



**BUSINESS  
REPORT  
2024**

# Accelerating together



**BNP PARIBAS  
CARDIF**

**The insurer  
for a changing  
world**

€36.4<sub>bn</sub>

+21%/2023  
GROWTH WRITTEN  
PREMIUMS

€1.6<sub>bn</sub>

+13%/2023  
NET PROFIT BEFORE TAX

€287<sub>bn</sub>

+13%/2023  
IN ASSETS UNDER  
MANAGEMENT

+80

AI USE CASES IN  
PRODUCTION WORLDWIDE\*

€3<sub>bn</sub>

ALLOCATED TO POSITIVE  
IMPACT INVESTMENTS  
IN 2024

+500

PARTNERS WORLDWIDE

\*at the end of 2024.

We are constantly  
upgrading our value  
proposition to deliver  
outstanding customer  
satisfaction and partner  
performance.

Pauline Leclerc-Glorieux  
Chief Executive Officer of BNP Paribas Cardif

Accelerating  
together to bring  
protection  
to new heights

Dear partners,

For the past 50 years, we have been focused on making insurance more accessible. We believe insurance is key to provide your clients with the peace of mind they need to engage in their life projects. We believe this can be best achieved throughout a partnership model, where we develop together the insurance solutions that fit best the needs of your clients, embed seamlessly into their customer journeys and ultimately boost your own business priorities by bringing additional revenues and improving client loyalty.



As you will read in this business report, we are constantly upgrading our value proposition to deliver outstanding customer satisfaction and partner performance: a Net Promoter Score (NPS) above 50, automatic claims acceptance rate above 80 and time-to-market measured in weeks are a reality for many products we offer and in many countries in which we operate at BNP Paribas Cardif. We deliver these thanks to more than 80 live Artificial Intelligence (AI) use cases and thanks to the combination of insurance expertise with data, digital and AI expertise. We leverage on cloud- and API-ready digital platforms to plug quickly and securely into your own IT platforms. We are constantly expanding our coverages, fighting small print and simplifying customer journeys to bring higher value to your clients. Last year, we introduced breakthrough coverages in France for HIV-positive clients and for mental-health issues in Japan for instance.

All this has been achieved thanks to the outstanding partnerships we have built together over time, many of them spanning years or even decades. We value the underlying trust and will continue to live up to your expectations.

Data tells us there is still work to do: in 2024, we conducted a survey with IPSOS across 21 countries, amongst more than 21,000 people, to get a better understanding of their concerns globally. This study revealed that 36% of individuals do not feel protected enough against vagaries of life such as a loss of income or job, assault, car theft or damage.\*

In 2025, we are committed to continuing to make insurance more accessible together with you, our more than 500 partners, for the benefit of more than 70 million clients across 30 countries.

\* BNP Paribas Cardif & IPSOS, "Protect & project oneself", 2024.

# BNP Paribas Cardif promises

towards its distribution partners and their clients

INCREASED PERFORMANCE & MORE INNOVATION

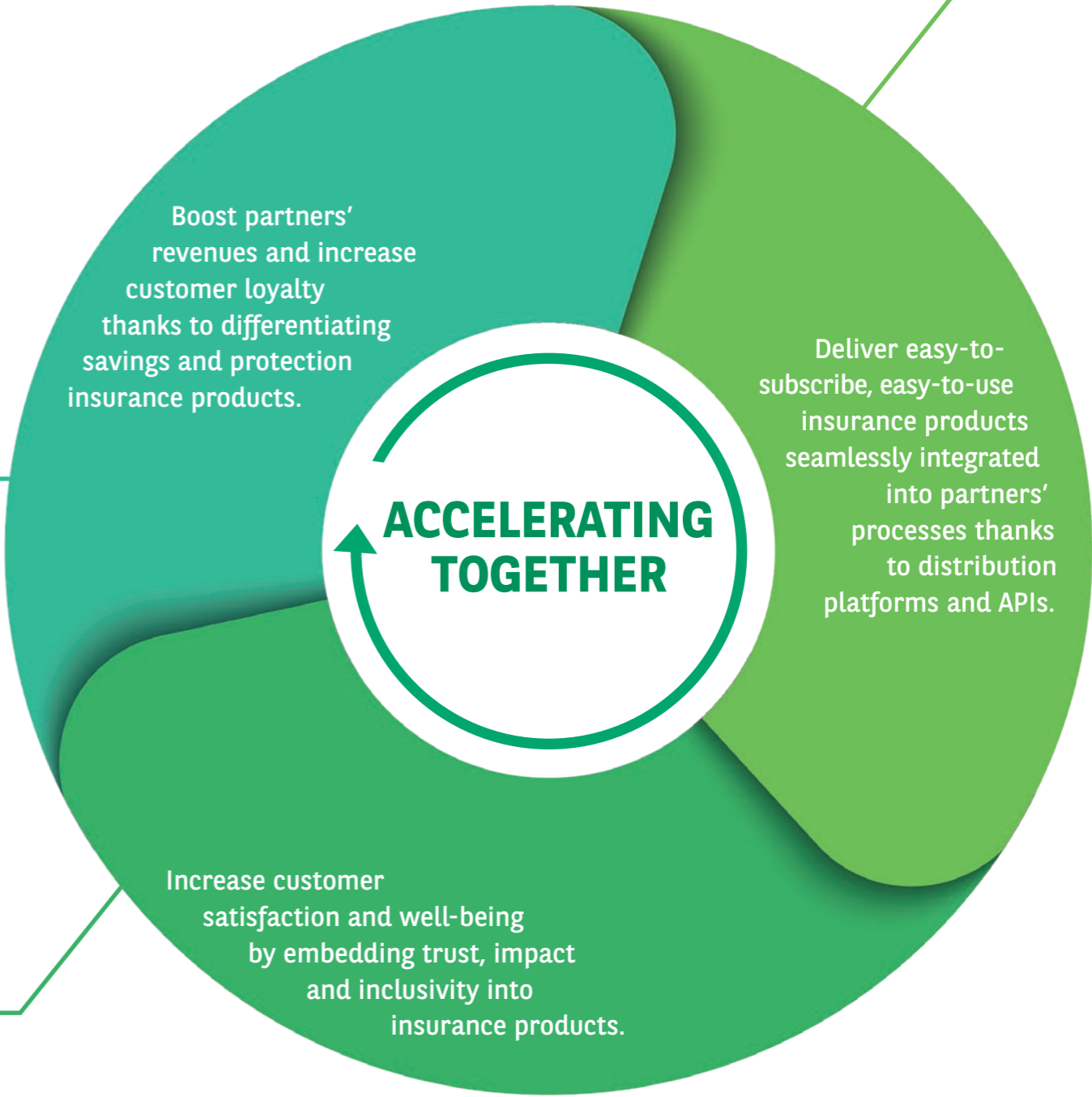
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# INCREASED PERFORMANCE & MORE INNOVATION

BNP Paribas Cardif continually deploys innovative solutions in order to anticipate needs, improve customer satisfaction and drive growth for its distribution partners.

