



SRM Boardroom Dialogue

Tuesday, 12 June 2018

8:30 – 13:00

EBF Meeting Centre

Avenue des Arts 56, Brussels



Programme

- 08:00 Registration and refreshments
- 08:30 **Welcome and introductory remarks** by Dr Elke König, Chair, Single Resolution Board and Wim Mijs, CEO, European Banking Federation
- 09:15 **Panel 1: Setting MREL to achieve resolvability**
- Calibrating MREL and steering your business and other regulatory benchmarks
 - Achieving transparency of MREL setting for markets
 - Expectations for internal MREL in the SRM, EU and beyond (differentiating between SPE and MPE strategies)
 - Dominique Laboureix, Board Member, Single Resolution Board
 - Lars Machenil, Chief Financial Officer, BNP Paribas
 - Nathalie de Chaisemartin, Director, BlackRock's Alpha Strategies Investment Group
- Moderator: José María Roldán, Chairman and CEO of the Spanish Banking Association and Vice President of the EBF
- 10:30 Coffee
- 11:00 **Keynote address** by Dietrich Domanski, Secretary General, Financial Stability Board
- 11:30 **Panel 2: Assessing resolution plans and achieving resolvability**
- How to overcome impediments and achieve operational continuity in in the banking union and beyond
 - How achieving resolvability can be beneficial for the banking business
 - Mauro Grande, Board Member, Single Resolution Board
 - Francesco Giordano, Chief Operating Officer, UniCredit
 - José García Cantera, Chief Financial Officer, Banco Santander
 - Tom McAleese, Managing Director, Head of Bank Restructuring, Alvarez Marsal
- Moderator: José María Roldán, Chairman and CEO of the Spanish Banking Association and Vice President of the EBF
- 12:45 **Closing remarks:** Giovanni Sabatini, Chairman of the Executive Committee, European Banking Federation and CEO, Italian Banking Association
- 13:00 Lunch

Speakers' Biographies

Dr Elke König, Chair, Single Resolution Board



Dr Elke König is Chair of the SRB, being responsible for the management of the organisation, the work of the Board, the budget, all staff, and the Executive and Plenary sessions of the Board. The General Counsel, the Policy Coordination and International Relations Unit, the Communications office and the Internal Audit function report directly to her.

She was President of the German Federal Financial Supervisory Authority (Bundesanstalt für Finanzdienstleistungsaufsicht (BaFin) from 2012 until 2015. After qualifying in business administration and obtaining a doctorate, Dr König spent many years working for companies in the financial and insurance sector. From 1980 to 1990, she worked for KPMG Deutsche Treuhandgesellschaft in Cologne, auditing and advising insurance undertakings, from 1986 as a holder of a special statutory authority (Prokuristin) and from 1988 as a director and partner. From 1990 to 2002, Dr König was a member of the senior management of the Munich Re Group (Head of Accounting); she then moved to Hannover Rückversicherung AG as Chief Financial Officer. From 2010 to the end of 2011, Dr König was a member of the International Accounting Standards Board (IASB) in London. Dr König was also a representative of the Supervisory Board of the Single Supervisory Mechanism.

Wim Mijs, CEO, European Banking Federation



Wim MIJS (1964) was appointed Chief Executive of the European Banking Federation in September 2014. Between 2007 and 2014 Wim served as CEO of the Dutch banking association NVB. During this time he transformed the NVB into a modern industry association, positioning it as the key representative of the banking sector in the midst of the financial crisis. Wim studied law at the University of Leiden in the Netherlands, specialising in European and International law. After his studies he worked for one year at the International Court of Arbitration at the Peace Palace in The Hague. In 1993 he joined ABN AMRO in Amsterdam before moving to Brussels to head up the bank's EU liaison office. Wim moved back to The Hague in 2002 where he became the Head of Government Affairs for ABN AMRO. Between 2011 and 2015 Wim served as Chairman of the International Banking Federation. From 2012 to

2014 he was Chairman of the Executive Committee of the EBF. From 2013 to 2015 he was President of the Board of Euribor, now known as the European Money Market Institute.

José María Roldán, Chairman and CEO of the Spanish Banking Association and Vice President of the EBF



José María Roldán is Chairman and CEO of the Spanish Banking Association since April 2014, after 13 years as Director-General at the Banking Regulation and Financial Stability department of the Bank of Spain and member of its Executive Board. From May 2015, he is also the Vice-President to the European Banking Federation (EBF).

