

ECB Operations Managers Group

Thursday, 18 September 2025

11:00 – 17:00 CET

Hybrid/MS Teams meeting

Meeting room C2.04

Agenda

1. Introduction [11:00-11:10] '10

Welcome and adoption of the agenda of the meeting.

2. AI and Financial Innovation in Treasury and Finance – A Corporate Perspective (Merck) [11:10-12:05] '55 incl. 10-15 minutes discussion

Jörg Bermüller (Merck) will explain how Merck is using AI and digital tools to improve efficiency, security, and transparency in financial treasury operations. He will also provide an overview of innovative initiatives being explored to leverage advanced technologies, aiming to further improve the speed, reliability, and agility of treasury operations.

3. AI within Customer Care & Operations (ABN AMRO) [12:05-12:25] '20

Ria Soedhoe (ABN AMRO) will explain how ABN AMRO's Customer Care & Operations aims to integrate AI, to enhance efficiency, customer service, and employee satisfaction. She will also discuss ABN AMRO's phased approach to AI adoption and share use cases.

4. Leveraging on Outsourcing for Operations (BNP Paribas) [12:25-12:45] '20

Franki Thierens (BNP Paribas) will share BNP Paribas's strategic approach to nearshoring, emphasizing compliance, accountability, and alignment with regulatory frameworks.

Lunch 12:45-14:15



5. Securities Position Management Across Multiple Custodians (Intesa Sanpaolo) **[14:15-14:35] '20**

Massimiliano Sacconi (Intesa Sanpaolo) will discuss the challenges of managing securities positions across multiple custodians. He will present solutions and explore how these challenges are being tackled at Intesa Sanpaolo through innovative hybrid approaches.

6. Tour de Table [14:35-16:05] '90

Participants will discuss the presented topics with particular emphasis on the following questions:

A. Use of AI for Back Office Optimisation

1. What AI-driven innovations or processes optimisations have been recently implemented in your bank's back-office operations, and which areas are currently under exploration for future development?
2. Can you elaborate on which AI applications are in use or under exploration within your institution, and on the overall approach being taken toward their development and implementation?

B. Leveraging on Outsourcing for Back-Office Efficiency

3. What benefits has outsourcing brought to your back office, such as expertise, faster turnaround, innovation or cost saving?
4. What criteria do you use to select the outsourcing partners for operational tasks, and how do you ensure alignment with your organisation's goals and quality standards?

C. Securities Position Management Across Multiple Custodians

5. What are the main challenges you face on dealing with securities position management across multiple custodians and how do you overcome it?
6. Which of the following objectives do you consider to be a priority for improving securities portfolios management across multiple custodians:
 - tax reform that harmonizes the tax regime that applies to securities across European countries
 - a full interoperability between the various intermediaries involved (triparty agents, custodians and CSDs)
 - greater diffusion of digital assets and DLT
 - other: please specify

Short Break [16:05-16:15] '10

7. Work Programme 2026 and AOB [16:15-17:00] '45

Following the tour de table discussion, the 2026 Work Programme will be presented, and volunteers will be invited to contribute to the various topics.

Planning of next MS Teams meeting on 27 November 2025.