By taking advantage of artificial intelligence, data and other performance levers, BNP Paribas Cardif helps its partners optimise their offers, improve their sales processes and conquer new markets.



## Faster, enhanced and personalised customer experience thanks to in-house artificial intelligence solutions

BNP Paribas Cardif has harnessed the power of AI with in-house solutions to streamline operations, optimise processes and enhance customer journeys. Integrating AI in a claims process reduces lead time from weeks to minutes. This reflects a commitment to continually drive innovation to better serve partners and their customers.

### Revolutionising document processing to accelerate claims management

To simplify claims management, BNP Paribas Cardif has developed and deployed *CardX*, a solution to automate manual document processing tasks while optimising costs, quality and speed. A strong lever for customer satisfaction, *CardX* enables teams to focus on high added-value tasks. Launched in 2021, the solution leverages AI technologies such as Optical Character Recognition (OCR), Computer Vision (CV), Natural Language Processing (NLP) and machine learning in order to automate the extraction and interpretation of information from a wide range of document types.

This adaptable and fully scalable solution already processed over 1,100,000 pages since its start across Brazil, Colombia, Spain and Poland, and other entities will soon bring it on stream as well.

As a result, client satisfaction levels increase thanks to quicker responses on their claims. By integrating cutting-edge AI and maintaining scalability, *CardX* continues to set a benchmark in document automation.

### Enhanced decision-making and customer satisfaction with *Verbatim Analyzer*

Understanding customer needs and pain points has never been as easy thanks to BNP Paribas Cardif's *Verbatim Analyzer*. This prototype tool employs Generative AI to automate customer feedback analysis, while delivering valuable and actionable insights to drive efficient decision-making. With this solution, Customer Advocacy teams can quickly identify customers' concerns and provide relevant responses to evolving expectations, ensuring higher satisfaction and long-term loyalty.

#### IN PRACTICE

BNP Paribas Cardif recently used *Verbatim Analyzer* internally as part of the *NPE Smart Toolkit* to assess its own employee engagement. Human Resources managers can not only quickly identify key drivers of employee recommendations, but also automatically analyse over 4,400 verbatims across multiple languages – all with just a few clicks. Notably, this feature saves significant time, as manual analysis of a single verbatim can be a labour-intensive process, taking approximately three minutes each time. Combined with actionable dashboards, this smart toolkit streamlines the creation of targeted action plans to trigger motivation and engagement among staff.

### Tailored pricing for a personalised experience

In Brazil, BNP Paribas Cardif has revolutionised insurance pricing for its partner, BV bank, by implementing AI-driven segmented pricing for Creditor Protection Insurance (CPI) products. This approach takes into account the needs and requirements of each customer segment to propose personalised pricing. Customers benefit from fair and competitive pricing aligned with their specific needs, while the partner has boosted its market position thanks to an optimised pricing policy which enhanced their insurance business and customer loyalty. This data-driven model not only optimises revenues (BV bank's revenues have increased by 15%), but also supports risk control and sustainable growth.

### Dynamic pricing to enhance competitiveness and customer value

In Chile's hotly competitive automotive online insurance market, BNP Paribas Cardif has introduced AI-powered dynamic pricing in order to increase by 30% the monthly sales on the covered scope. Leveraging advanced AI techniques, this solution considers customer risk profiles, price sensitivity and market trends to generate personalised quotes in real-time, enabling optimal pricing that drives customer purchases while respecting the partner's value proposition. This initiative not only boosts digital sales, competitiveness and market penetration, but also strengthens customer trust through value-driven fair pricing.

IN BRAZIL,  
**45%**

OF CLAIMS ARE NOW  
HANDLED AUTOMATICALLY  
AND NPS HAS REACHED 73

**1,100,000**  
PAGES PROCESSED  
BY CARDX

**+15%**  
REVENUE INCREASE  
FOR BV BANK IN BRAZIL

FRANCE

# Offering simple, inclusive and 100% digital home insurance

Nickel is a French fintech that offers basic banking services for anyone, without requirements regarding minimum income, account balance or assets, and with no overdraft authorisation. To meet the needs of its customers – the fintech has reached a total of 4 million accounts in ten years – Nickel needed a comprehensive home insurance solution that is easily accessible, simple to understand and subscribe, and delivers real added value. BNP Paribas Cardif, together with digital insurance company, Lemonade, rose to the challenge and in just six months, shaped an insurance solution and digital customer experience adapted to Nickel customers. This solution is perfectly aligned with Nickel's positioning and the expectations of its customers, introducing a new vision of insurance.

## A custom-tailored solution for Nickel's clientele

The home insurance developed by Lemonade and BNP Paribas Cardif delivers a fluid and intuitive experience for property owners and renters, at attractive rates with contracts starting at 4 euros per month\* for renters. Thanks to a 100% digital process, customers can take out insurance in just minutes via the Nickel application and manage their contracts at any time through Lemonade.

## A three-way partnership defined by agility, with key added-value from each partner

This collaboration is built on the complementary expertise contributed by each partner.

Nickel has in-depth knowledge of its customers' expectations and deploys an agile, digital approach. Lemonade, a leader in online insurance, is widely recognised for its data expertise and innovative solutions. And BNP Paribas Cardif brings its extensive know-how in managing partnerships, as well as in risk management. Combining their expertise, the three players have designed an insurance solution that boasts simplicity, speed and accessibility, perfectly matched to customer expectations.

