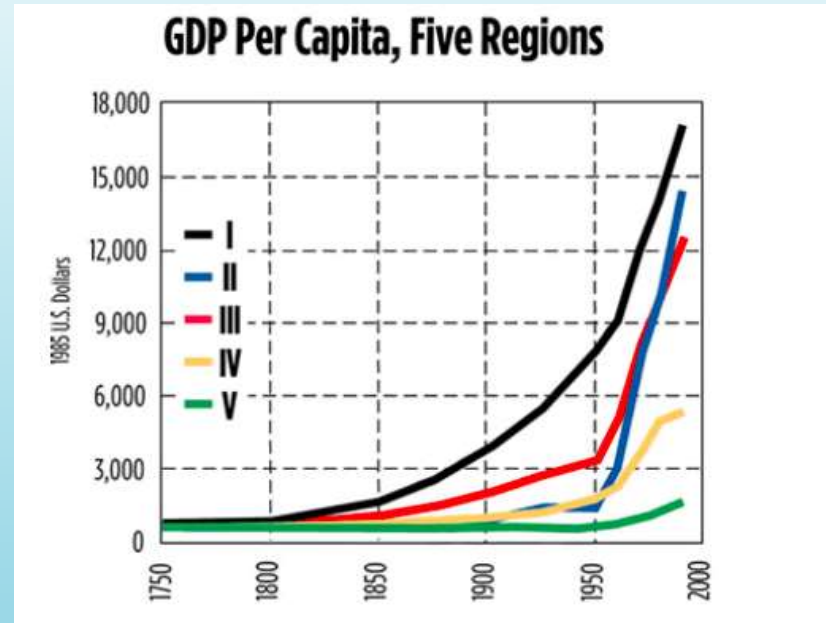
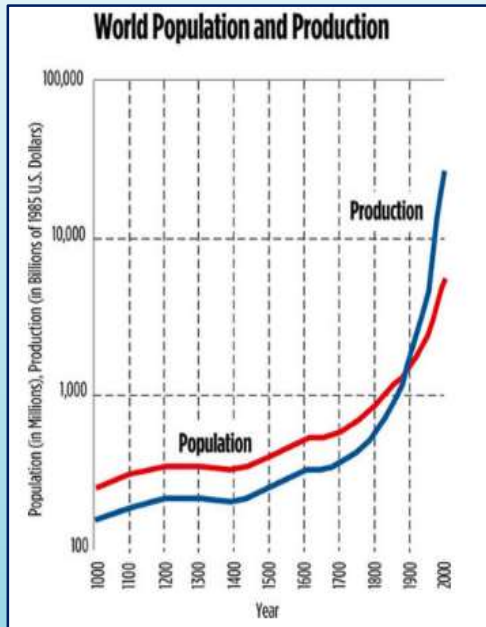
**Where  
are  
we??**

**How  
do we  
get  
here?**









Source: The Industrial Revolution: Past and Future - 2003 Annual Report Essay  
 Robert E. Lucas, Jr. Published May 1, 2004.  
 Federal Reserve Bank of Minneapolis.  
[\[https://www.minneapolisfed.org/publications/the-region/the-industrial-revolution-past-and-future\]](https://www.minneapolisfed.org/publications/the-region/the-industrial-revolution-past-and-future)

10%



15%



45%



66 million  
people were  
forced to leave  
their homes.  
23 million  
persons are  
refugees.



**WARNING**



**CHALLENGES  
AHEAD**



Digital is the main reason just over half of the companies on the Fortune 500 have disappeared since the year 2000

Pierre Nanterme  
CEO of Accenture









WE'LL MISS YOU,  
FIFTH AVENUE!

*Lord & Taylor*

PLEASE VISIT US AT [LORDANDTAYLOR.COM](http://LORDANDTAYLOR.COM)  
to find your closest store

STORE HOURS

MONDAY	10 am - 7 pm
TUESDAY	10 am - 8 pm
WEDNESDAY	10 am - 7 pm
THURSDAY	10 am - 6 pm
FRIDAY	10 am - 6 pm
SATURDAY	10 am - 6 pm
SUNDAY	10 am - 5 pm

# Do you remember Nokia or BlackBerry devices?...

Their main failure was failing  
recognizing the importance of owning an eco-system...



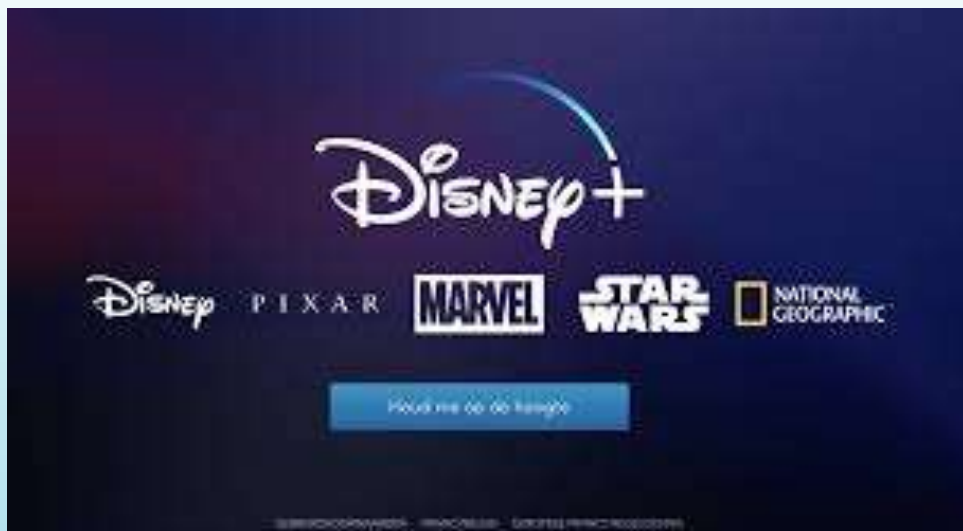


**Did you know** about Walt Disney and Pixar history? ...

---



# NETFLIX

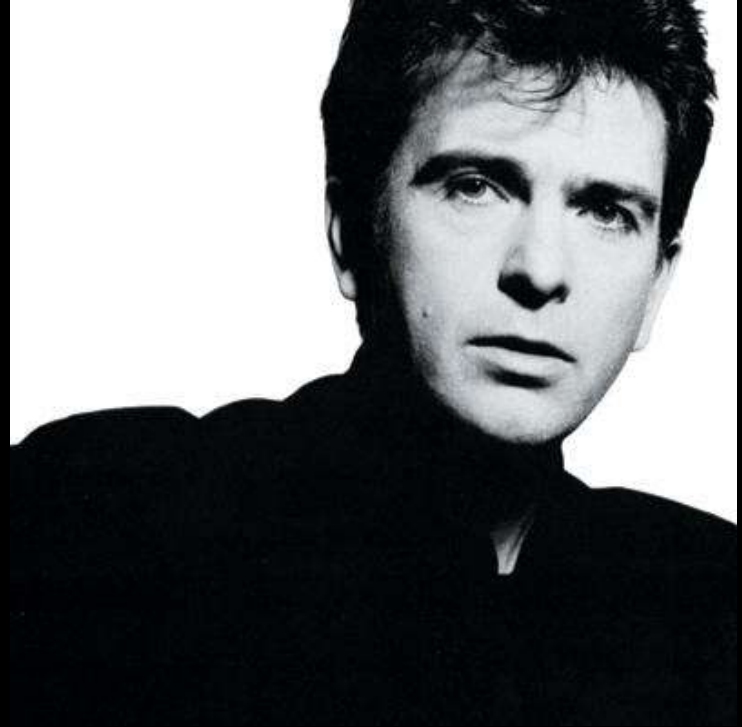


Disney+ | ESPN+ | hulu



“The only constant  
I am sure of  
Is this accelerating  
rate of change”...

“Downside Up, Upside Down”  
Peter Gabriel



# THE LARGEST COMPANIES BY MARKET CAP

The oil barons have been replaced by the whiz kids of Silicon Valley

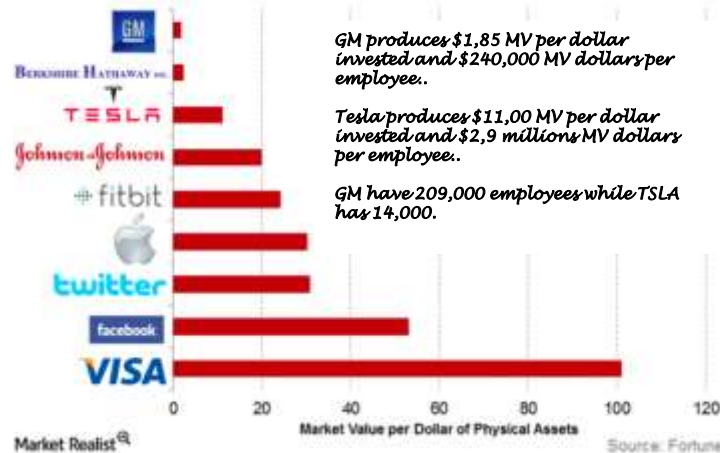


Top 5 Publicly Traded Companies (by Market Cap)

Tech
 Other



## More Companies Are Creating High Value With Scant Hard Assets

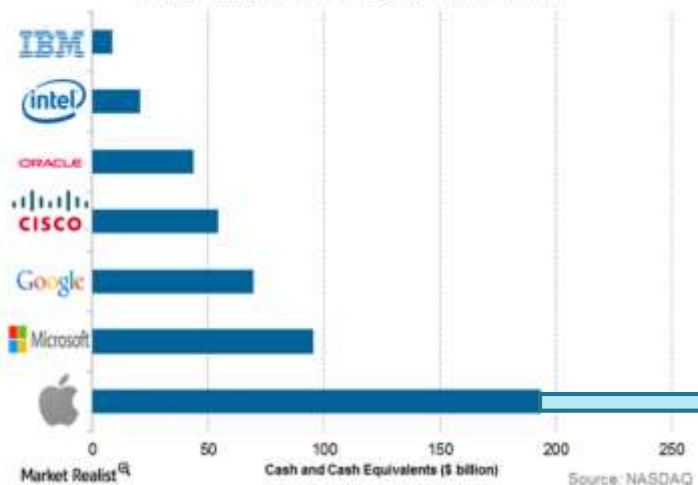


GM produces \$1.85 MV per dollar invested and \$240,000 MV dollars per employee.

Tesla produces \$11.00 MV per dollar invested and \$2.9 millions MV dollars per employee.

GM have 209,000 employees while Tesla has 14,000.

## Tech Companies Have Large Stockpiles of Cash







A 20 años de su creación, la firma se convirtió en la más valiosa de la Argentina. Luego de presentar su balance del primer semestre del año, que informó una facturación de US\$1019 millones en el período, las acciones se dispararon un 11% en Wall Street, donde cotiza desde 2007. De acuerdo con este indicador, la compañía vale hoy más de US\$36.160 millones, seis veces más que YPF, la mayor petrolera argentina (US\$6147 millones).