During his tenure in office as Director-General he was part of the Basel Committee on Banking Supervision (BCBS), and chaired both, the Standards Implementation Group (SIG) of the BCBS and the Joint Forum during the tenure of the BCBS.

He founded and was the first Chairman of the Committee of European Banking Supervisors (CEBS); the forerunner of the European Banking Authority (EBA), after being President of the

Financial Action Task Force on Money Laundering (FATF) and chaired the extinct Banking Advisory Committee (BAC) of the EU.

Mr Roldán joined the Bank of Spain as Senior Economist of the Research Department in 1989, but in 1994 he took up a post at the European Monetary Institute (the forerunner of the European Central Bank) in Frankfurt.

Dominique Laboureix, Board Member, Single Resolution Board

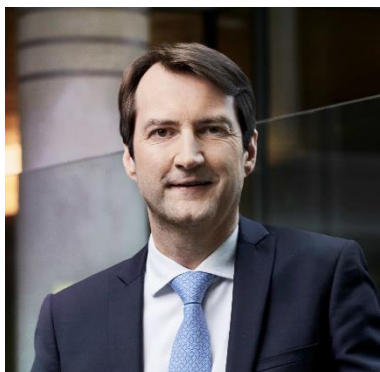


Dominique Laboureix as Member of the Board is more particularly in charge of resolution planning and preparations of decisions about banking groups coming from 6 Member States of the Banking Union and 3 GSIBs. He is involved in several policy issues and chairs the Resolution Committee of the European Banking Authority.

Before 2015, he was Deputy Director General in charge of the Directorate of Resolution within the ACPR (Autorité de contrôle prudentiel et de résolution, France) and was notably responsible for the French banking institutions' resolution planning. He has also been involved in several international committees, in particular with the Financial Stability Board and the European Banking Authority. From 2011 to 2013, he was Director of the

Finance and Management Control Directorate within the French Central Bank. Previously, between 2007 and 2011, he had been Director of the Research and Policy Directorate of the ACPR, benefiting from over 10 years' experience of banking supervision with the Off-Site Directorate of the prudential authority. Mr Laboureix is a graduate of the Institut d'Études Politiques de Paris and has a masters in commercial law from Paris II University.

Lars Machenil, Chief Financial Officer, BNP Paribas



Dr. ir. Lars Machenil (1969) is CFO at BNP Paribas. He was previously CFO at BNP Paribas Fortis. Since 2003 he held several Board and Executive roles for Finance in the Benelux, Turkey and Poland. These roles covered functions such as accounting, Performance management, M&A and structuring.

As of 2002 Lars was Managing Director at MeesPierson Private Bank and Trust, member of the overall management team. Responsibilities covered risk, finance, operations, IT and business development. Lars joined the Private Bank of Fortis in 2000 in charge of marketing, business development and e-commerce.

Before joining Fortis, Lars worked for 3 years with McKinsey in Venezuela, Italy and Brussels mainly focusing on Banking and

Wireless Communications.

Lars started his professional career with Procter & Gamble among others focusing on supply chain management.

Lars holds a PhD in nuclear science and an engineering degree in electrotechnics.

Nathalie de Chaisemartin, Director, BlackRock's Alpha Strategies Investment Group



Nathalie de Chaisemartin is a member of the European Fundamental Fixed Income Research team within BlackRock's Alpha Strategies Investment Group. She is responsible for credit analysis and investment recommendations on primarily investment grade financial institutions.

Prior to joining BlackRock in 2010, Ms. de Chaisemartin was sell-side analyst at Societe Generale in London where she was responsible for providing fundamental research and investment recommendations on European banks. From 2004 to 2007, Ms. de Chaisemartin worked at Moody's Investor Services in London as a rating analyst in the European banking team.

Ms. de Chaisemartin earned a Diploma in politics and economics from Sciences Po Paris in 2000 and an MSc degree in economic history from the London School of Economics in 2003.

Dietrich Domanski, Secretary General, Financial Stability Board



Dietrich Domanski is Secretary General of the FSB, a position he has held since January 2018. As Secretary General, Dietrich directs the work of the FSB's secretariat, located in Basel. The FSB promotes international financial stability; it does so by coordinating national financial authorities and international standard-setting bodies as they work toward developing strong regulatory, supervisory and other financial sector policies.