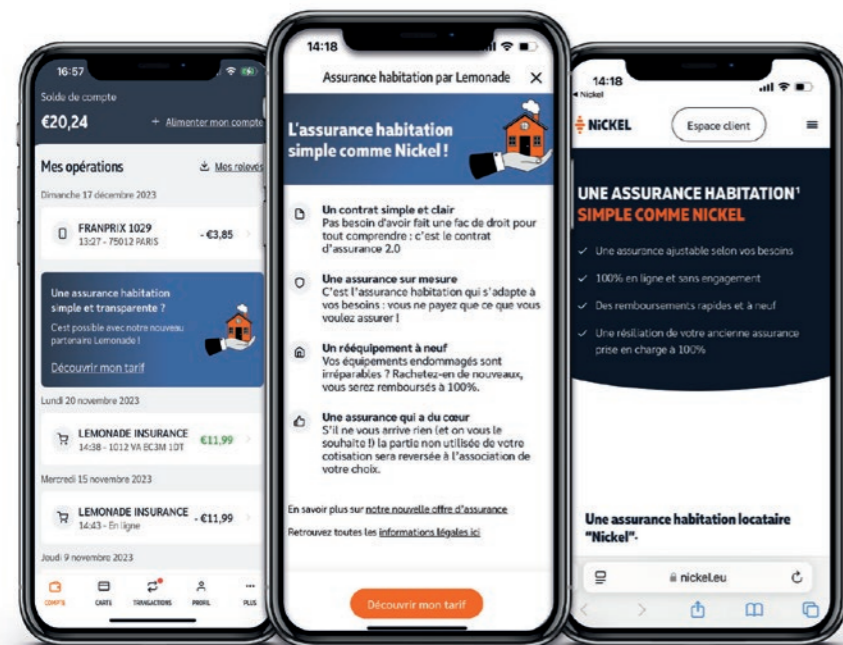
**“BNP Paribas Cardif brings its extensive know-how in managing partnerships, as well as in risk management.”**

## Strengthening life insurance execution capabilities for the benefit of partners

Nickel has built its success on a resilient business model and unique customer relationships. Each month, the fintech signs up over 55,000 new customers, 60% of them thanks to word-of-mouth recommendations, a high level of confidence for the banking sector. This partnership heightens Nickel's attractiveness and drives customer loyalty in a fiercely competitive market. This collaboration also illustrates the ability of BNP Paribas Cardif to anticipate market trends and support digital players as they pursue diversification.

The success of the new offer was immediate: just three months after the launch, the new home insurance solutions exceeded sales targets.

\* Annual premium starting at €59, all taxes included. First monthly payment of €10.83 includes the “terrorism tax” of €6.50, followed by 11 monthly payments of €4.33. Premiums for a renter living alone with a 25 square meter apartment with personal content under €10,000 and valuable or precious objects estimated at under €5,000. There is a deductible of €500 and a liability cap of €6 million.



## The BNP Paribas Cardif +



Marie Degrand-Guillaud,  
Chief Executive Officer of Nickel

*“Our customers had been asking us for an insurance solution for some time, but we wanted to find the right partner to propose an offer consistent with our identity and our vision. This three-way collaboration with BNP Paribas Cardif and Lemonade has proved a great success for Nickel and our customers. It enables us to propose accessible insurance and expand our offering while remaining faithful to our DNA. The innovation lies not so much in the product itself as in our ability to jointly design a simple customer journey and an offer that meets the expectations of our customers, and respects the confidence they have in us. Being able to do this in barely six months says a lot about the strong values we share and the complementary nature of our respective expertise.”*



Marine Perraud,  
Head of Alternative Distribution,  
BNP Paribas Cardif in France

*“At BNP Paribas Cardif we strongly believe that insurance should be a useful and inclusive service. This project is a great illustration of our ability to combine our strengths with those of digital players who share our commitment to simplifying and enriching the customer experience. With this fully digital solution, we have not only met the expectations of Nickel customers, but also laid the foundations for an entirely new way to think about insurance. Our success reflects our expertise in working with our partners to build a solution that is integrated with the Nickel ecosystem thanks to an iterative process, coupled with a shared vision and values. This has been a stellar accomplishment in terms of design and execution. Our initiative proves that when it's well conceived, basic insurance can really improve people's daily lives.”*

WORLDWIDE

# Ensuring a competitive edge for distribution partners thanks to a data-centric approach and culture

By investing in advanced data & AI capacities and upskilling its teams, BNP Paribas Cardif helps partners implement decision-making processes that are continually faster, more secure and intelligence-based. The purpose is to give them a clear competitive edge through AI-driven efficiency and innovation, while constantly improving the journeys of their customers.

## FOCUS

**150 experts** (Chief Analytics Officers, data scientists, analytics managers, as well as actuaries) transitioned to machine learning.

**140 managers, top managers, talents and key actors across the BNP Paribas Cardif AI ecosystem** trained at the Analytics Manager Academy, a data science excellence programme created by BNP Paribas Cardif and Ecole Polytechnique Executive Education.\*

**Data-as-a-Service (DaaS)** approach embarking **49** partners.

**At Icare** (auto maintenance and mechanical breakdowns), augmented data and data-visualisation tools enable detailed automatic follow-up for

**71%** of Gross Written Premiums (GWP).

\*at the end of 2024.



## FRANCE

# Rolling out a personalised, fully digital protection insurance solution

*“The Solution Prévoyance product is an approach that elevates the expertise of customer relationship managers. Thanks to a personalised diagnostic tool, advisors can give people a detailed explanation of the benefits they can expect from welfare organisations and thus propose a policy tailored to each individual’s situation and needs. The solution has been very well received by customer relationship managers throughout the BNP Paribas branch banking network in France.”*

Isabelle Satre,  
Head of Personal Protection Insurance Marketing,  
BNP Paribas Cardif in France

To support business development across the BNP Paribas retail banking network in France, BNP Paribas Cardif launched the personal protection product *Solution Prévoyance*. This solution is designed to meet growing demand from customers for protection insurance with a simple subscription experience. Thanks to a fully digital journey, it makes the insurance easier to understand and gives customers greater control over their insurance cover, with fees that can be adjusted in real time to meet each policyholder’s specific needs.

*Solution Prévoyance* provides complete and adjustable coverage, protecting policyholders and their families against unforeseen life events such as job loss or death. Customers

have access to both a personalised diagnostic and a range of solutions matched to their needs, along with a policy subscription proposal. This approach makes it easier for people to understand the insurance and add any additional cover they feel is needed given their personal situation.