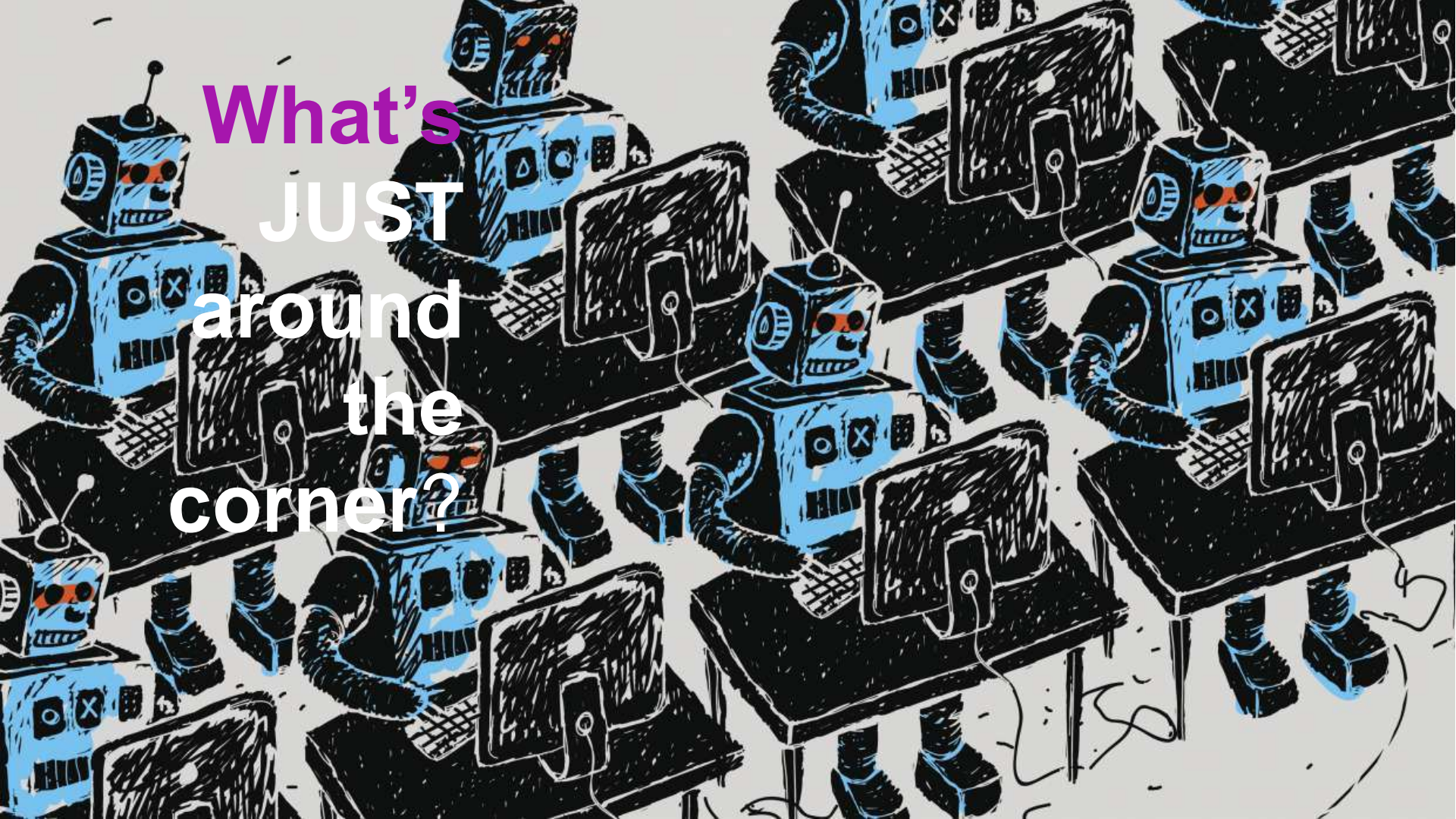








What's  
JUST  
around  
the  
corner?





**Technological development**

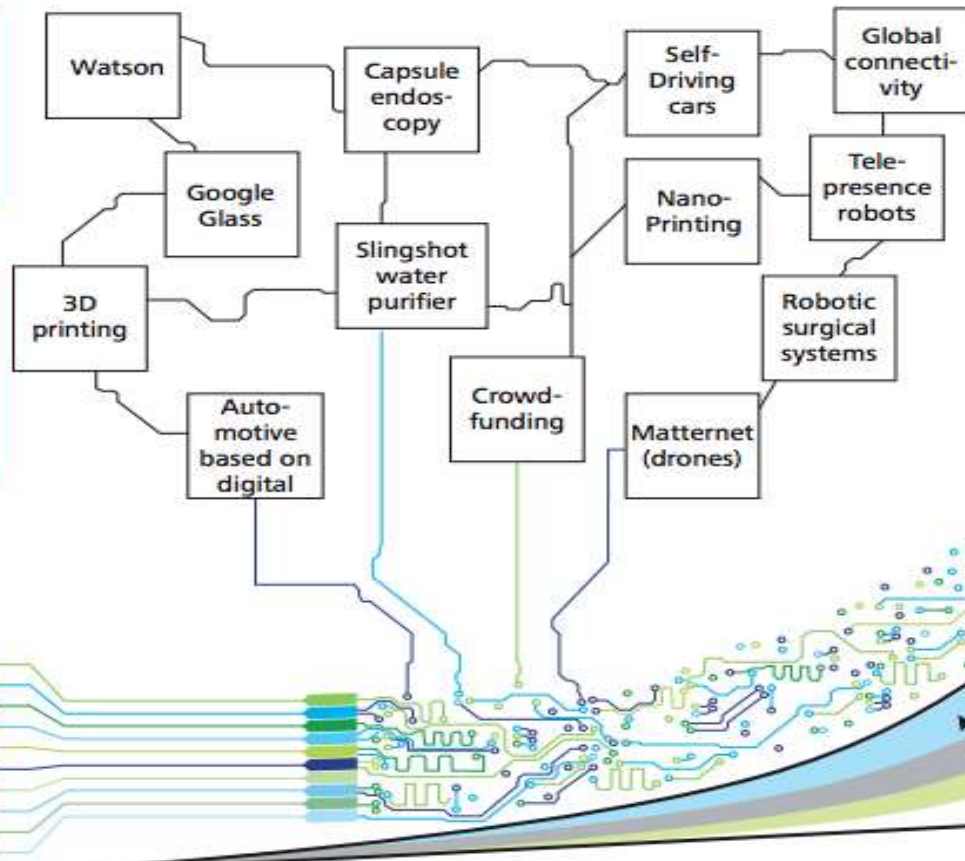
Moore's Law: the power of chips, bandwidth and computers doubles appr. every 18 months

**The human factor**

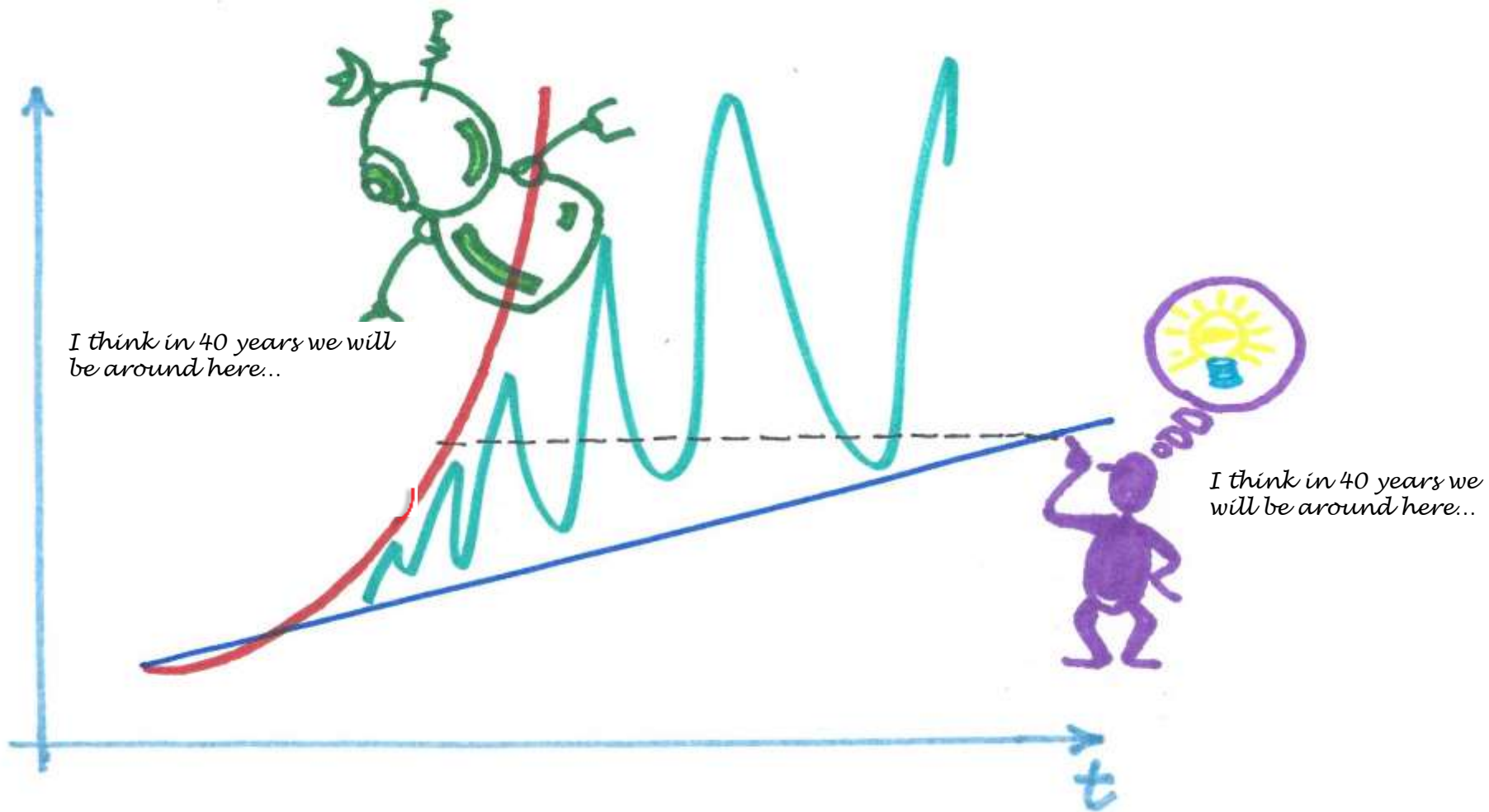
Technological development feeds and enables various trends in society: Democratisation, social connection, DIY, Decentralisation

Exponential technologies

Biotech  
Neurotech  
Nanotech  
New energy & sustainability  
ICT & mobile technology  
Sensing  
3D printing  
Artificial intelligence  
Robotics  
Drones



