AI FOR FINANCE

GRAND PALAIS

Adopt AI

Report & Replays

Grand Palais

25 - 26 November, 2025.

Adopt AI

20 000+
Attendees

7
Ecosystems

600+
Speakers

8
Stages

250+
Exhibitors

Adopt AI Summit **2025 edition at a glance.**

20.000 attendees

27 CEOs

3.000+ CXOs

650+ speakers

250+ exhibitors

7 stages

35+ country delegations

70+ country represented

14 country booths

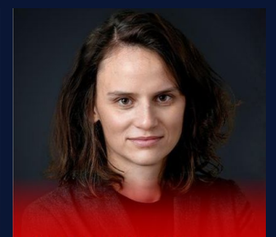
AI for FINANCE speakers.

REPLAYS

AI FOR FINANCE

Pravina Ladva
Group Chief Digital and Technology Officer

Swiss Re



AI FOR FINANCE

Pauline Thomson
Head of Data Science & Managing Director

ARDIAN

AI FOR FINANCE

Pierre Dulon
Deputy General Manager in charge of IT & Operations Services Crédit Agricole CIB

CRÉDIT AGRICOLE CIB

AI FOR FINANCE

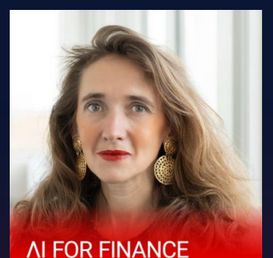
Anne-Laure Giret
Head of Google Cloud AI GTM, EMEA South

Google Cloud

AI FOR FINANCE

Steve Blanchet
Head of Group Technology Strategy and Innovation

PICTET Asset Management



AI FOR FINANCE

Anne-Sophie Grouchka
CEO

solvd

AI FOR FINANCE

Markus Grau
CTO Fields

PURESTORAGE

AI FOR FINANCE

Cyril Cymbler
Head of Financial Services EMEA & Global Banking

databricks

AI FOR FINANCE

Germán Garitaonaindia de Vera
Chief Cognitive AI Officer

Sabadell

AI FOR FINANCE

Johan Rivalland
Head of Wealth Management France

UBS

AI FOR FINANCE

Didier Descombes
Senior Partner, Leadership Committee Cloud Data AI

Deloitte.

AI FOR FINANCE

Pierre Jarrijon
Head of AI Acceleration

bpifrance

AI FOR FINANCE

Jean-François Mazaud
Chief Operating Officer France & Managing Director

Morgan Stanley

AI FOR FINANCE

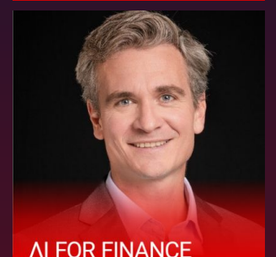
Guillaume Lesage
COO

Amundi ASSET MANAGEMENT

AI FOR FINANCE

Angel Agudo
Chief Product Officer & Board Director

CLARITY AI



AI FOR FINANCE

Andrien Vesteghem
Chief Data & AI Officer

Meilleurtaux

AI FOR FINANCE

Maxime Hambersin
Head of Product International

docusign

AI FOR FINANCE

Sabine Parnigi-Azoulay
Innovation and Transformation Director

CNP assurances

AI FOR FINANCE

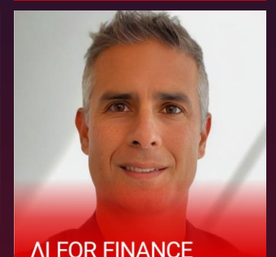
Dominik Asam
Chief Financial Officer Member of the Executive Board

SAP

AI FOR FINANCE

Georgios Kolovos
Payments & FinTech Leader

NVIDIA



AI FOR FINANCE

Mauro Arruda
EMEA Director, AI CoE

Lenovo

AI FOR FINANCE

Marie Ekeland
Founder & CEO

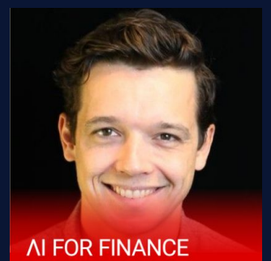
AI FOR FINANCE

Fabien Poletti
CTO / CPO

AODOCS

AI for FINANCE speakers.