The journey is 100% digital, self-contained and fluid, enabling advisors to quickly complete the subscription, improving the experience for both the customer and the advisor.

Just months after the launch, *Solution Prévoyance* has already won over more than 30,000 policyholders with a conversion rate of 30 %, significantly exceeding projections, and a NPS of +54.

## FRANCE

# Insuring and extending life for mobile devices

In a fiercely competitive market, BNP Paribas Cardif continues to innovate with a new mobile device insurance offer designed to help its partners anchor the loyalty of their customers and extend the life of their phones and tablets.

## Innovative guarantees and automatic claims management

Rather than encourage the replacement of electronic devices, this offer is designed to maximise their lifetime, reflecting a growing emphasis on eco-responsibility. Working closely with its partner, Orange, BNP Paribas Cardif includes two new types of guarantees: “breakdown” and “battery” which allows a replacement at no cost as soon as the battery capacity falls below 80% of its original capacity. These two guarantees intervene beyond the commercial warranty and are systematically offered for every new subscription since February 2024.

## Fast and intelligent claims management

Thanks to integration of artificial intelligence, four out of ten claims are now approved in just seconds, speeding repairs and simplifying procedures. Customers can also opt to dialogue directly with a claims management agent. Plus, for greater peace of mind, a replacement phone is provided within 24 hours in the event of theft.

4 OUT OF 10  
CLAIMS ARE APPROVED  
IN JUST SECONDS  
THANKS TO AI

## Competitive advantage for partners

These innovations let Orange boost customer loyalty and consolidate their market leadership by meeting the expectations of an ever more demanding clientele.

## JAPAN

# Providing innovative online training to partner sales teams



To help with training the salesforce of its partners, BNP Paribas Cardif has developed an innovative tool designed to upskill the sales teams of over 60 distribution partners. This fully online training solution empowers partners to master complex insurance products such as Creditor Protection Insurance (CPI) through interactive lectures, quizzes and role-play scenarios.

*TutorBot* is revolutionising traditional sales force training with its dynamic and accessible format and with the ability to plug in our AI services. It allows users to engage with content anytime and anywhere. With its intuitive interface, the tool enables learners to benefit from two-way instructions with the insurance tutor, which was hard to do with a conventional training approach.

By incorporating interactive trainings such as quizzes and talking points, *TutorBot* helps

sales teams to address customer concerns, gain confidence, strengthen product knowledge and sharpen sales techniques. 70% of partners who tested the tool are satisfied. This not only enhances the customer experience, but also boosts partners’ conversion rates.

In a highly competitive market, this tool is proof of BNP Paribas Cardif’s commitment to proposing AI and digital services to partners and a key component of its partnership approach. *TutorBot* reflects BNP Paribas Cardif’s will to deliver high-value, tailored solutions that drive partner growth and success.

For end clients, this innovation translates into a better understanding of insurance options and effective support for decision-making throughout the subscription process.

## The BNP Paribas Cardif +

**“We are a key digital innovator for our partners.”**



Hiroshi Chin,  
Analytics Manager, BNP Paribas Cardif  
in Japan

*“In 2024, we tailored and tested our TutorBot with two partners and 50 participants. The results have been positive, cementing our position as a key digital innovator for our partners. By understanding their needs, we continuously seek ways to sharpen their competitive edge. Leveraging AI for sales force training is the way forward in a fast-moving landscape marked by high employee turnover and the frequent introduction of new products. The interactive format and user-friendly interface of TutorBot have been widely acknowledged, with nearly 80% of participants finding the tool both useful and empowering thanks to its training approach. Building on this success, we are now preparing for further developments and expanding testing to additional partners.”*

## FOCUS

# Strengthening life insurance execution capabilities

With the acquisition of Neuflyze Vie, BNP Paribas Cardif and Neuflyze OBC, the private banking unit of ABN AMRO joined forces in 2024 to set a new benchmark for high-end life insurance in France. This strategic partnership enables BNP Paribas Cardif to expand its life insurance offering thanks to Neuflyze Vie’s expertise. The alliance gives BNP Paribas Cardif access to insurance products that are better adapted to their specific needs, including more innovative and personalised savings products.

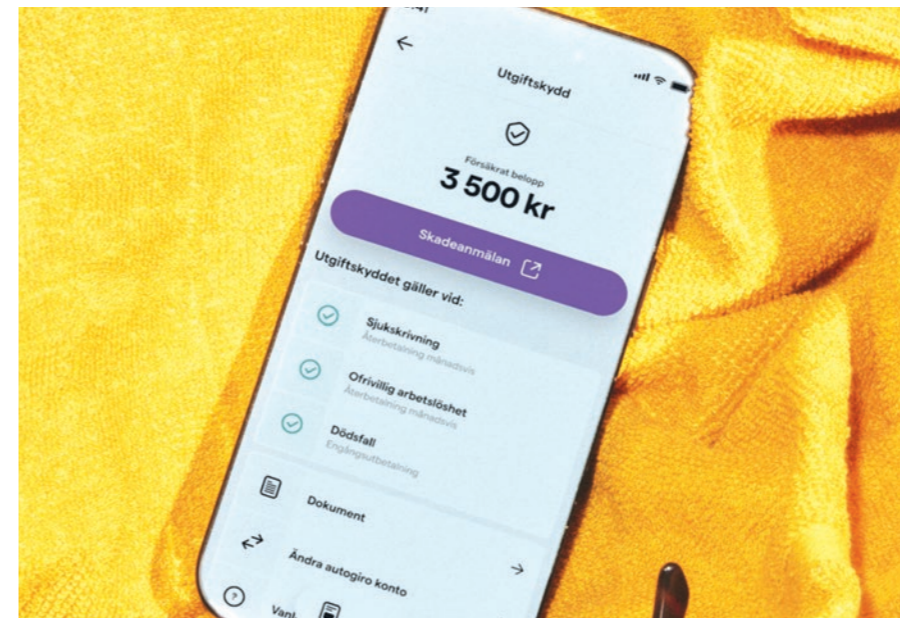
# DEEPER INTEGRATION, GREATER FLUIDITY

BNP Paribas Cardif offers **solutions that are perfectly integrated and aligned with its partners' ecosystems**, guaranteeing a smooth end-to-end journey, from underwriting to claims management, always focused on delivering an optimised customer experience. Simplified processes offer policyholders more peace of mind.