From linear to exponential growth trajectory



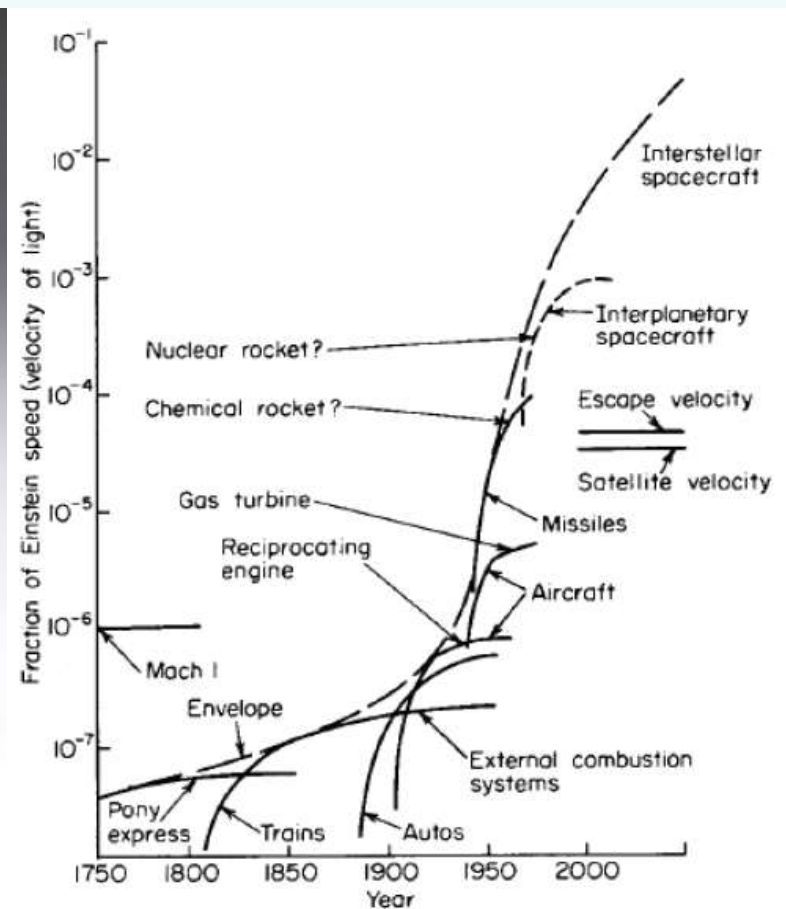
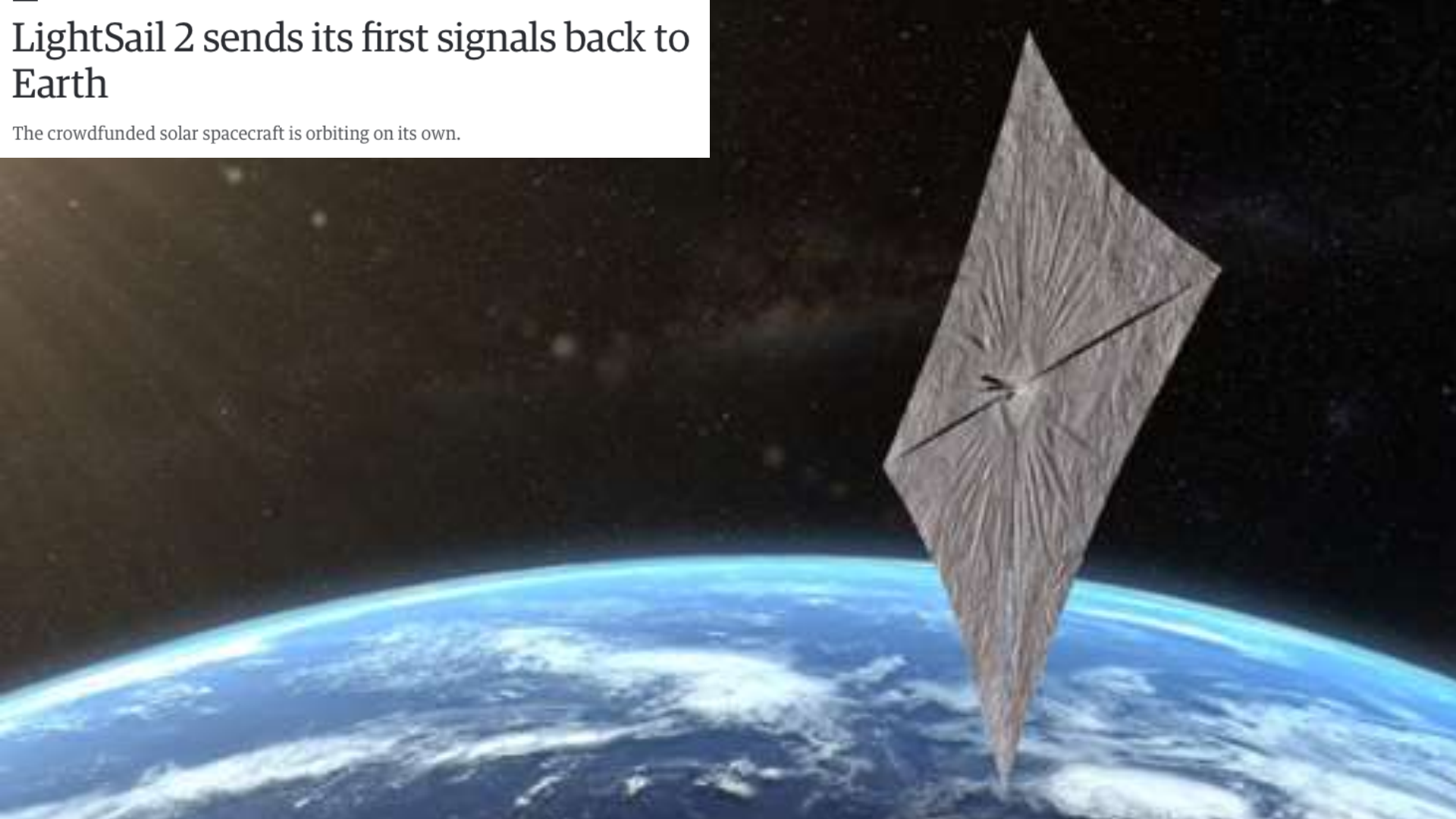


Figure 4.2. Speed trend. Source [7].

# LightSail 2 sends its first signals back to Earth

The crowd-funded solar spacecraft is orbiting on its own.









LIGHTS INFO  
MULTIMEDIA  
NETWORK  
WWW  
SERVICES  
BIG  
CON  
SMART  
CONSUMER  
ORGANIZATION  
SEO PLANNING  
PROGRAMMING  
SOFTWARE  
BRANDING  
CONSUMER DEMAND  
WEB MARKETING  
SOCIAL STATISTICS  
EQUIPMENT  
APPS  
PLANNING  
MEDIA  
SOCIAL NETWORKS  
SOLUTIONS  
RESEARCH  
COM  
HOME  
AUTOMATION  
SEGMENTATION  
PROS  
CODING  
M2M  
TOOLS  
VISION  
ENGINEERING  
WEB DEV  
STRATEGY  
WORLDWIDE  
ORGANIZATION  
PROS  
MOBILE  
SOLUTIONS  
SERVICE  
DATA  
CLOUD  
EVERYTHING  
PROJECTS  
AUTOMOBILE  
BRANDS  
SOLUTIONS  
WEB  
SMART  
MACHINES  
OBJECTS  
THE  
INTERNET  
OF  
THINGS



# Homes and factories will start to change with the IoT...

## ...and so it will change (P&C) insurance industry

### HOME, SMART HOME

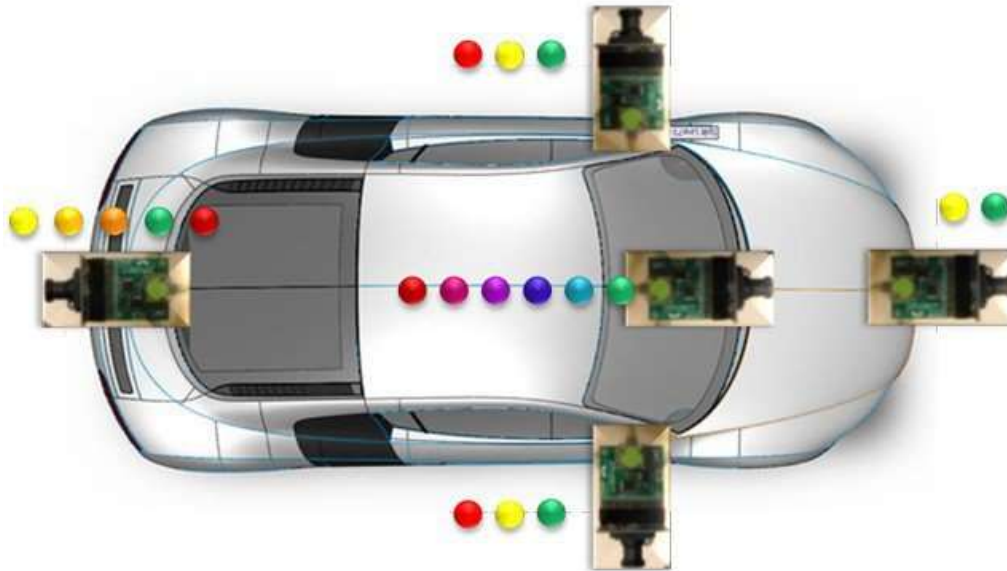
Cool gadgets, practicality drive trend in residential lifestyle technology





# Smart cars are already changing...

## ...and so it will change (cars) insurance industry



- 3D Surround View
- Rear View Camera
- Rear Cross Traffic
- Blind Spot Detection
- Lane Departure Warning
- Intelligent Headlamp Control
- Traffic Sign Recognition
- Forward Collision Warning
- Intelligent Speed Control
- Pedestrian Detection