Previously Dietrich was Deputy Head of the Monetary and Economic Department and Head of Economic Analysis at the Bank for International Settlements (BIS), where he coordinated the BIS's cooperative activities, prepared the regular meetings of central bank Governors and oversaw analytical work on a wide range of financial stability issues.

Dietrich joined the BIS in 2000 and held various senior positions in the Monetary and Economic Department, including Head of Secretariat for the Committee on the Global Financial System and the Markets Committee during the financial crisis. Before joining the BIS, Dietrich headed the capital markets group in the Economics Department of the Deutsche Bundesbank. He also worked as an International Monetary Fund advisor to Bank Indonesia during the Asian crisis in the late 1990s.

Dietrich was born in 1963 in Clausthal (Germany). He holds Diplomas in Finance from the University for Applied Sciences of the Deutsche Bundesbank and in Economics from the University of Frankfurt.

Mauro Grande, Board Member, Single Resolution Board



Mauro Grande is a board member in charge of resolution strategy, policy and cooperation at the Single Resolution Board, which cover a range of cross-cutting issues relating to the core resolution activities, as well as the interplay with relevant stakeholders. In that capacity, he chairs the SRB Resolution Committee between the SRB and the NRAs. Between 1998 and 2014, Mr Grande was at the ECB in various managerial positions in the area of Financial Stability and ultimately Adviser to the Executive Board of the ECB. From 1983 to 1990, he worked for the Banca d'Italia (Banking Supervision Department), and was seconded to the European Commission (Securities Markets Unit) and then to the European Monetary Institute (Banking Supervisory Sub-Committee).

Francesco Giordano, Chief Operating Officer, UniCredit



Francesco Giordano started his career as an Economist at MMS/Standard & Poors in London. He then moved, remaining in London, firstly to the Istituto Bancario San Paolo and then to Credit Suisse First Boston as Senior Economist.

He joined the UniCredit Group in 2000 as Head of Research, thereafter covering a number of positions, including Head of Planning, Research and Strategy and CFO and Head of Marketing and Strategy for the Corporate and Investment Banking Division. From 2011 to 2015 he has been CFO of Bank Austria, with responsibility also for the CEE.

In 2015 he has been appointed CFO Finance and Member of the Management Board of UniCredit Bank AG in Germany.

From September 2016 he is co-Chief Operating Officer, with a specific responsibility for cost management, purchasing, real estate and all finance functions.

Education:

- Degree in Economics - Universita' di Genova, IT
- Master in Economics from University of Warwick, UK.

José García Cantera, Chief Financial Officer, Banco Santander



Jose Garcia Cantera is Senior Executive Vice-President of Banco Santander and he became Chief Financial Officer and Head of the Finance Division in January 2015.

Prior to his current role, Mr. Garcia Cantera was head of Global Wholesale Banking Division, reporting directly to the Group's CEO since he was appointed in May 2012.

Mr Garcia Cantera was CEO of Banesto since 2006, having joined the bank in September 2003 as Senior Executive-Vice President of Wholesale Banking, comprising Corporate Banking, Treasury, Capital Markets, Banesto Bolsa and the bank's international operations.

Before working at Banesto, Mr Garcia Cantera held senior executive positions at Salomon Brothers-Citigroup. He was a member of the Management Committee of Citigroup EMEA and of the Board of Directors of Citigroup Capital Markets UK and Citigroup EMEA.

During his time as a Latin American stock analyst, he was rated as best analyst by a number of specialized publications including Institutional Investor, Reuters, Extel and Global Investor between 1995 and 2002.

Jose Garcia Cantera is an industrial engineer and holds an MBA from IE Business School.

Tom McAleese, Managing Director, Head of Bank Restructuring, Alvarez Marsal



Tom McAleese is a Managing Director and Head of the Bank Restructuring practice in Europe with over 25 years experience in Financial Services, covering leadership roles in banking private equity and consulting in Ireland, the UK, Europe and the US. At A&M Tom is an expert in bad bank structuring, bank resolution, non-core & NPL management and bank risk & governance. Before A&M, Mr. McAleese served as the Managing Director for five years at Barclays Bank Ireland plc, with ABN AMRO Bank for eight years including: Country Representative – Ireland, Group Vice President of the Leasing and Tax Products Group in Chicago, and Head of Business Development of ABN AMRO IFSC. Other roles included executive roles for GPA Group plc, KPMG and Swiss Re. Chaired Credit Committees at Barclays and ABN AMRO. Tom is a Fellow of the Institute of Chartered Accountants, a Fellow of the Institute of Bankers and a Member of the American Institute of Certified Public Accountants Tom is also a non-executive director and chairs the audit and risk committee of the Strategic Banking Corporation of Ireland.