## NORDICS

# Seamless insurance integration for a fully digital banking experience



**T**hrough its new strategic partnership with BNP Paribas Cardif, Northmill Bank is set to provide fully embedded creditor insurance to its clients, offering protection for personal loans, credits, and budget income protection in Sweden and Finland, starting in 2025. This 100% digital approach aligns seamlessly with the bank's vision of improving financial life by providing a simplified and personalised banking experience. Built on agility and innovation, this partnership leverages BNP Paribas Cardif's developed platform and solutions into Northmill Bank's digital ecosystem, ensuring peace of mind to customers regarding their financial future. This collaboration perfectly complements the ambitious growth strategy of Northmill Bank, one of the fastest-growing digital banks in Europe.

### Comprehensive protection for financial stability

This insurance solution covers critical financial risks, including unemployment, illness, hospitalisation, and death, ensuring customers have essential financial security when it matters most.

### Enhancing customer loyalty and reducing credit risk

For Northmill Bank, this partnership extends beyond protection; it is a strategic lever to boost customer engagement and mitigate credit risk. By embedding insurance directly into its financial offers, Northmill Bank reinforces its role as a responsible lender by providing its customers with robust safety products with high customer value.

### A future-proof partnership to accelerate growth

This collaboration highlights both partners' agility and innovation capacities, which are essential attributes for fintechs aiming to reshape the banking landscape. Northmill Bank recognised BNP Paribas Cardif's proven commercial proactivity, expertise in CPI and ability to swiftly launch products on the market.

Both teams worked hand-in-hand to ensure a smooth and efficient roll-out in record time. The first set of products was launched in January 2025, with further extensions already in the pipeline.

## The BNP Paribas Cardif +

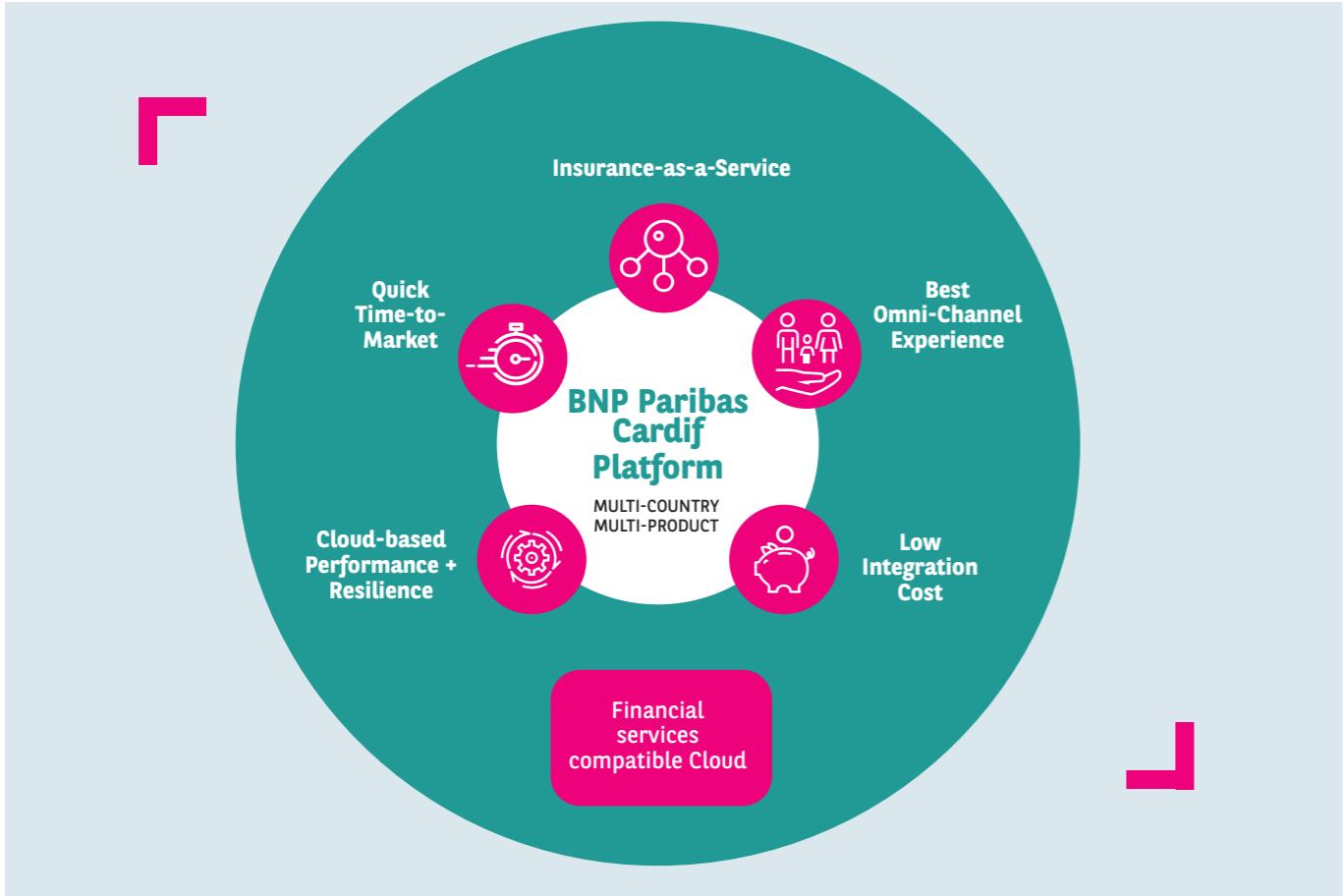
**"With proactive and responsive partnerships, we drive relevant and innovative solutions."**



Åsa Blessner,  
Chief Executive Officer of BNP Paribas Cardif  
in the Nordics

*"For a leading fintech company such as Northmill Bank, embedding insurance had to be seamless, intuitive and fully aligned with their customer experience. That's exactly what BNP Paribas Cardif delivered, but what set us apart was our ability to act as a full-service partner. Our comprehensive value proposition includes deep expertise, a wealth of experience and capabilities, as well as a keen understanding of our partner's needs. With our technical solutions and product design, Northmill Bank can offer effortless protection when needed, enhancing customer loyalty while securing their financial stability. We understand that insurance is not always a top development priority for fintechs, which is why we provide ready-to-integrate solutions that accelerate time-to-market. By listening closely and adapting to our partner's needs, we ensure that our solutions remain relevant and impactful. This partnership is more than just insurance – it's about delivering real value, enabling Northmill Bank to grow with confidence, and supporting their innovation and speed in a competitive market."*

# Revolutionising digital distribution through platforms



**B**NP Paribas Cardif is driving the digital transformation of insurance distribution in Latin America with its new *Insurance Distribution Platform (IDP)*. Designed as a scalable, multi-country, and multi-product solution, *IDP* streamlines the end-to-end insurance lifecycle, offering a fully modular architecture that seamlessly integrates into partners’ ecosystems.