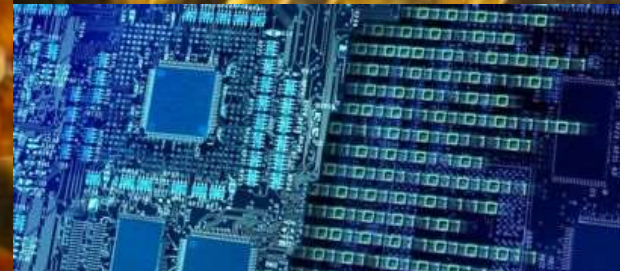
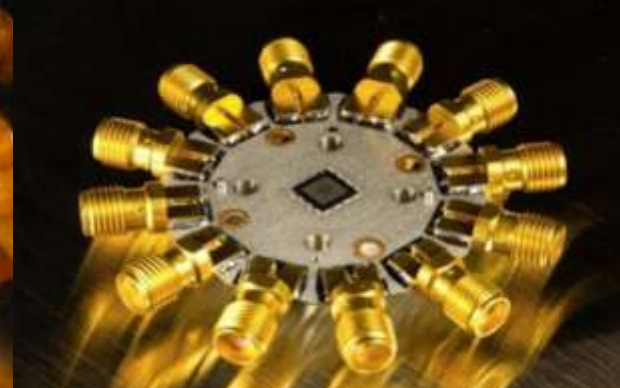
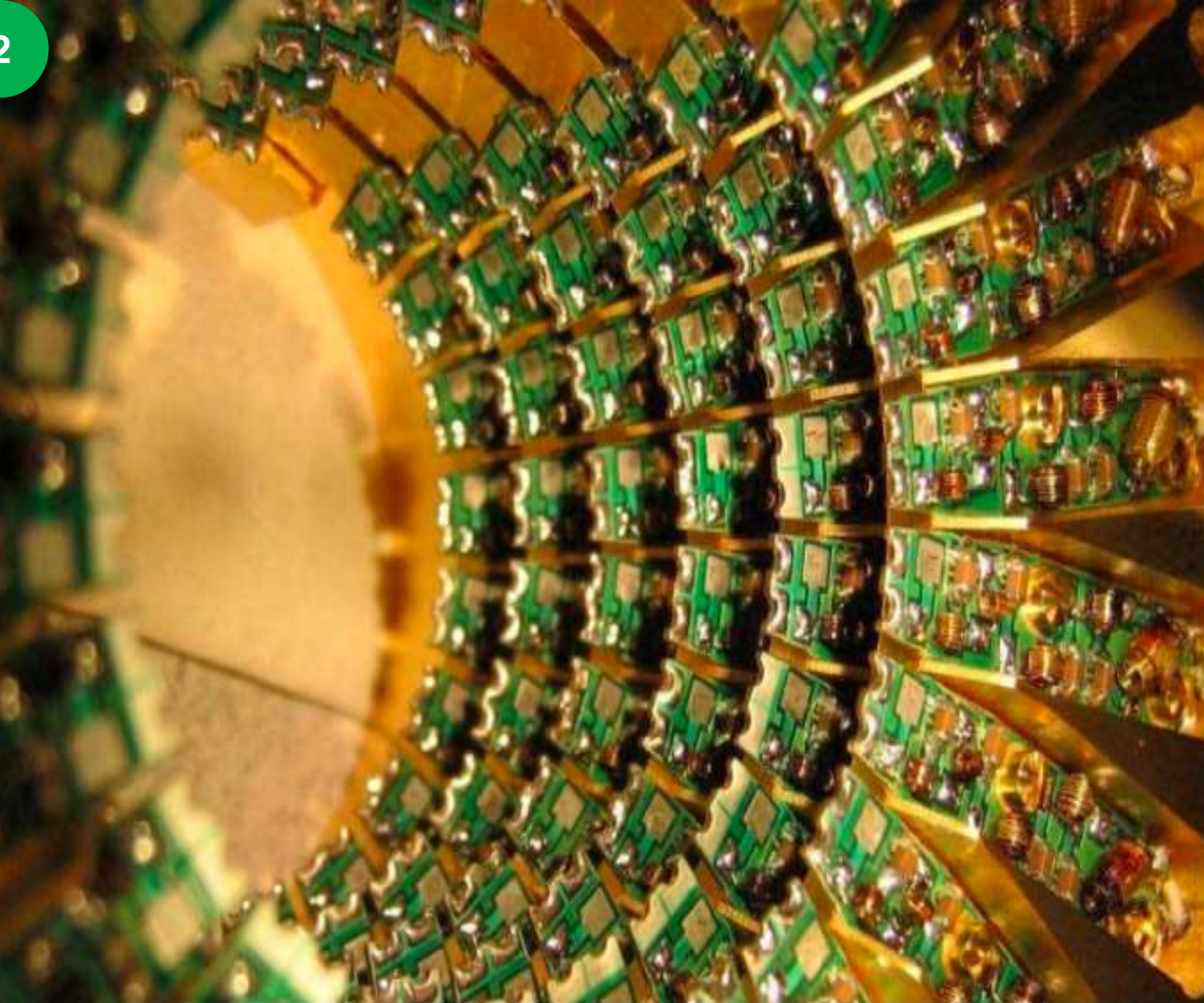
# And everything else as well of course!



- ❖ IoT is an "Adjacent Frontier" mainly because of:
  - ❖ Technological entry costs are no longer barriers
  - ❖ Regulators are FAR BEHIND the curve on this matters (as in so many others...)





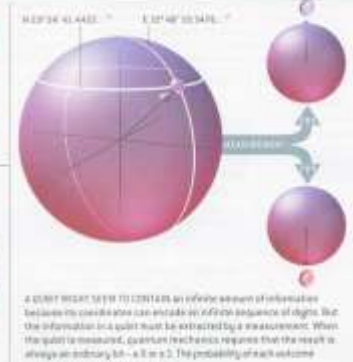


## QUBITS EXPLAINED

A **BIT** can have one of two states: 0 or 1. A bit can be represented by a transistor switch set to "off" or "on" or abstractly by an arrow pointing up or down.



A **QUBIT**, the quantum version of a bit, may have more possible states. The states can be represented by an arrow pointing to a location on a sphere. The north pole is equivalent to 1, the south pole to 0. The other locations are quantum superpositions of 0 and 1.







# Physicists reverse time using quantum computer

by Moscow Institute of Physics and Technology





3















Sogou 搜狗

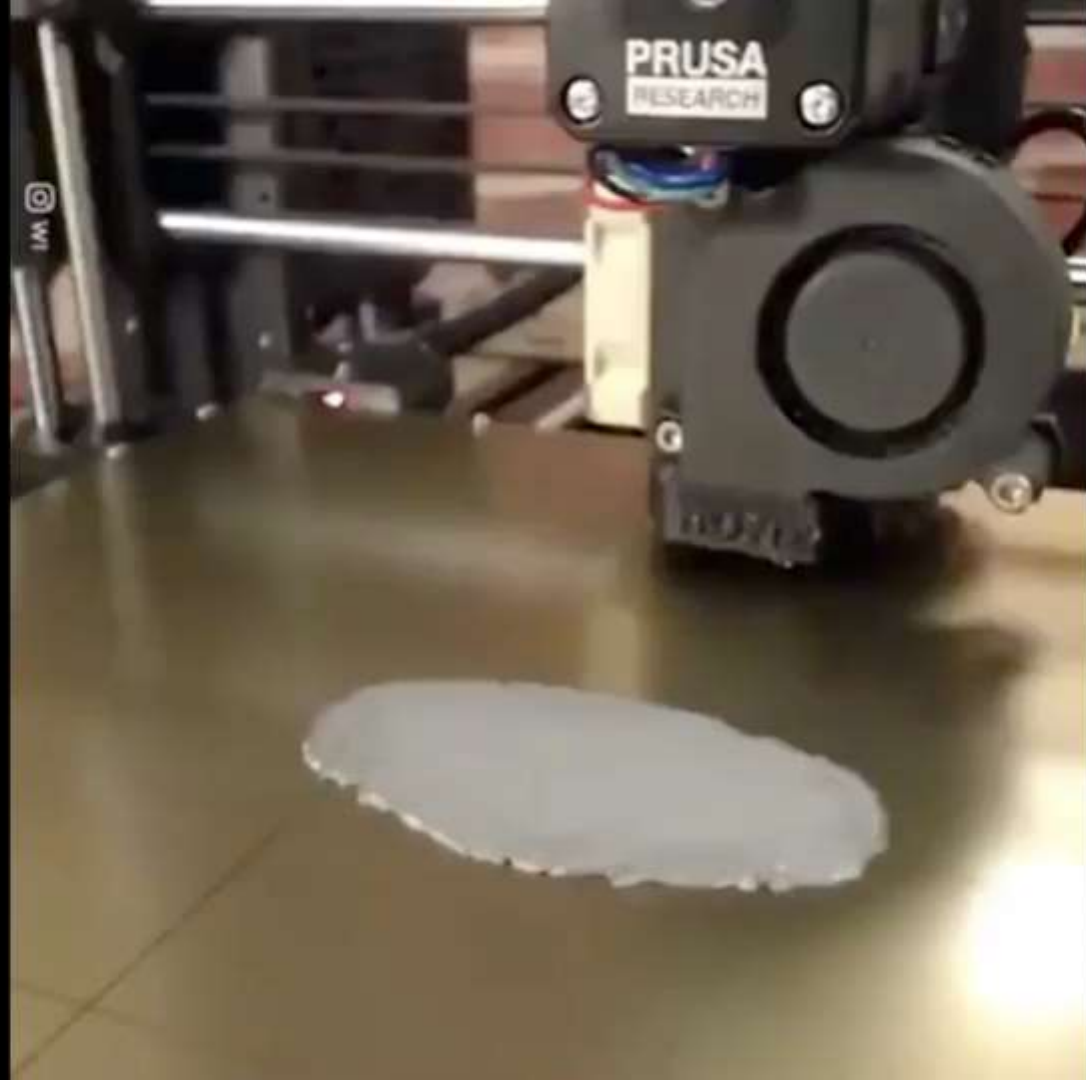
AI 合成主播

















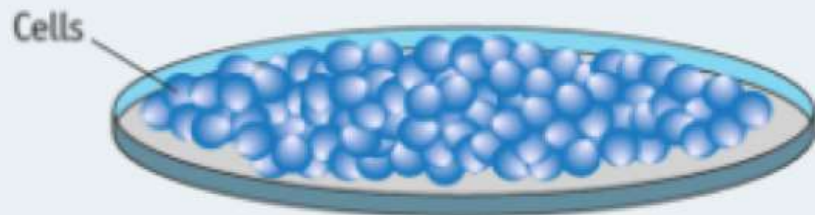




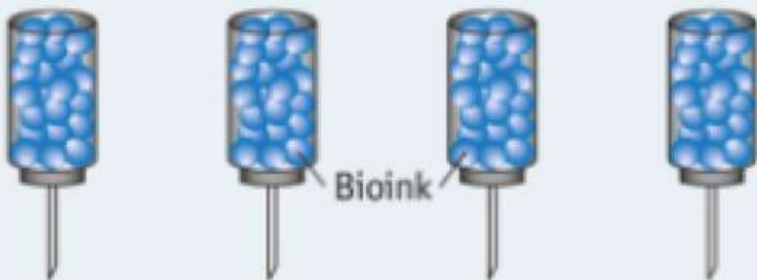




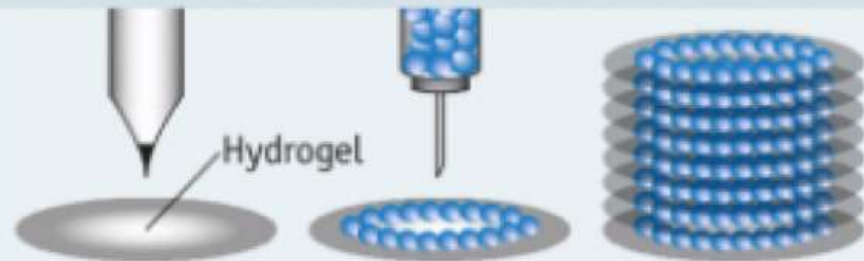
## ¿Cómo funciona una bio-impresora 3D?



1. Se dejan reproducir, en un ambiente propicio, células madre o células tomadas del organismo de una persona. Estas células serán usadas para producir la "bio-tinta".



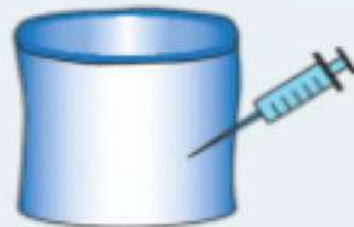
2. Esta "bio-tinta" se introduce en unos cartuchos en forma de jeringas con una agujas largas para la impresión.