Giovanni Sabatini, Chairman of the Executive Committee, European Banking Federation and CEO, Italian Banking Association



Giovanni Sabatini, General Manager of the Italian Banking Association (ABI) since 2009, was appointed as the Chairman of the Executive Committee of the European Banking Federation for a two-year term from January 2016, and has been elected for a further term of office starting from January 2018. He is also member of the European Economic and Social Committee; Vice President of Bancomat S.p.A.; member of Fondo Italiano di Investimento's (Italian Investment Fund) Board of Directors; member of the Italian Corporate Governance Committee; member of the Advisory Committee of Borsa Italiana (Italian Stock Exchange), of which he was Chairman from July 2009 to 2014. From June 2008 to June 2009, he worked for CONSOB (the supervisory authority for the Italian financial products market), serving as Director of the Issuer Division. From June 2006 to May 2008, he served as Head of the Banking and Financial System-Legal Affairs Directorate at the Italian Ministry of Economy and Finance. During this period, Giovanni Sabatini was the Ministry's representative on the Consiglio Superiore of the Bank of Italy; member of the board of Alitalia - Linee Aeree Italiane S.p.A.;

member of the Strategic Committee of Cassa Depositi e Prestiti (the National Promotional Institution); member of the Strategic Committee for the Italian Financial Market. From September 2004 to May 2006, he was Director of Intermediaries Division at CONSOB. From 2001 to 2004 he was also CEO of Monte Titoli S.p.A (a company owned by the Italian Stock Exchange Group), and Chairman of ECSDA (the European Central Securities Depositories Association). Giovanni Sabatini graduated cum laude in Economics and Business at LUISS University in Rome and from 2009 to 2015 was term professor of Business Financial Analysis at the Faculty of Management Engineering of the Sapienza University of Rome.

List of participants

Albert	Stéphane	Member of the Management Board-Chief Risk Officer	Banque Internationale à Luxembourg
Albuquerque	Carlos	Chief Executive	CGD
Aubert	Franck	Head Group Recovery & Resolution Plan Coordination	Crédit Agricole
Avila Zaragoza	Eduardo	Director	BBVA
Balthazar	Laurent	Deputy CRO	Belfius
Borg	Miguel	Chief Risk Officer	Bank of Valletta plc
Botas Ratera	Francisco	CEO	Abanca Corporacion Bancaria
Bragança	Miguel	Chief Financial Officer	Banco Comercial Português
Buenker	Timothy	Senior Policy Adviser	European Banking Federation
Burgoni	Luigi	Head of Corporate Strategy and Resolution Unit	Ubibanca
Cadarso	Pedro	Public Policy Adviser	Spanish Banking Association
Callan	Ross	CFO	Citi
Carrascosa	Antonio	Board Member	Single Resolution Board
Carroll	Lynda	Head Capital Allocation & Risk Based Pricing Programmes	AIB
Cassinadri	Giuliano	CFO	Credito Emiliano
Chiaradonna	Walter	Head of Supervisory Affairs & Impact Assessment Dept	Intesa Sanpaolo
Claude	Patrick	Chief Risk & Compliance Officer	RCI Banque
Courtehoux	Henri	Head of SG Group Recovery and Resolution Plans	Société Générale
de Chaisemartin	Nathalie	Director	BlackRock's Alpha Strategies Investment Group
de Cillia	Serge	Chief Executive Officer	Luxembourg Bankers' Association
De Laender	Kathleen	Deputy CRO	AXA Bank Belgium
De Wit	Ann	CRO	Bank J. Van Breda & C°
Domanski	Dietrich	Secretary General	Financial Stability Board
Ezquerria	Enrique	Head of Unit	Single Resolution Board
Garcia Cantera	Jose	CFO	Banco Santander
Gasos	Gonzalo	Head of Banking Supervision	European Banking Federation
Giordano	Francesco	COO	Unicredit
Gomez Barredo	Ricardo	Head of Accounting & Supervisors	BBVA
Grande	Mauro	Board Member	Single Resolution Board
Grech	Joyce	Chief Risk Officer	HSBC Bank Malta Plc