**Scalability, speed, and efficiency for partners**

*IDP* marks a significant shift towards *Insurance-as-a-Service*, enabling partners to customise and configure their offers in a fraction of the time previously required. Traditional market entry timelines, which once took months, are now reduced to just weeks, thanks to the pre-designed configuration templates and industrialised API patterns, able to seamlessly adapt to different

industries, from banking to automotive, consumer finance, and retail. This cutting-edge infrastructure enables real-time insurance distribution capabilities, covering all stages from pre-sales and sales to after-sales support and claims management, within a fully integrated digital environment. By eliminating complexity, *IDP* accelerates product roll-outs while significantly reducing operational costs. It represents a major technological breakthrough, empowering partners such as the Colombian bank, Tuya, to effortlessly connect through API-first architecture and microservices.

**Seamless integration**

*IDP* has already demonstrated substantial efficiency gains. During the pilot phase in Colombia, it successfully integrated with local IT systems, ensuring a seamless transition for future deployments. Beyond

agility, *IDP* enhances control and transparency. Built-in monitoring dashboards provide partners with real-time actionable insights on sales performance, claims processing, and portfolio management. This level of oversight helps partners optimise customer journeys, boost retention rates, and strengthen regulatory compliance without any unnecessary complexity.

**A one-stop digital solution for insurance distribution**

Following its successful launch in Colombia, *IDP* is now set for a rapid expansion across the region with further planned deployments in Mexico, Chile, Brazil, Colombia and Peru. The *IDP* platform will support a wide range of products, including CPI, life, health, property & casualty as well as home insurance products.

**The BNP Paribas Cardif +**

**“With *IDP*, we can deliver personalised offers to every partner and customer much faster than before!”**



Pierre-Henri Zoller,  
Deputy Chief Executive Officer  
of Latin America, BNP Paribas Cardif

*“In a fast-evolving market, speed, flexibility, and efficiency are essential to succeed. IDP is a game-changer in insurance distribution. We have built a high-performance, fully modular platform that allows partners to integrate seamlessly, customise offers, and scale efficiently. The ability to launch new products in weeks instead of months represents a major shift in the industry, giving our partners the agility they need to stay ahead. By automating key processes, reducing operational complexity, and providing real-time data insights, IDP enhances both partner efficiency and customer experience. By 2026, it will be at the core of our insurance distribution in the Latin America area, enabling seamless connectivity, accelerating digital adoption, and reinforcing our role as a key digital enabler in the region.”*

# Enhancing customer journeys through smarter UX design

**B**NP Paribas Cardif has reinforced its collaboration with Erste Bank in the Czech Republic and Slovakia by introducing two major advances in 2024. On the one hand, the customer experience has been significantly improved through an enhanced user experience (UX) design in the bank’s mobile application. This intuitive and accessible interface now better serves clients, making it easier for them to navigate and interact with credit insurance services. As a result, online credit insurance penetration has increased from 27% to 55%.

In addition, BNP Paribas Cardif and Erste Bank have introduced a new credit card insurance product with built-in cyber protection for the whole family – a first-of-its-kind in the market. By covering risks such as phishing, online fraud, and undelivered purchases, this innovative solution meets the growing demand for digital security. With a simplified claims process and extended coverage, this product has become an immediate success, now accounting for 30% of all policies sold.

**FROM 27% TO 55%  
OF PENETRATION RATE THANKS TO UX EXPERTISE**

**“Our cooperation with BNP Paribas Cardif has been smooth and rewarding. Thanks to their innovative ideas and active solutions, we have been able to further improve the customer experience here at Erste Bank. This partnership has created new ways to put our clients’ needs at the forefront of everything we do.”**



Daniela Peskova,  
Member of the Board  
of Directors responsible  
for Retail Banking at Erste Bank  
in the Czech Republic

CHILE

# Exploring parametric insurance: covering earthquake disasters

**B**NP Paribas Cardif is pioneering in earthquake insurance in Chile with its innovative parametric insurance model. This fully automated solution streamlines the claims process, setting a new benchmark for disaster coverage. Unlike conventional insurance policies that require lengthy loss assessments, this coverage is triggered by pre-defined seismic intensity thresholds, ensuring instant compensation when an earthquake meets or exceeds the agreed criteria. This breakthrough makes insurance more accessible and reliable for millions of households in Chile.

## A data-driven model for seamless protection

The claim is triggered using real-time seismological data. For example, if an earthquake surpasses a magnitude 7 threshold within a 100 km (62 mile) radius of the insured property, the compensation process could be activated automatically – eliminating the need for a claim submission. The pre-calculated payout is based on the earthquake's intensity at the insured location, guaranteeing a transparent, frictionless experience for policyholders.

Beyond customer benefits, automation significantly reduces operational costs for distribution partners and insurers. By eliminating manual claims processing, it enhances efficiency, minimises fraud risks, and accelerates payouts. This proactive approach ensures predictability and

transparency and thus reinforces customers' trust, as policyholders know exactly under what conditions they are entitled to compensation.

## Making insurance more accessible and inclusive

Over a million uninsured homes in Chile do not meet traditional structural insurance requirements.

BNP Paribas Cardif's parametric insurance bridges this protection gap, providing a crucial financial safety net for vulnerable communities. With a low monthly premium and instant payouts, the solution removes the complexity of traditional insurance, making earthquake protection accessible to a wider audience.