REPLAYS



AI FOR FINANCE

Guillaume Bour

Head of Enterprise Sales EMEA

Mistral AI

AI FOR FINANCE

Kris Wulteputte

CRO

bunq

AI FOR FINANCE

Nathalie Beslay

Co-Founder & CEO

naaia

AI FOR FINANCE

Alda Sawaya

RVP Financial Services & Public Sector

dataiku

AI FOR FINANCE

José Valino Blanco

Chief Tech & Operations Officer

//ABANCA

AI FOR FINANCE

Brian Gruttadauria

Chief Technology Officer, Hybrid Cloud

HPE

AI FOR FINANCE

Ben RIchardson

VP Strategy

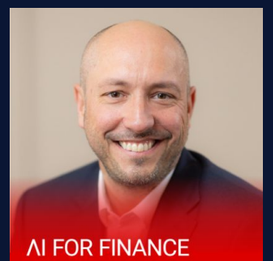
CoreWeave

AI FOR FINANCE

Nathaniel Ives

Director Enterprise NVIDIA France

NVIDIA



AI FOR FINANCE

Guillaume Princen

Head of EMEA

ANTHROP\C

AI FOR FINANCE

Andrei Serjantov

Head of Digital Global Markets

BNP PARIBAS

AI FOR FINANCE

Sebastiaan Kalshoven

CTO

asn bank

AI FOR FINANCE

Pascal Denis

Financial Services Senior Partner, Chief Strategy Officer Deloitte Continental Europe

Deloitte.

AI FOR FINANCE

Martin Willcox

SVP WW Sales Analytics

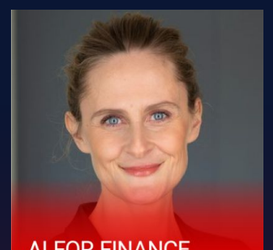
teradata.

AI FOR FINANCE

Khalid Ahmadi

Director of Digital Finance

aramco



AI FOR FINANCE

Lubomira Rochet

Executive VP - French Retail Banking, Private Banking, Insurance & Group's Chief Operating Office

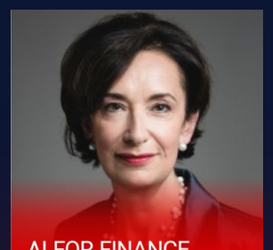
SOCIETE GENERALE

AI FOR FINANCE

Dr. Mohammed Rahim

Group Chief Data Officer

standard chartered



AI FOR FINANCE

Catherine Mayenobe

Deputy CEO

Caisse des Dépôts GROUPE

AI FOR FINANCE

Yves Tyrode

CEO of Digital & Payments Member of the Executive Management Committee of Groupe BPCE