Harraz	Samy	Head of Unit Policy Coordination & International Relations	Single Resolution Board
Hessenmüller	Jörg	Divisional Board Member, Group Dev & Strategy	Commerzbank
Höche	Thorsten	General Counsel	Association of German Banks
Jassaud	Nadège	Head of Unit Strategy & Methodology	Single Resolution Board
Jazbec	Bostjan	Member of the Board	Single Resolution Board
Kaperi	Ari	Country Senior Executive in Finland	Nordea Bank AB
Kauppi	Piia-Noora	Managing Director	Finance Finland
Kazakos	Apostolos	General Manager Group Strategy	Eurobank Ergasias S.A.
König	Elke	Chair	Single Resolution Board
Kremser	Archibald	Member of the Management Board – CFO	NLB d.d.
Kunde	Axel	Head of Unit	Single Resolution Board
Labadie	Rodolfo	Senior Resolution Policy Advisor	Single Resolution Board
Laboureix	Dominique	Board Member	Single Resolution Board
Létray	Marián	Chief Regulatory Officer	Tatra banka
Lidefelt	Jon	Head of CFO, Baltic Banking	Swedbank
López Galan	Carlos	Global Head Capital Management	Banco Santander
Löyttyniemi	Timo	Vice Chair	Single Resolution Board
Lucena	Maurici	Head of Prudential Regulation and Public Policy	Banco Sabadell
Lussigny	Bertrand	Director Banking Supervision and Accounting	French Banking Federation
Maccario	Aurelio	Head of Group Regulatory Affairs	UniCredit SpA
Machenil	Lars	CFO	BNP Paribas
Marchand	Isabelle	Head of European Affairs/Spokesperson	Febelfin
Marques	Manuela	Secretary General	Portuguese Banking Association
Mastrokalos	Vasileios	Head of Group Strategy	National Bank of Greece
McAleese	Tom	Managing Director, Head of Bank Restructuring	Alvarez & Marsal
Mijs	Wim	CEO	European Banking Federation
Murray	Declan	Group Chief Credit Officer	Bank of Ireland
Nødgaard	Ulrik	CEO	Finance Denmark
Ossig	Christian	Hauptgeschäftsführer	Bundesverband deutscher Banken
Pilkjær Harmsen	Mads Peter	Head of Risk Governance	Danske Bank
Preikša	Eugenijus	Representative	Lithuanian Banking Association
Raasuke	Erkki	CEO	Luminor Group AB

Ramalho	António	CEO	Novo Banco
Renard	Philippe	Chief Risk Officer	RBC Investor Services Bank S.A.
Rodriguez Gonzalez	Luis	Chairman	Banco de Credito Cooperativo, S.A.
Roldán	José María	Chairman and CEO	Spanish Banking Association
Sabatini	Giovanni	CEO	Italian Banking Association
Sanchez Fernandez	Ricardo	Head of Regulation and Supervisory Relationship	Bankinter
Sanchis	Alicia	Head of Recovery and Resolution	Banco Santander
Schoeters	Erwin	Deputy CRO	KBC Group
Schokker	Hubert	Adviser Supervision	NVB
Singi	Martti	CRO	LHV
Skoularikis	Panagiotis	Head of Supervisory & Regulatory Affairs	Piraeus Bank S.A.
Spandl	Friedrich	Deputy CFO	BAWAG P.S.K.
Svoboda	Karin	Head of Enterprise Wide Risk Management	Erste Group Bank
Van de Putte	Cedric	CRO	Bank Delen
van Oers	Matthijs	Head of Recovery and Resolution Planning	ING
Van Riel	Reinout	CFO	NIBC Bank N.V.
Venus	Mark	Head of Recovery and Resolution	BNP Paribas
Viallard	Gaëtan	Head of Unit	Single Resolution Board
Výbohová	Marcela	CRO	Československá obchodná banka
Walsh	Amy	Head of Risk & Regulation	Banking & Payments Federation Ireland
Zagorisios	Nikolaos	Senior Manager Capital Management, Banking Supervision Division	Alpha Bank
Zetterfalk	Lennart	Head of Risk BB	Swedbank AB



About the EBF:

The European Banking Federation is the voice of the European banking sector, bringing together 32 national banking associations in Europe that collectively represent some 3,500 banks – large and small, wholesale and retail, local and international – employing approximately two million people. EBF members represent banks that make available loans to the European economy in excess of €20 trillion and that securely handle more than 400 million payment transactions per day. Launched in 1960, the EBF is committed to creating a single market for financial services in the European Union and to supporting policies that foster economic growth.

European Banking Federation aisbl

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