**“At BNP Paribas Cardif in Chile, we seek to make insurance not only more accessible, but also more valuable. Considering that Chile is one of the most seismic countries in the world, the Products team created this initiative, whose objective is to deliver fast and transparent solutions to our customers at the time they need us most.”**

María Nieves Martínez,  
Assistance Manager at BNP Paribas Cardif in Chile

BRAZIL

# Accelerating digital insurance with cloud-native APIs

**B**NP Paribas Cardif in Brazil is reshaping the digital insurance landscape through deployment of Cloud and next-generation APIs. Designed to meet the growing demand for seamless, scalable, and highly secure online transactions, these cloud-native solutions are revolutionising how insurance is integrated into partners' digital ecosystems across the region.

## Driving partner growth and digital expansion

With online activation ensuring immediate customer protection, BNP Paribas Cardif meets partners' expectations for integrated and frictionless sales journeys. The transition to APIs enhances digital engagement, prevents sales disruptions and boosts conversion rates through instant policy activation. Moreover, customers benefit from a seamless, end-to-end digital experience, whilst advanced risk management strengthens fraud detection

and security for data exchanges. 3 partners are currently using these APIs, enabling them to process sales of around 1 million unique clients in the last 12 months.

## High performance and seamless integration

Launched within eight months only, the new APIs have already outperformed all the previous API versions combined. Offering an availability rate of over 99.5%, these APIs support automated transactions, real-time monitoring, and advanced alert systems. Their ability to dynamically adjust resource consumption ensures cost efficiency and scalability, enabling more than 1 million transactions per month without system strain. By the end of 2025, BNP Paribas Cardif in Brazil projects that 40% of all transactions will be processed online, marking a significant milestone in the future of insurance distribution.



**99.5%**  
THIS IS THE AVAILABILITY  
RATE OF THE NEW APIS

**MORE THAN  
1 MILLION  
TRANSACTIONS PER MONTH  
WITHOUT SYSTEM STRAIN.**

## The BNP Paribas Cardif +

**“Cloud-native APIs are transforming the way we deliver insurance – faster, more securely, and seamlessly scalable.”**



Alberto Yamaguchi,  
Project Manager, BNP Paribas Cardif  
in Brazil

*“Digital transformation is not just about innovation, it's about delivering tangible business value. By moving to cloud-native APIs, we have built a high-performance and fully integrated insurance ecosystem that enhances both speed and security. Our partners can now activate policies instantly, scale efficiently, and provide seamless experiences to their customers. The shift from batch processing to real-time API transactions reduces reconciliation efforts and enables us to pursue our digital sales growth objective. With 3 partners already on board, and more coming, we aim to offer 30 products by the end of 2025.”*

# GREATER VALUE FOR CUSTOMERS

True to its mission to make insurance more accessible, BNP Paribas Cardif is committed to **making its solutions ever more inclusive and easier to subscribe and use**. Less complexity, more positive impact: products that adapt to the real needs of individuals and allow everyone to be better protected.



## PORTUGAL & LATIN AMERICA

# Bringing greater value from day one of subscription thanks to digital services ecosystems

**T**ransitioning from a traditional protection-based insurance model to one focused on prevention and customer empowerment, BNP Paribas Cardif has launched an innovative professional and personal development ecosystem in Portugal. This ecosystem is available immediately for BNP Paribas Personal Finance Black+ cardholders, offering them access, without additional cost, to a carefully curated suite of digital services to enhance their employability and personal growth.

For customers, the platform provides essential tools to stay competitive in the job market while also supporting their financial and emotional well-being. The services include online courses via Coursera, a leader in online training; legal advice on labour and tax matters; CV enhancement tools; salary benchmarking; and job offers. Accessible anytime and anywhere, the platform seamlessly integrates customers' lives without requiring them to file an insurance claim. This initiative redefines the customer-centric insurance experience by delivering added value beyond traditional coverage.

### Strengthening customer loyalty

For partners, these extensive service ecosystems strengthen customer loyalty, reduce cancellation rates, and enhance the positioning of brands. With over 80 different types of services available globally, the platform meets the evolving needs of clients, spanning employment, health, and mobility services.

The initiative also highlights the scalability of BNP Paribas Cardif's platform. Early indicators show promising conversion and usability rates, setting the stage for a broader expansion and deeper penetration in European markets.

### Meeting evolving customer needs across Latin America

This Portuguese initiative, which has not been industrialised yet, builds on a previous success launched by BNP Paribas Cardif in Latin America, active since 2019. These ecosystems cater to the growing demand for value-driven services, delivering tangible benefits to customers. Today, over 5.6 million clients across Latin America benefit from these ecosystems, and are satisfied, as shown by a NPS of 87.9. This model not only increases the perceived value of insurance but also strengthens customer retention, brand loyalty, and overall profitability.

### Transforming the insurance landscape

By integrating these ecosystems, BNP Paribas Cardif is setting a new industry standard for inclusive and proactive insurance.

The expansion of this strategy in Portugal reaffirms BNP Paribas Cardif's commitment to providing meaningful, innovative and forward-thinking insurance solutions meeting local needs and requirements.



## The BNP Paribas Cardif +

**"We redefine the role of insurance in people's lives."**



Daniela Del Pilar Gomez Espinosa,

Ecosystems and Engagement Team Leader,  
BNP Paribas Cardif in Portugal

*"Our new professional and personal development ecosystem is transformative for our clients. This initiative makes insurance benefits begin on day one. By creating new positive touchpoints, these ecosystems change the perception of insurance and improve the value proposition of our partners. Thanks to the expertise of both BNP Paribas Cardif and its partner BNP Paribas Personal Finance, we have created a proactive, client-first model that redefines the role of insurance in people's lives. The positive feedback we have received demonstrates the need for customer-centric insurance solutions that empower rather than react."*

# Reinventing insurance to enrich the customer experience continuously



## The BNP Paribas Cardif +

**“Putting people at the heart of product design for greater customer satisfaction”**



Marc Weibel,  
Deputy Chief Executive Officer of EMEA,  
BNP Paribas Cardif

*“Transforming insurance means rethinking the way we create and market our products. We put the customer experience at the heart of everything we do, simplifying processes, expanding guarantees and proactively communicating with policyholders. We have been pursuing this approach for 15 years now, and it’s the cornerstone of our DNA as an insurer. This transformation is further accelerating today as we structure it to better meet the challenges of a changing society and regulatory frameworks. Our partners know they can count on us to help them continue building their market positions and protect their brands over the long term.”*

As part of its mission to make insurance more accessible, BNP Paribas Cardif pursues a longstanding commitment to combine simplicity, transparency and profitability while delivering greater value to policyholders. The over-arching objective is to rethink product design, drawing on analysis of customer feedback and data to continually adapt and improve offers.