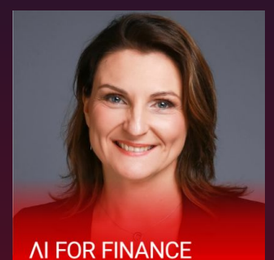
GROUPE BPCE

AI FOR FINANCE

Jorissa Neutelings

Chief Digital Officer

ABN·AMRO



AI FOR FINANCE

Catherine Mathon

Chief Operating Officer Banque Commerciale en France

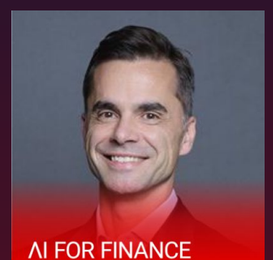
BNP PARIBAS

AI FOR FINANCE

Bernd Leukert

Chief Technology, Data and Innovation Officer

Deutsche Bank



AI FOR FINANCE

Andreas Schertzinger

Group Chief Data, AI & Innovation Officer

AXA

AI FOR FINANCE

Christophe Lattuada

COO, Global Banking & Investor Solutions, Group Executive Sponsor for AI

SOCIETE GENERALE

AI FOR FINANCE

Hugues Even

Chief Data Officer

BNP PARIBAS

AI FOR FINANCE

Fabian Winter

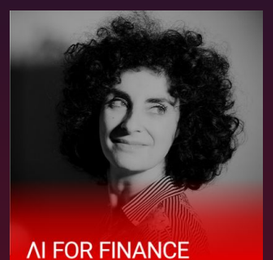
Chief Data & AI Officer

Munich RE

AI FOR FINANCE

Olivier Biton

Group CIO



AI FOR FINANCE

Sophie Flak

Executive Board Member, CSR and Digital Managing Partner

EURAZEO

KEY HIGHLIGHTS AI FOR FINANCE

AI FOR FINANCE
GRAND PALAIS

Conferences Program

Our recent sessions with industry leaders cut through the AI hype to reveal fundamental shifts in financial strategy. This editorial distills the five most critical imperatives, from new operating models to the economics of performance that are now shaping the industry's future.

The discussions revealed five non-negotiable strategic imperatives for any financial institution intending to lead in the next phase of AI-driven transformation:

- **From Experimentation to Industrialization:** The era of isolated AI pilots is giving way to a deliberate, enterprise-wide industrialization. This strategic pivot is less about technology alone and more about establishing new governance frameworks, dedicated operational models like internal AI "factories," and committing the significant capital investment required to scale AI across core business functions.
- **Trust as the Foundational Currency:** Trust has become the non-negotiable currency for AI adoption, underpinning every successful initiative. This is achieved by ensuring data sovereignty through controlled on-premise or sovereign cloud environments, demanding model explainability and auditability for regulatory compliance (e.g., AI Act, DORA), and embedding human supervision to maintain accountability in critical decision-making.
- **Agentic AI Reshaping the Value Chain:** Agentic AI is evolving beyond simple task automation to fundamentally re-engineer entire front-to-back business processes. This represents a pivotal opportunity for profound operational efficiency and productivity gains, transforming the very structure of the financial services operating model and delivering high double-digit improvements.
- **The Economics of Performance:** A clear strategic trend is the imperative to balance the demand for high-performance AI with economic and environmental realities. Financial institutions are increasingly deploying smaller, highly efficient models for the vast majority of use cases, recognizing they can address up to 80% of needs, to manage the immense costs and energy consumption associated with large-scale frontier models.
- **Human-Centric Transformation:** Ultimately, successful AI transformation is a human and cultural challenge, not merely a technological one. Long-term value creation depends entirely on comprehensive upskilling, effective change management, and fostering a culture of co-creation where employees learn with AI to ensure widespread adoption and trust.

To translate these strategic imperatives into granular, actionable plans, the full session replays provide indispensable context and detail.

AI FOR FINANCE

GRAND PALAIS

Adopt AI

CEO STAGE

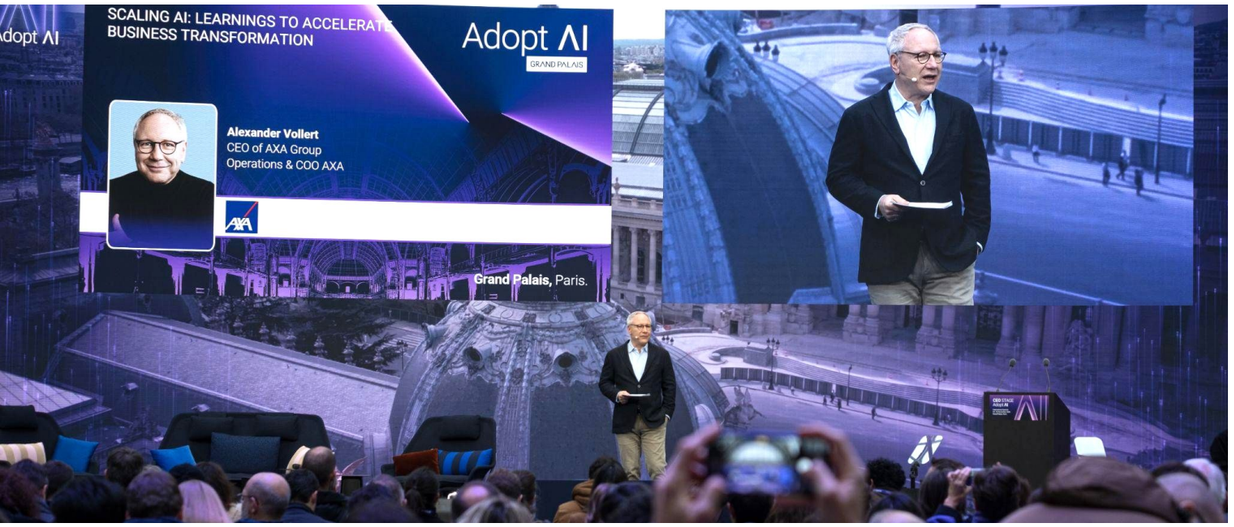
25 - 26 November, 2025.

