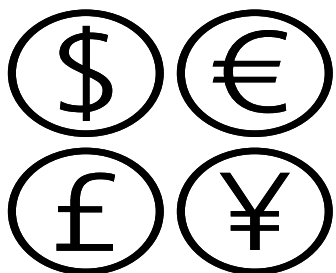




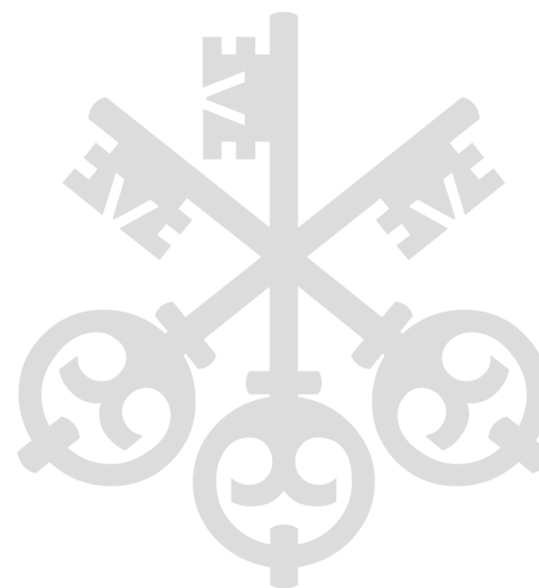
ECB Operations Managers Group

Foreign Exchange Operations – current themes and challenges



Steve Forrest, Executive Director

22nd September 2022



Operations Manager = Risk/Client/People/Process/Innovation Manager

'An Operations Manager is a professional who ensures that everything runs smoothly from one day to another. They maximize processes and procedures while meeting customer expectations in terms of cost effectiveness.'

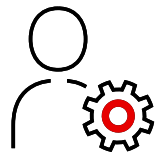
- 2022 has probably demonstrated more than ever just how invaluable and vital the role of the Operations Manager has become and their contribution towards effective risk management
- The role has evolved from the traditional confines of confirmation and pre/post settlements to becoming more business aligned with a deeper understanding of ancillary services and the wider front to back value chain
- Greater client centricity combined with a digital mindset to exploit new technologies and tooling is the new normal
- Talent management and retention are also essential items in the Operations Manager's toolkit



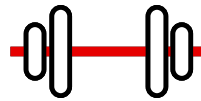
Current themes & Challenges



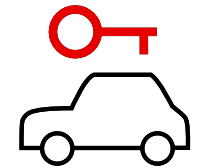
- 'The need for speed' from execution to matching and from settlement to reconciliation



- Bigger scale and volume resistance



- STP – avoiding the need for intervention but also knowing how to put brakes on

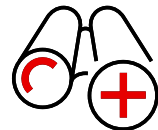


- Client responsiveness and ability to predict service issues in advance using AI



- Intra-day Liquidity management

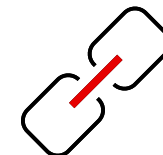
- Resiliency and Cyber Security



- PvP – Payment vs Payment – The need for increased adoption and new solutions



- Settlement chains in Emerging Market currencies creating ripple effect



Current themes & Challenges



- Interest claims – rising Central Bank rates across the globe pushing up the number of claims and disputes as well as cost of doing business

- Workforce of the Future
 - Hybrid
 - Agile
 - Digitally aware



- ESG Initiatives
- New frontiers?