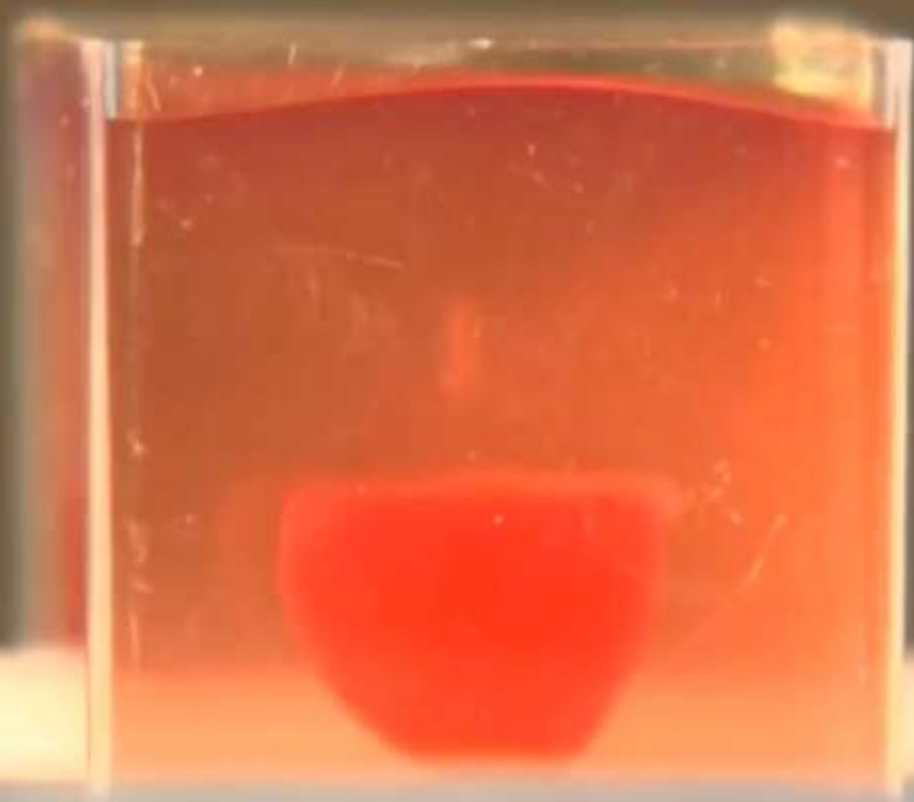
3. La computadora guía a la bio-impresora para ir depositando un diseño de células en capas muy precisas; una capa sobre otra. Entre cada capa se coloca una sustancia llamada "hidrogel", la cual se coloca a través de una jeringa especial y que sirve para "darle forma" a las células.



4. El tejido así "impreso", se deja crecer y madurar y se retira el "hidrogel".



4. El tejido así "impreso", se puede usar para investigación médica o como material para trasplantes.

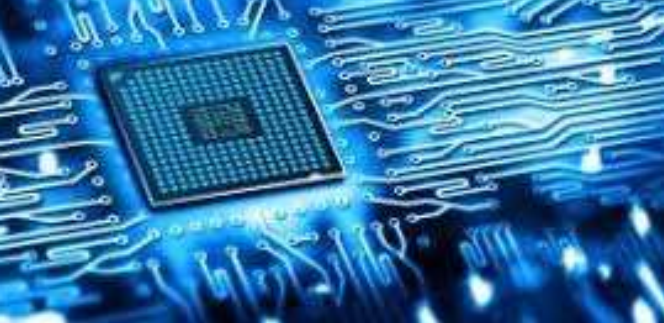


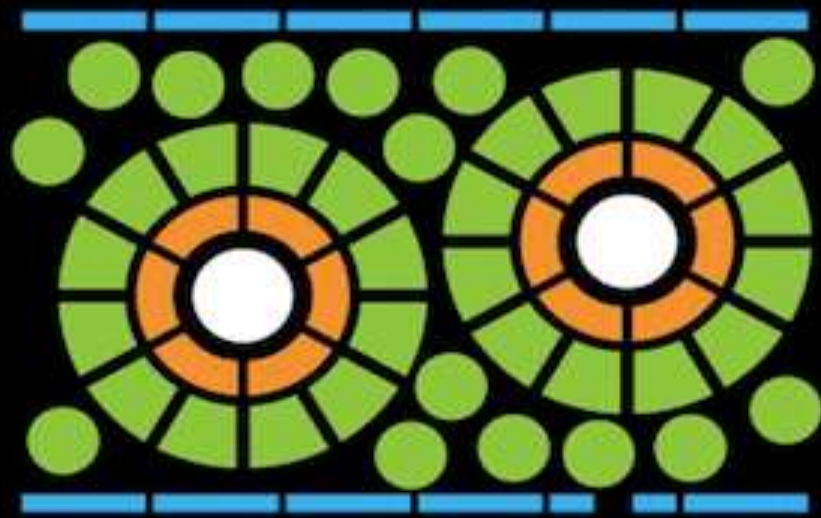
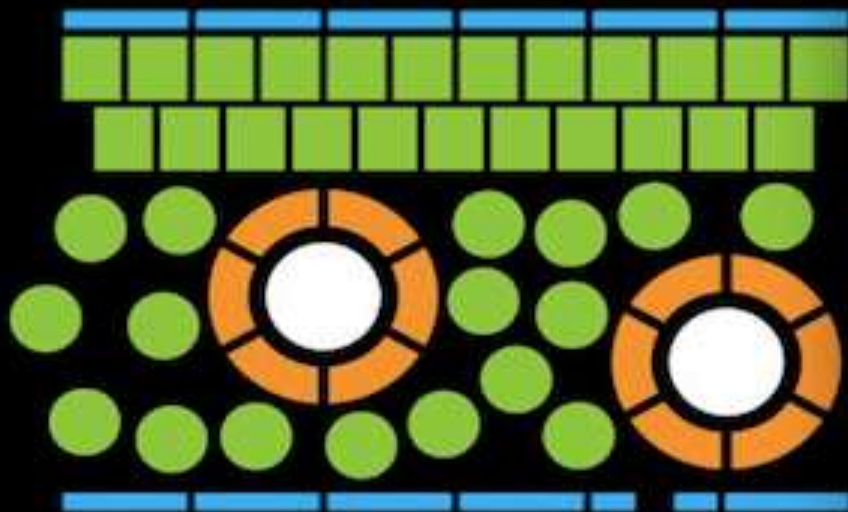
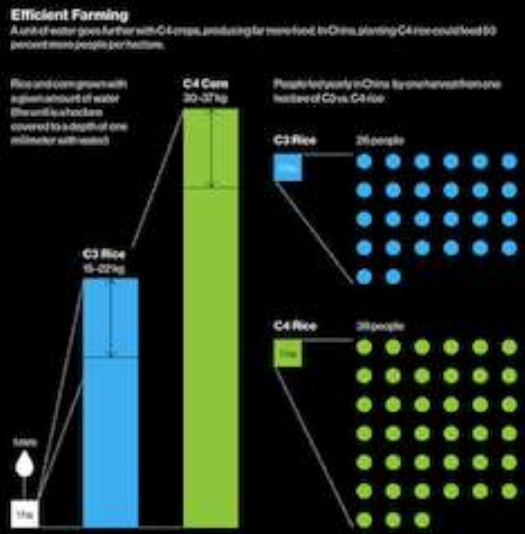
In a near future everything will be anything but than a "design"...

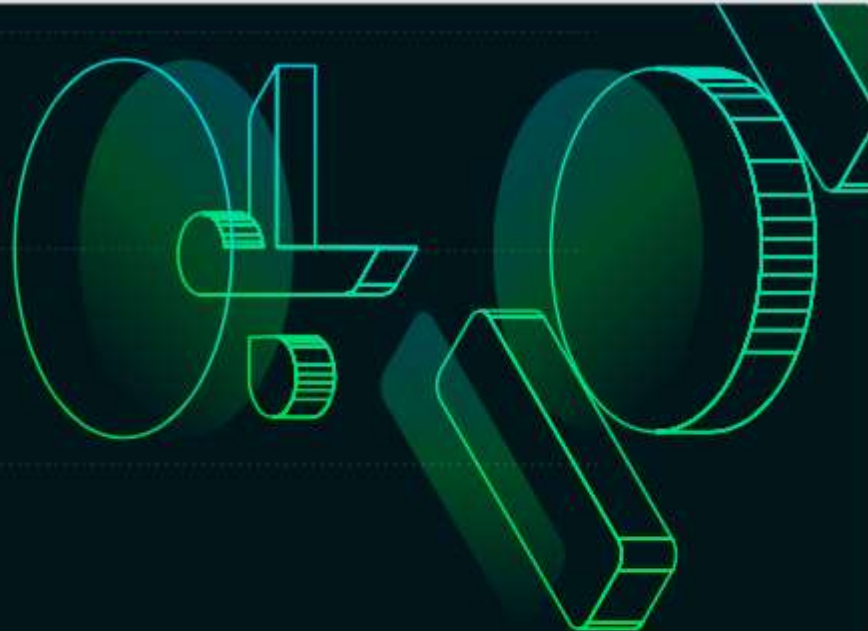
What is going to happen with extended warranty deals? What are we going to insure?

Intellectual property worries?









# CRISPR 101

Your Guide to Understanding CRISPR

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SYNTHEGO





Special Report **Genomics**

## crispr gene editing ready for testing in humans

Biotech companies plan to use the technique to treat blood diseases and blindness

CRISPR, a pioneering genome-editing technique could be used to edit living human cells

David Crow MARCH 5, 2018



JOHN H. WONG

### Rewriting Life

## China's CRISPR twins might have had their brains inadvertently enhanced

New research suggests that a controversial gene-editing experiment to make children resistant to HIV may also have enhanced their ability to learn and form memories.

by Antonio Regalado February 23, 2019

## SingularityHub

TOPICS

IN FOCUS

EXPERTS

EVENTS

VIDEOS

Topics

# Scientists Just Added Four New Letters to the Genetic Code

By Edd Gent - Feb 24, 2019 2,045



# Preventing diseases for \$199



## Personal Genome Service™

Get to know your DNA. All it takes is a little bit of spit.

Here's what you do:



1. Order a kit from our online store.



2. Register your kit, spit into the tube, and send it to the lab.



3. Our CLIA-certified lab analyzes your DNA in 6-8 weeks.



4. Log in and start exploring your genome.



### Carrier status

Find out if your children are at risk for inherited conditions, so you can plan for the health of your family.



### Health risks

Understand your genetic health risks. Change what you can, manage what you can't.



### Drug response

Arm your doctor with information on how you might respond to certain medications.



### Health tools

Document your family health history, track inherited conditions, and share the knowledge.



### Inherited traits

Explore your genetic traits for everything from eye color to taste to make pattern purchases.



### Scientific advances

Keep receiving updates on your DNA as discoveries are made, so your knowledge grows as you do.