Scaling AI: Learnings to accelerate business transformation.

Alexander Vollert, Group COO

About Alexander Vollert: Alexander Vollert serves as the Group COO of AXA. With a strong background in business transformation and operations, he leads the global strategy for technology, data, and operational excellence, focusing on integrating AI into legacy insurance frameworks.

About AXA: A global leader in insurance and asset management headquartered in **Paris, France**. The company reported nearly **€102 billion in revenue (2023)** and employs approximately **147,000 people** worldwide. Their mission is "Acting for human progress by protecting what matters."



- **AXA faces the monumental task of applying AI to a legacy environment containing over 3.5 billion documents, 95% of which are unstructured data.** The core challenge is not just technical implementation, but managing the "unprecedented speed of change" across a decentralized organization while bridging the gap between aging IT infrastructure and modern agentic AI needs.
- **Data Foundation:** Despite the hype, 80% of effort must still go into data cleaning and accessibility. Without tapping into unstructured documents, creating value for customers or bots is impossible.

Adopt AI
GRAND PALAIS

- **End-to-End Redesign:** AI cannot fix broken workflows. Success requires a revival of classic process redesign, dissecting value chains not by steps, but by AI capabilities: Understanding, Knowledge, Analytics, and Orchestration.
- **Agile Collaboration:** To solve the friction between "decomposable architecture" and business needs, AXA mandates that business leaders and tech teams physically sit together in agile setups to ensure alignment.
- **Value Measurement:** Rejecting the notion that AI ROI is unmeasurable, AXA has deployed 400+ use cases globally by adhering to a strict "Learn, Adopt, Repeat" cycle where economic rationale is mandatory.
- **Psychological Safety:** Since technological change now outpaces human adaptability, leadership's primary role is creating certainty in an uncertain environment through transparency, training, and daily AI rituals.
- **Institutional Learning:** To avoid redundancy in a scarce talent market, AXA enforces a global model where specific entities build AI capabilities once for the entire group to reuse, preventing siloed development.
- The "wait and see" approach is dangerous because scaling speed is limited by human behavior and data readiness, not just software. You cannot "scale faster later" to catch up; you must start early to build the necessary organizational muscle.
- **Process Redesign is Prerequisite:** You cannot overlay Agentic AI on disconnected legacy systems; you must redesign processes end-to-end using AI capabilities as the new building blocks.

> *"You cannot scale faster later. You can only scale fast at the beginning because the speed of scale is limited by the data... and by the adoptability of our human behavior."*

CEO Spotlight: Insuring the Future with AI.

Adopt AI
GRAND PALAIS

Hans De Cuyper, CEO

ageas

About Hans De Cuyper: Hans has served as the Group CEO of Ageas for five years, previously leading its Belgian entity, and has extensive experience in digitization and data strategies within the insurance sector.

Ageas is an international insurance group, headquartered and listed in Belgium, with a heritage spanning 200 years. Artificial intelligence is a cornerstone of the Group's strategic plan Elevate27. Ageas is leveraging technology to transform customer experience, improve insurance excellence and operational efficiency and drive innovation across its markets.

At Adopt AI, he will explore how innovation and artificial intelligence are transforming the insurance industry. AI empowers insurers to offer more personalised and sustainable protection based on deeper customer insights.