► In several European countries, in particular Germany and Spain, BNP Paribas Cardif has introduced clear and proactive communications targeting its partners’ customers. This approach ensures better understanding of insurance offers while remaining regularly engaged with customers throughout the duration of the policy. In Italy, for example, personalised videos enable customers to better understand the guarantees they have selected.

► To simplify the customer journey, especially for claims management, artificial intelligence is now used to cut processing times and improve operational efficiency. Recent developments

include a scoring model for loss of employment claims that was rolled out in Spain in late 2024.

► To offer insurance solutions that are better aligned with the needs of its partners’ customers, BNP Paribas Cardif continues to adjust coverage by minimising exclusions, thus ensuring broader and more inclusive protection for more policyholders. Following changes in France to improve access to insurance for people undergoing treatment for HIV or with inflammatory bowel disease (IBD), exclusions have been eliminated in Slovakia, in particular for mental illnesses and back pain problems.

These initiatives are proving successful everywhere in Europe, flowing through to an improved customer experience, better perception of product value and deeper confidence among policyholders and partners. Thanks to proactive communication, more claims have been submitted. The average claims approval rate is now over 80% in Italy, Portugal and Spain. Response times have been shortened, and the NPS for approved claims in 2024 reached 77 in Spain, 75 in Italy and 59 in Germany.

## FOCUS

### Transformation in Poland

BNP Paribas Cardif in Poland has redefined creditor insurance by launching enhanced protection products designed to better meet customers’ expectations while going beyond new regulatory requirements. The updated CPI product now covers 14 additional critical illnesses, including Parkinson’s and Alzheimer’s, significantly expanding the scope of protection. Claims processing has been simplified, with fewer exclusions and streamlined for faster claims handling, ensuring a seamless experience for policyholders. Moreover, hospitalisation coverage has been extended to include rehabilitation and mental health facilities, addressing a broader range of customer needs. To further enhance transparency and understanding, all communications have been rewritten in a certified and simplified language to improve customer understanding.

## Including mental health coverage in mortgage insurance

Setting a new benchmark in borrower protection, BNP Paribas Cardif in Japan has introduced mental health coverage in its mortgage loan insurance, extending protection to conditions such as dementia and depression. This initiative aims to address critical financial and societal needs, particularly for younger generations and working-age customers, who face higher risks of depression and early-onset dementia. This competitive edge allows its partner to attract new segments while fostering a responsible and forward-looking brand positioning. This product, launched for Daishi Hokuetsu Bank’s CPI customers, ensures that clients diagnosed with dementia can receive fixed benefits of one million yen (¥1 million). Customers who are hospitalised for depression can receive fixed benefits of 100 thousand yen (¥100,000), while those unable to work (including hospitalisation) due to depression can have their monthly loan repayments covered for up to six months. It is the first in the industry to offer this coverage as a Japanese bank. This coverage strengthens existing protection, which already covers serious illnesses like cancer or severe injuries, providing added peace of mind.



## Providing creditor insurance that promotes greater solidarity and inclusivity

BNP Paribas Cardif has added guarantees for “parental presence” and “family caregivers” to its Cardif Libertés Emprunteur\* creditor insurance, addressing the expectations of families who face unforeseen difficulties. These enhancements are consistent with BNP Paribas Cardif’s commitment to making insurance more accessible, and exceed regulatory requirements. These differentiating guarantees reflect changes in society and constitute a concrete response to the needs of some 9.3 million family caregivers in France. They provide enhanced coverage, including temporary reimbursement of credit payments up to 2,500 euros (€2,500) per month without deductibles or waiting periods. The “parental presence” guarantee provides protection for parents who must take time off

work to care for a child with a serious illness. The “family caregiver” guarantee ensures support for families if a family member can no longer perform basic daily activities without assistance. BNP Paribas Cardif has also taken a major step in favour of inclusion for people living with HIV in France. Since 1 December 2024, creditor insurance policies are accessible to people living with HIV who are on treatment and whose viral load is undetectable when they subscribe coverage, without any premium surcharge or exclusions. This enhancement concerns nine out of ten patients, offering an insurance solution for loans of up to one million euros (€ 1 million)..

\*Policies sold in France by brokers, wealth management advisors and via <http://www.cardif.fr>

## Simplifying access to property ownership by offering greater peace of mind

BNP Paribas Cardif extended its innovative Suretyships product to Belgium in 2024 after proven success in the Netherlands.


Suretyships provide financial security, offering peace of mind to both buyers and sellers. Buyers do not have to personally guarantee 10% of the property’s value with their own funds, thus preserving their liquidity, while sellers gain financial protection, ensuring compensation if the sale of the property is cancelled. Fully integrated in the mortgage process, this solution offers a seamless, fully digital subscription experience managed by brokers. To date, BNP Paribas Cardif is the only provider in Belgium offering an alternative for the deposit at the notary, which gives partners a competitive advantage in a crowded real estate market.

This innovative offering revolutionises real estate transactions by guaranteeing sellers an indemnity equal to 10% of the purchase price if a buyer cancels the property transfer. By opting for this alternative, buyers can avoid immobilising significant funds as a deposit, making the home-buying process more accessible and less restrictive.


*“At BNP Paribas Cardif, we are always working to make creditor insurance more accessible to help our policyholders move forward with their life plans. Given the importance that insurance protection plays for people in their daily lives, as well as the lack of access to certain types of care or medical devices, I am proud to be in a position to impel changes, especially by taking into account advances in treatment.”*

Sigrid Motillon,  
Medical Risk Analyst,  
BNP Paribas Cardif in France


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Cardif IARD - France


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BNP Paribas Cardif Assurance Vie Taiwan (China)




**Alfred Na**  
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Chile

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**BNP PARIBAS  
CARDIF**

The insurer for a changing world

HEAD OFFICE  
1, boulevard  
Haussmann  
75009 Paris  
France

OFFICE  
8, rue du Port  
92728 Nanterre  
Cedex  
France