### Disease Risks (100)

#### ↑ Elevated Risks

Clefts (new)

Your Risk

11.1%

Average Risk

7.8%

Reckless Rage Syndrome

2.5%

2.8%

more »

#### ↓ Decreased Risks

Prostate Cancer (♂)

12.7%

17.8%

Alzheimer's Disease (new)

4.8%

7.2%

Colorectal Cancer

4.2%

5.6%

more »

[See all 100 risk reports...](#)

### Carrier Status (24)

Hemochromatosis

Variant Present

Alpha-1 Antitrypsin Deficiency

Variant Absent

Bloom's Syndrome

Variant Absent

BRCA Cancer Mutations (Selected)

Variant Absent

Cystic Fibrosis

Variant Absent

Familial Dysautonomia

Variant Absent

Factor XI Deficiency

Variant Absent

[See all 24 carrier status...](#)

### Traits (50)

Alcohol Flush Reaction

Open Not Flush

Bitter Taste Perception

Can Taste

Earwax Type

Wet

Eye Color

Likely Brown

Hair Curl

Slightly Curlier Hair on Average

[See all 50 traits...](#)

### Drug Response (19)

Warfarin (Coumadin®) Sensitivity

Increased

Atacavir Hypersensitivity

Typical

Alcohol Consumption, Smoking and Risk of Esophageal Cancer

Typical

Clopidogrel (Plavix®) Efficacy

Typical

Fluorouracil Toxicity

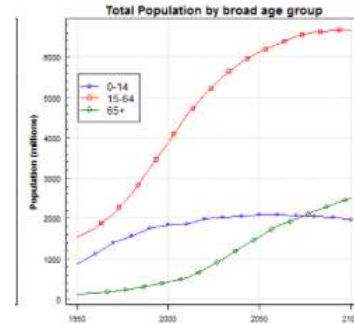
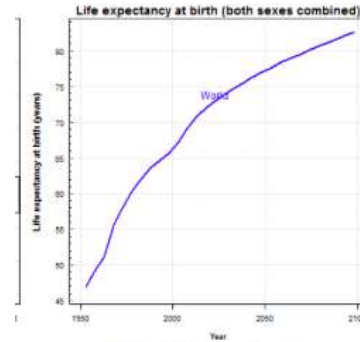
Typical

[See all 19 drug response...](#)



# We will start cheating death...

## ... so how it would affect (Life) insurance industry



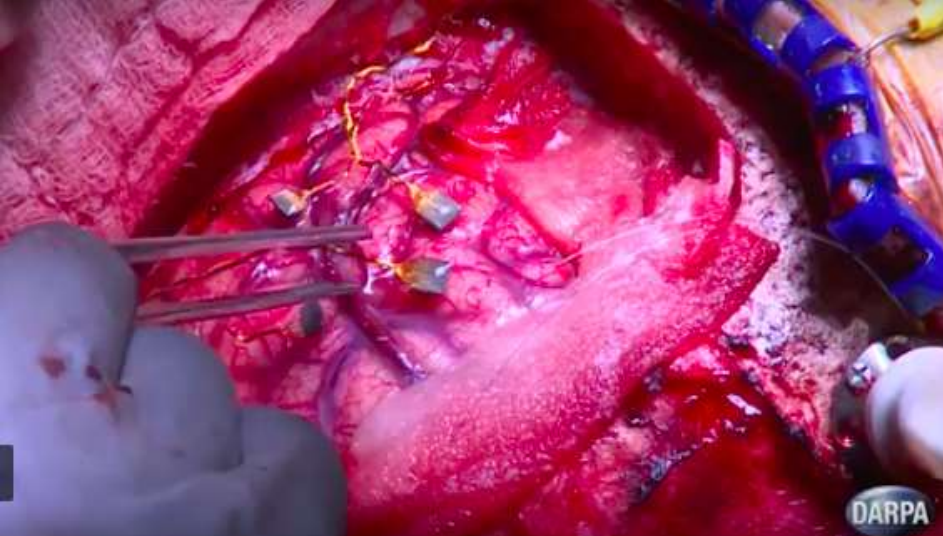
- 3D Bio - Printing
- Use of AI in medicine
- Predictive genetic testing...
- might lead to adverse selection through asymmetry of information. .



The NeuroMedical Center Clinic







Providing a Sense of Touch through a Brain-Machine Interface



MORE VIDEOS

Jesse Sullivan and Claudia Mitchell demonstrate the capabilities of their RIC six-motor, neural-controlled prosthetic arms with a high five.  
*Photo courtesy of the Rehabilitation Institute of Chicago.*







6













People in Bangkok are using  
**blockchain to trade electricity**  
with each other



# Last but not least...

## ... what about Blockchain?

[THE GROUP](#)[REINSURANCE](#)[PRIMARY INSURANCE](#)[INVESTOR RELATIONS](#)[MEDIA RELATIONS](#)[CAREER](#)

» [Home](#) » [Media Relations](#) » [Other Company News](#) » [10 September 2017](#)

### Other Company News

You have access to the database of Munich Re company news. To find information quickly, you can choose from among the following search options:

10 September 2017

## B3i launches working reinsurance blockchain prototype

B3i, the Blockchain Insurance Industry Initiative, announces launch of market beta-testing of its reinsurance blockchain prototype.




7









4%

“Ownership  
?”

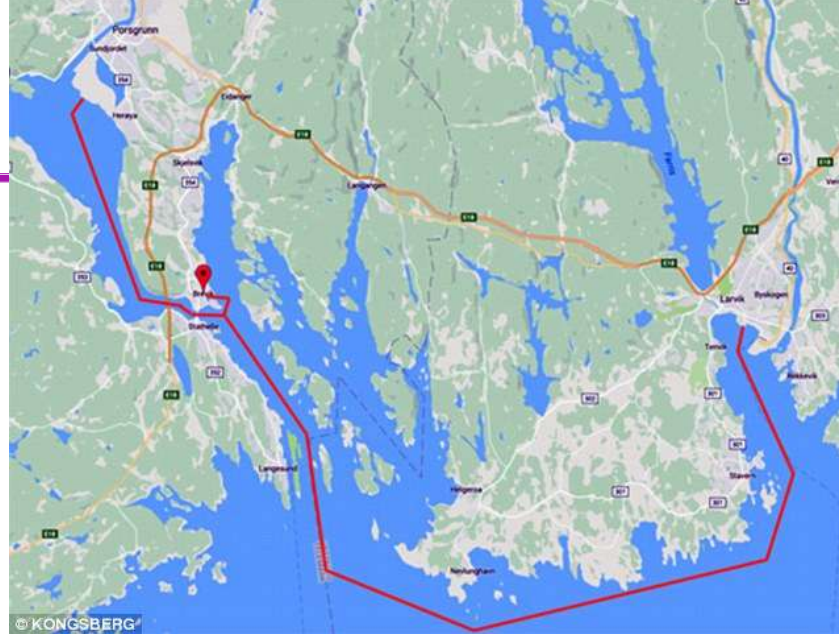
Autonomous vehicles  
will **entirely re shape** —  
the new economy to  
come...

What about if instead of  
insuring x billion cars  
now we will have to  
insure a few thousand of  
fleets...

- 3D Surround View
- Rear View Camera
- Rear Cross Traffic
- Blind Spot Detection
- Lane Departure Warning
- Intelligent Headlamp Control
- Traffic Sign Recognition
- Forward Collision Warning
- Intelligent Speed Control
- Pedestrian Detection

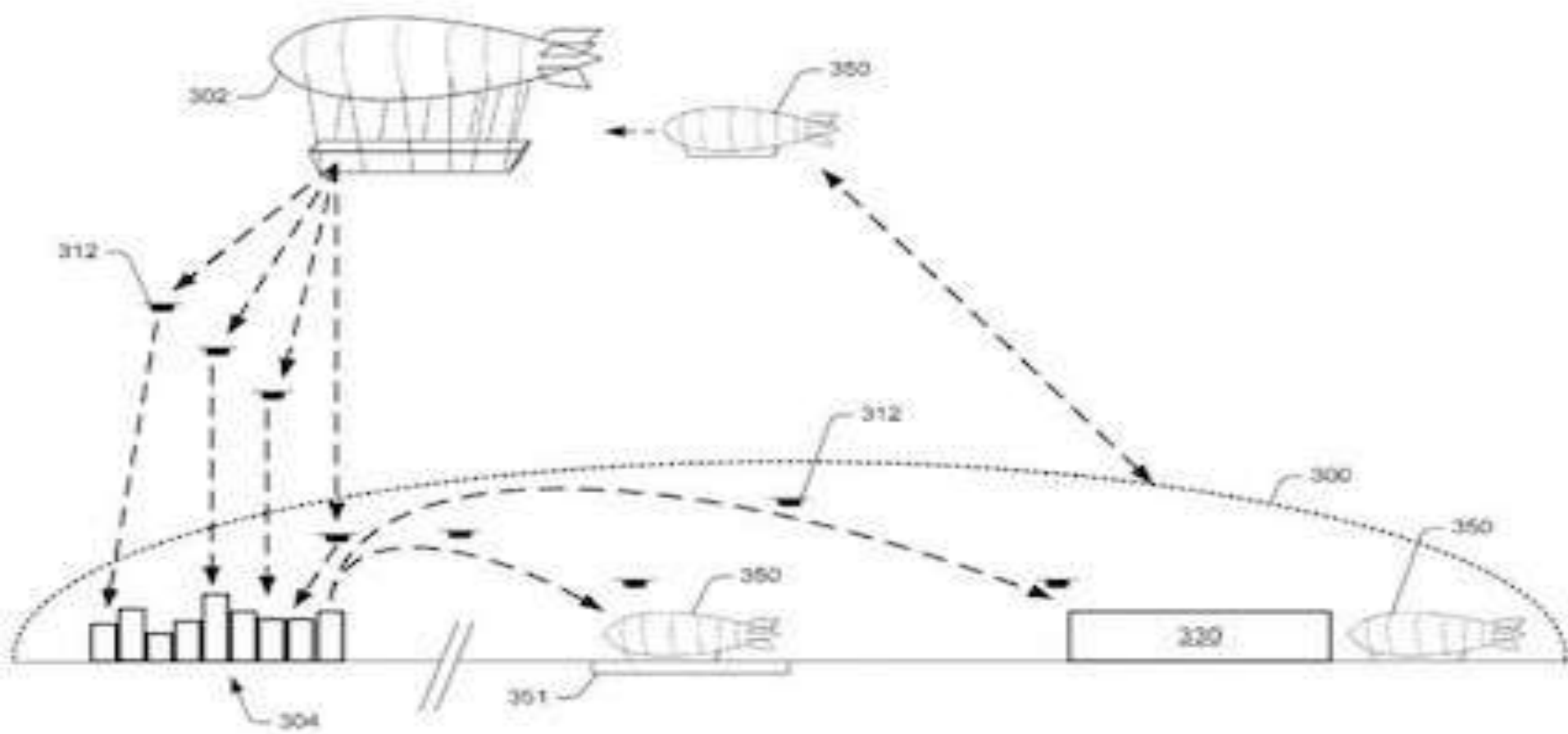


The autonomous ship YARA Birkeland.





