- The core challenge lies in how the insurance industry, traditionally reliant on historical data and legacy systems, must evolve with the integration of AI and data to unlock business intelligence and enhance customer experiences.
- **Ageas has been on a journey to digitize data infrastructure,** migrating from outdated mainframe systems to cloud solutions, facilitating a more agile data management environment.
- **AI is positioned as a transformative tool** that will shift customer journeys from a data output perspective to a data input one, enabling personalized insurance products and streamlined claims processes.
- New insurance models, such as usage-based and contextual insurance, reflect a growing trend towards creating tailored offerings that accommodate customer behaviors and needs.
- **The potential risks associated with AI include greater exclusion of high-risk populations due to data-driven segmentation**, which poses ethical and regulatory challenges for the industry.
- **By implementing AI ethically,** Ageas aims to increase inclusion, particularly in underinsured populations, using innovative approaches to risk assessment, such as leveraging satellite data for agricultural insurance.
- **Hans emphasizes that the deployment of AI within insurance should prioritize societal responsibility** by aiming for inclusion rather than exclusion, recognizing the vital role insurance plays in communities.
- **The insurance industry must evolve by embracing AI** and modernizing data infrastructure to unlock business intelligence and better serve customer needs.
- **Potential risks surrounding AI deployment necessitate a structured yet ethical** approach to mitigate exclusion and support regulatory frameworks.
- **Emphasizing societal responsibility** can lead to greater financial inclusion for underserved populations through innovative insurance solutions that leverage advanced analytics.

> *"AI needs to be at the core of our business to drive inclusion and not exclusion."*

Fireside Chat.

Adopt AI
GRAND PALAIS

Marie-Aude Thépaut, CEO

CNP Assurances is a leading player in personal insurance in France, Europe, and Brazil, protecting 36 million personal risk and protection policyholders worldwide and 13 million savings and pension policyholders. CNP Assurances is committed to anticipating societal changes and reinventing protection solutions at every stage of life.

Marie-Aude Thépaut, an actuary by training, has spent her entire career at CNP Assurances. She has held leadership positions in actuarial services, risk, performance management, and international business development, before being appointed CEO in January 2024.

Could you provide an overview of CNP Assurances' market position and distribution model?

- **CNP Assurances operates as a leading international player primarily in Europe and Latin America,** holding the position of the second-largest term creditor insurer in France and the third-largest insurer in Brazil. The company functions on a robust B2B2C model, maintaining long-term agreements with major banking partners like La Banque Postale and Caixa Econômica Federal, while also utilizing open models with retailers and brokers. Financially, the group generates a net result of €1.5 billion and is recognized for its commitment to ESG, ranked among the top 9% of sustainable companies globally.

CNP has been working with AI for over a decade. What were the initial sparks that ignited this transformation?

- **The transformation was driven by two distinct engines:** necessary innovation under pressure and deep technical expertise. In Argentina, amidst a severe economic crisis with 200% inflation, the local subsidiary moved away from top-down directives to build a decentralized "agentic platform" to survive. This resulted in responding to customers 30% faster and dividing call supervision costs by a factor of 30.

How do you successfully scale AI across a large, regulated organization?

- **Scaling requires a clear "Why," focus, and operational evolution.** The "Why" is driven by the pressure between customer demands for immediacy and strict regulatory constraints. The long-term vision is to become the "Netflix of insurance," offering personalized suggestions and single-click service execution.
- **Strategically, CNP focuses on four core domains:** Customer Relationship, Augmented Marketing, Compliance/Fraud, and AI for IT. Successfully executing this requires a dual operating model: maintaining a fixed long-term "North Star" vision while building with extreme flexibility in daily execution to leverage AI for creating bandwidth in legacy systems.

What are your key learnings on leading the cultural and people aspect of this transformation?

- **Deep organizational transformation rarely stems from comfort;** it requires a sense of threat or urgency, such as economic instability in Argentina or regulatory pressure in Europe. To move a large organization, leadership must combine a top-down strategic vision with a bottom-up "AI for All" approach. The goal is to demystify the technology by allowing employees to manipulate it directly. When teams personally experience how AI simplifies their daily tasks and increases their impact, resistance fades and is replaced by desire and engagement.