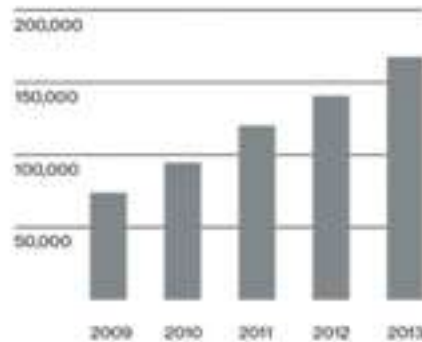






## U.S. Wind Power Generation

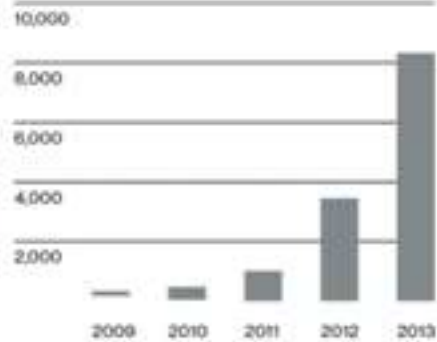
Gigawatt-hours



BET Technology Review

## U.S. Solar Power Generation

Gigawatt-hours

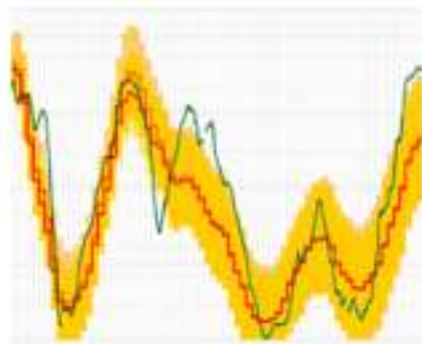


BET Technology Review

## Power Forecast

3 DAYS AGO

NOW

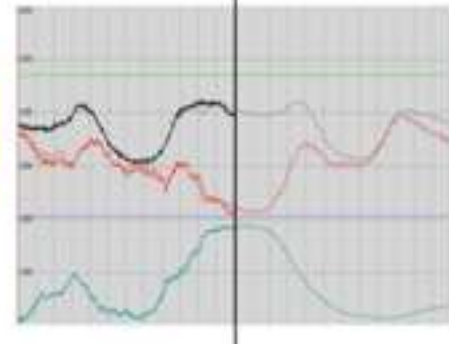


## Power Balancing

PAST

NOW

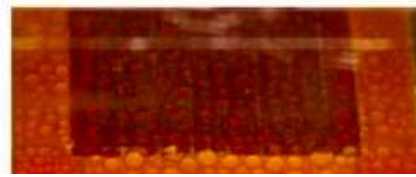
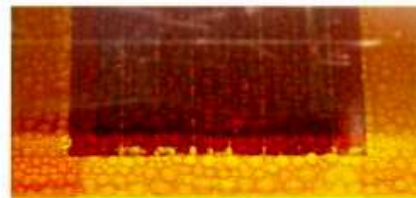
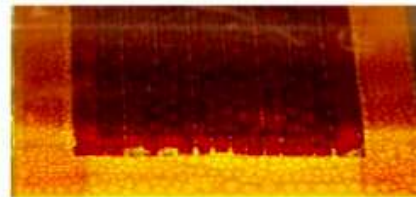
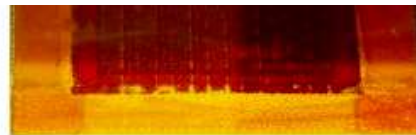
FUTURE















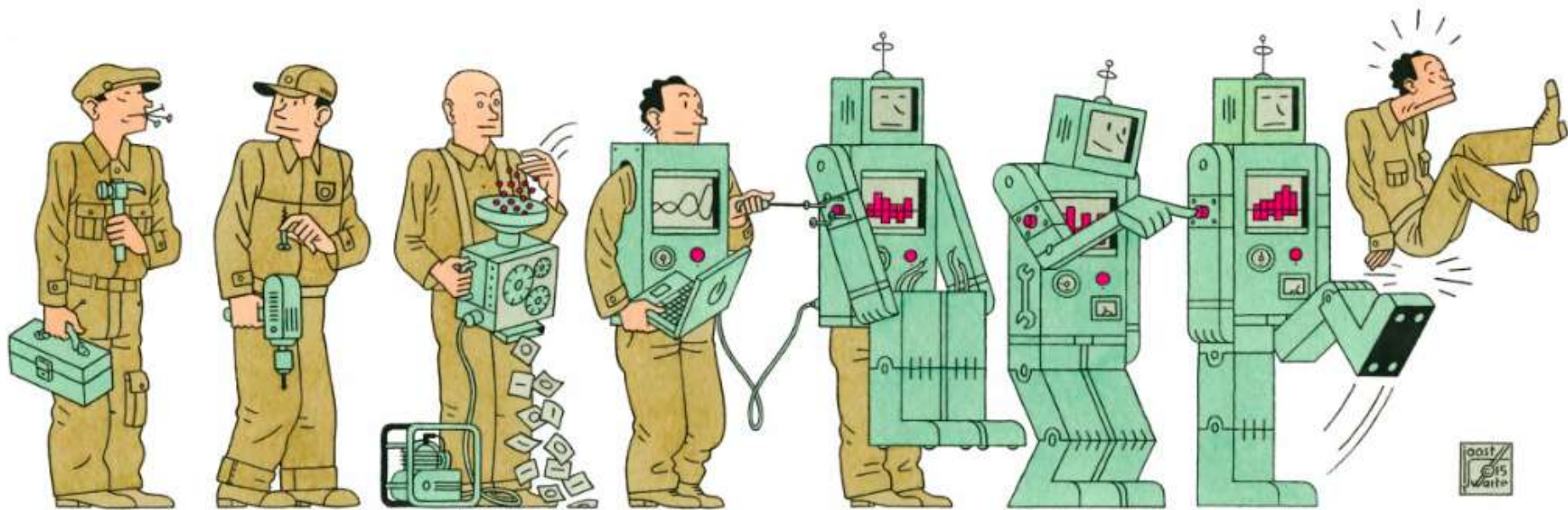




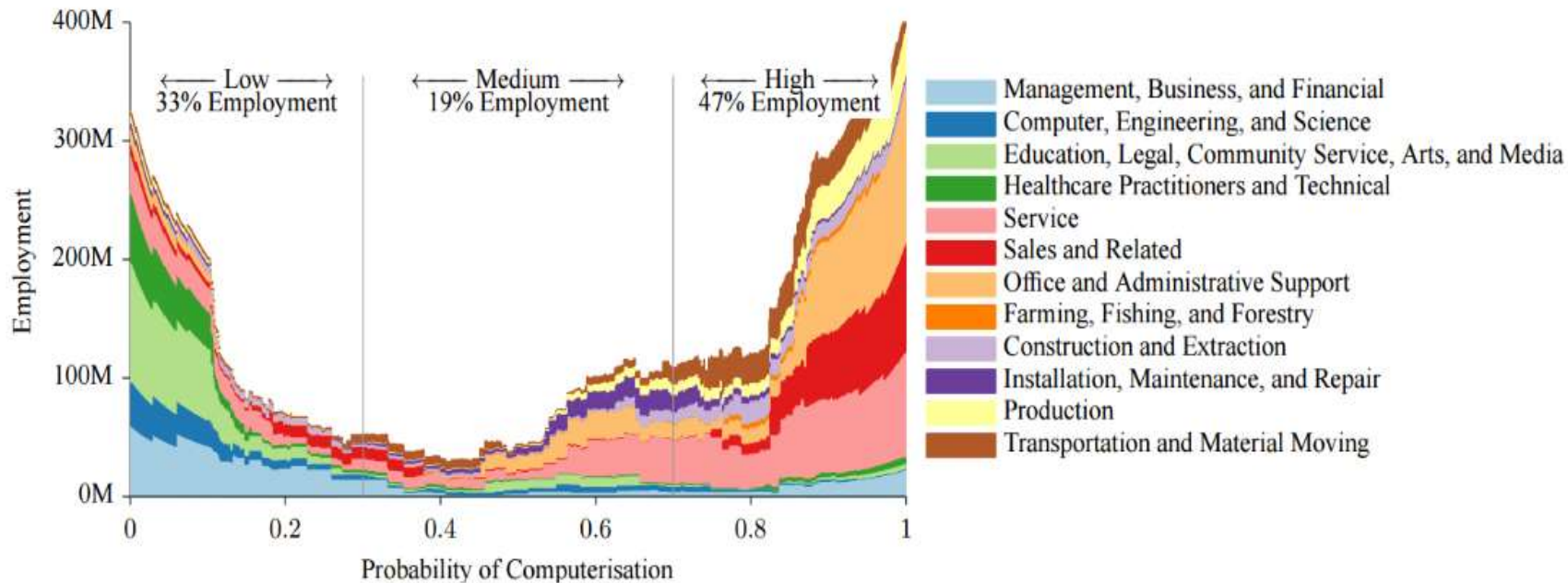


**Who**  
**will be**  
**impacted**  
**?**







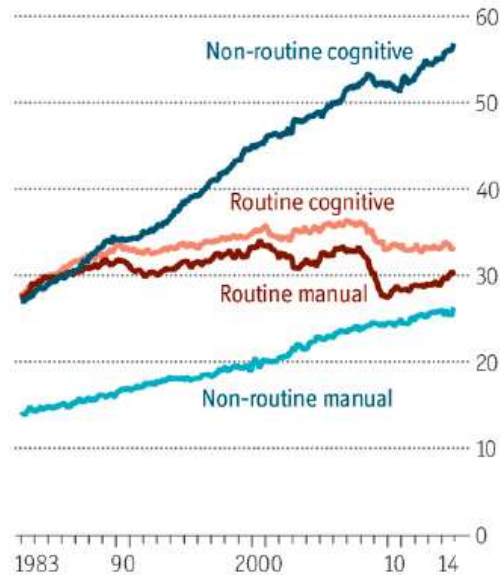


\* Distribution based on 2010 job mix.

Source: Frey, C.B. and M.A. Osborne, "The Future of Employment: How Susceptible Are Jobs to Computerisation?", 17 September 2013

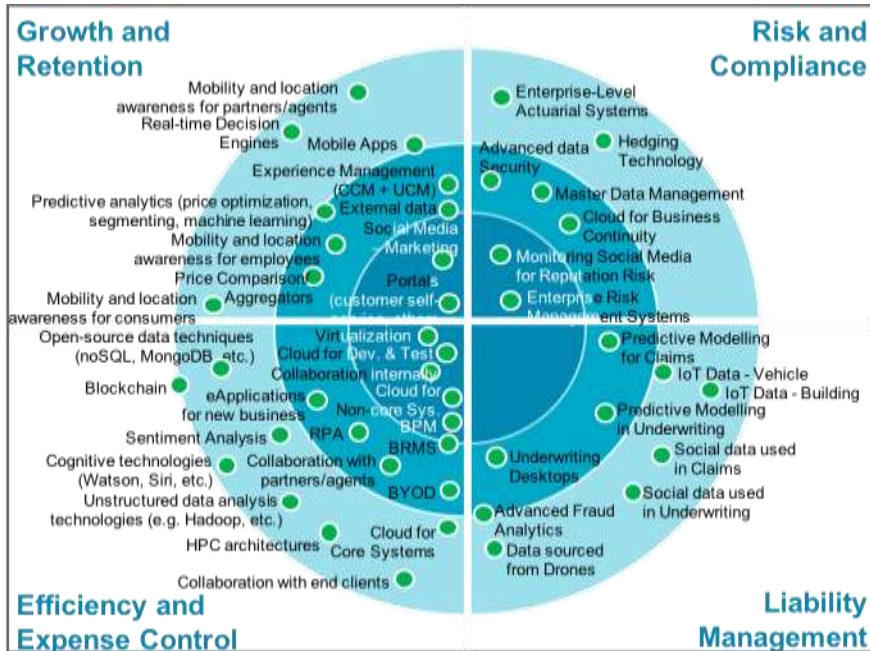
## Think

United States employment, by type of work, m

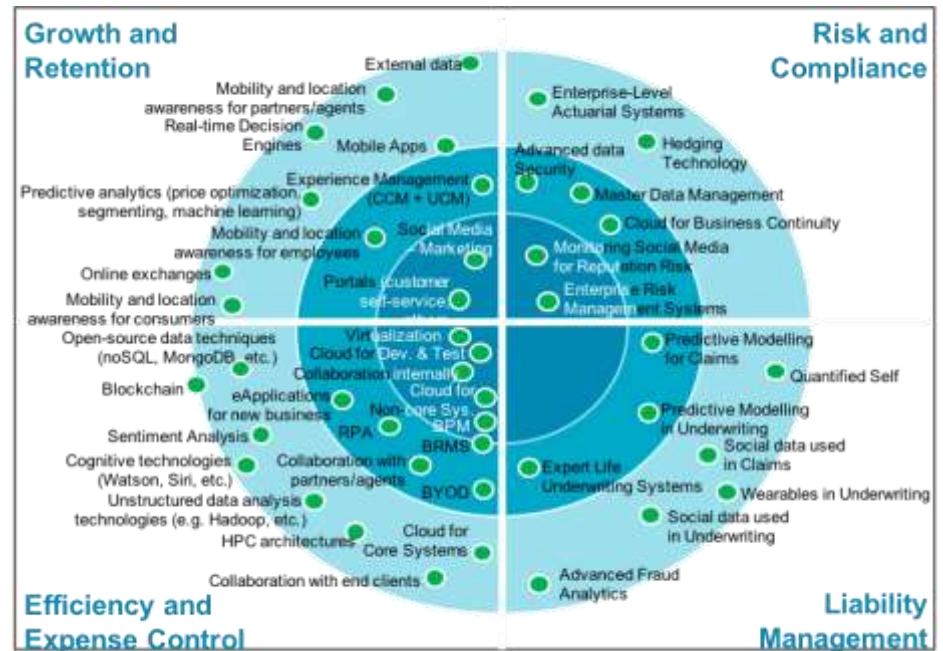


Sources: US Population Survey; Federal Reserve Bank of St. Louis





P&C



Life





# The Pulse of Fintech Q4 2017

Global analysis of  
investment in fintech

## Top 10 predictions for 2018

- 1 AI accelerates:** Continued innovation and adoption of AI as an underlying tech
- 2 Regtech rising:** Increased investment in regtech around the world
- 3 Building bridges:** Greater collaboration and partnering between large-scale providers
- 4 Next gen digital lending:** The rise of online mortgage technology and platforms
- 5 Beyond use cases:** Early success efforts in the initiation of blockchain production systems
- 6 Open banking:** Open APIs pave the road for third party developers in Europe and Globally
- 7 New challenger banks:** Financial services incumbents building their own digital banks
- 8 Insurtech innovation:** Accelerated investment into driving insurtech innovations and building hubs around the world
- 9 Going full-stack:** Broadening of solution sets by mature fintech companies
- 10 Big tech participation:** More partnering between fintech and technology giants

## Top 10 Trends in Financial Services, 2018

JANUARY 2018

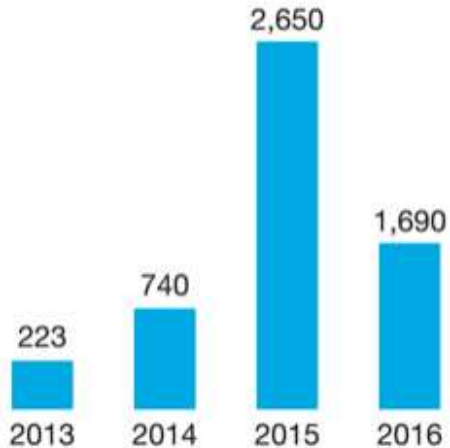
- **Data protection and privacy take center stage:** Several factors, including ceaseless cyberthreats and Europe's General Data Protection Regulation (GDPR), will force insurers to adopt a fresh data strategy.
- **Unstructured data spreads in property and casualty (P&C) underwriting and claims:** Consumers want quicker underwriting and claims decisions, which will compel carriers to turn to unstructured data.
- **Technology becomes a greater part of loss-control strategies:** High-severity losses are pushing carriers to think differently about how to limit those losses.
- **Instant claims payouts become key differentiators in P&C:** In an increasingly customer-centric environment, more carriers will strengthen policyholder engagement and relationships by using available technology to pay claims quickly.
- **Life insurers step up customer-facing full-office digital transformations:** Customer demand and the need to improve upon the full customer experience will force life insurance carriers to look beyond front-office digital solutions to solutions that will support the full policy life cycle.

- **Accelerated life insurance underwriting gets personal:** The need to create an individualized experience while providing immediate gratification, simplicity, convenience, and products that fit consumers' needs is pushing carriers to shift to a true accelerated underwriting process, employing rules engines, scoring tools, advanced algorithms, and third-party data.
- **Life insurers embrace automation:** Reducing operational costs, improving scalability, and streamlining internal processes while plagued by legacy systems are some key reasons life insurance carriers are forced to implement RPA to support automation.
- **Health plans emerge as a medical bill payment channel:** Deepening provider and member relationships are the linchpin for more payers to implement medical bill payment collection technologies, paving the way for a new disruptive consumer collection model in healthcare.
- **Health insurers revamp provider data management:** Better provider data management is being driven by Centers for Medicare & Medicaid Services. But with potential financial penalties, health plans recognize this capability's importance as their businesses become more consumer-focused.

# The incipient world of InsurTech...

## The growth of insurtechs.

Insurance tech funding, \$ million



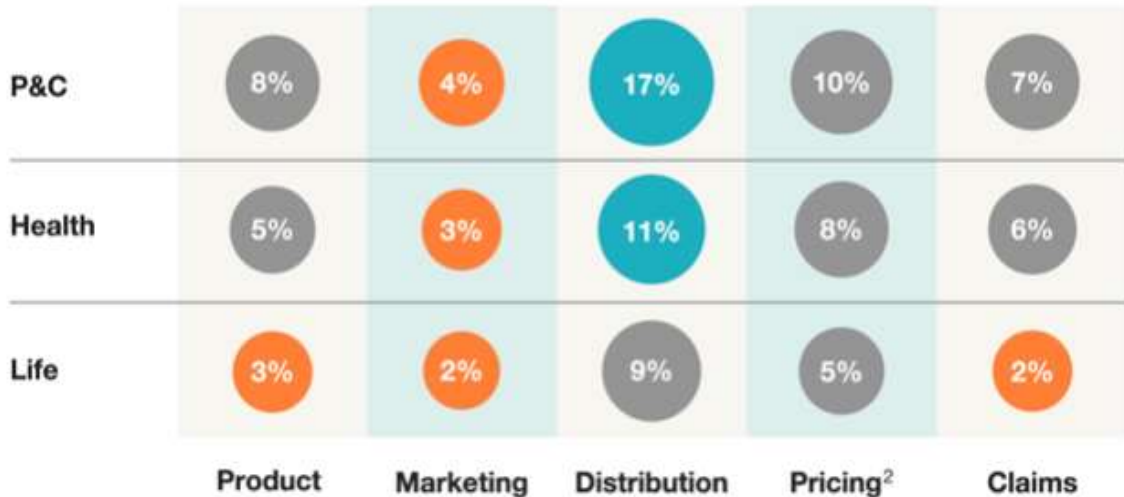
McKinsey&Company | Source: CB Insights

## Where insurtechs are focusing.

Number of innovations as % of total in the database<sup>1</sup>

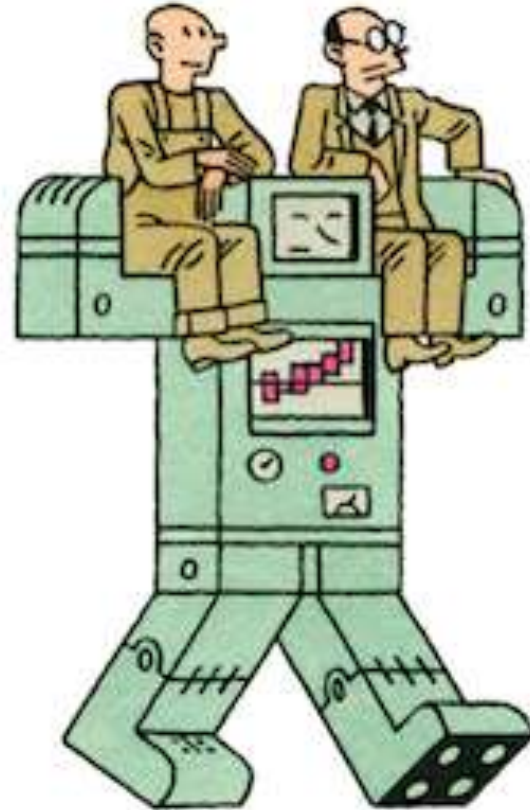
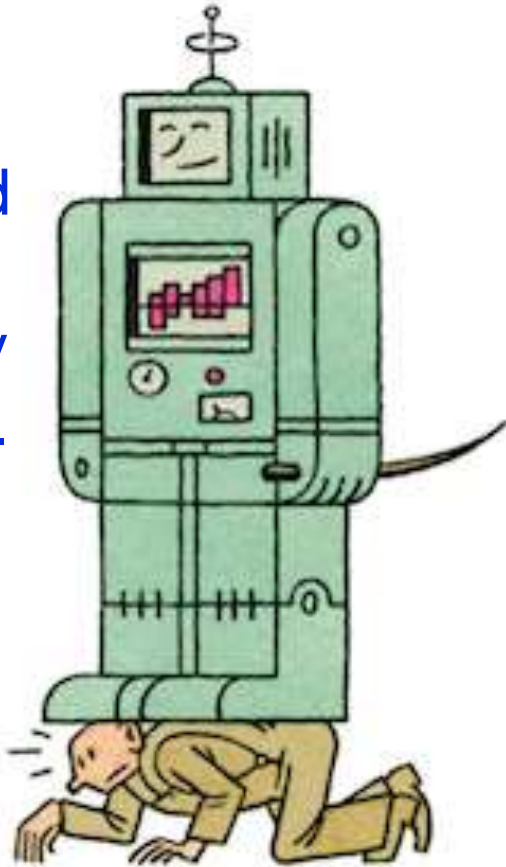
Share of innovations in Insurtech database

● <5% ● 5–10% ● >10%





We have to  
figure out  
how to avoid  
being  
displaced by  
technology...



...and  
instead,  
how we can  
get the  
most of it  
for  
everyone.

Carlos Alejandro Belloni