3 Keywords:

Scalability | Regulation | Efficiency

> *"In the long term, we are inevitably moving towards the 'Netflix of insurance' with personalized suggestions and customer journeys that deliver the service in a single click."*

CEOs Vision on AI Adoption.

Olivier Gavalda, Deputy CEO

Olivier Sichel, Deputy CEO

Emilie Sidiqian, CEO

Olivier Gavalda has held key responsibilities across the Group since 1988. His long-standing career includes leadership roles within regional banks and central functions. Today, under his leadership, **Crédit Agricole** is accelerating its transformation into an innovation-driven universal bank, integrating AI at every level of its operations.

Olivier Sichel: Director of the Banque des Territoires and Deputy CEO of Caisse des Dépôts, focused on digital infrastructure and public interest investment. **Caisse des Dépôts (CDC):** A French public sector financial institution (Assets: ~€1.3T, HQ: Paris) supporting public policy, housing, and regional development.

Salesforce is the world's leading customer relationship management technology, helping companies and organizations build stronger, smarter customer relationships. **Emilie Sidiqian** drives the digital transformation of French businesses with a visionary approach: she enables companies and organizations to unlock the full potential of agentic enterprises with trusted AI, data, and apps, helping them innovate and thrive in a rapidly evolving landscape.

Adopt AI
GRAND PALAIS

How do you integrate AI into your company's vision and ambition?

- **Olivier Gavalda (Crédit Agricole):** Defines AI not just as a tool, but as a strategic pillar for the bank's future. He outlines three core areas: 1) **Speed:** Combating digital-native competitors (like Revolut) by dividing time-to-market by two. 2) **Performance:** Reducing administrative costs and gaining efficiency, targeting a 20% time saving on admin tasks and 50% efficiency gain in compliance by 2028. 3) **Client Relationship:** enhancing the human advisor's capabilities rather than replacing them, ensuring high personalization.

- **Olivier Sichel (Caisse des Dépôts):** Adopts a "double approach": Internal AI for operational efficiency, and External AI for the country. He details the "Digital Horizon 2030" roadmap, which includes a €500M investment to scale startups to IPO. He emphasizes the role of BPI France in helping 10,000 SMEs adopt AI and supporting French territories (mayors and regions) to implement AI infrastructure, leveraging France's high fiber (FTTH) coverage.

What is the "next best move" for clients, and is AI just a tool or a revolution?

- **Emilie Sidiqian (Salesforce):** Argues that AI is a revolution because it impacts everyone simultaneously—employees, customers, and citizens can now challenge institutions. She advocates for an "Agentic World" designed for people, not just on people. She introduces the "Accordion Model" for adoption: Think Big (analyze business models), Focus (define scope), Go Live Fast (don't wait years), and Invest (secure the savings/growth). She cites Adecco UK, where 66% of candidate qualification is now handled 24/7 by AI agents.

> *"Nobody wants to discover one day that Pronote has been hacked and that the data of all our kids are somewhere in the cloud not secured... We want to provide this trusted environment."*

CEOs Vision on AI Adoption.

Adopt AI
GRAND PALAIS

How do you execute this transformation successfully?

- **Emilie Sidiqian (Salesforce):** Citing a BCG study, she notes 67% of employees view AI as a "virtual colleague." Execution requires defining the "job description" for the AI agent and redesigning workflows. She shares the example of Bouygues Telecom: they augmented 6,000 staff with AI, resulting in doubled adoption rates, a customer satisfaction score of 4.5/5, and the automation of 25% of customer care cases since September.

What are the top priorities regarding risks, security, and sovereignty?

- **Olivier Sichel (Caisse des Dépôts):** Sovereignty and data safety are paramount. He uses the example of Pronote (subsidiary of La Poste/CDC group), which holds sensitive data (student grades). He argues that just as parents trust them with student data, the public must trust them with health and insurance data in the AI era. The priority is providing a trusted cloud and AI environment to prevent data leakage.
- **Emilie Sidiqian (Salesforce):** Reinforces that with a cyberattack occurring every 11 seconds in France, companies cannot play "sorcerer's apprentice." Security must be by design, avoiding "Dark AI" and shadow IT. Companies must select platforms that guarantee security and value alignment.

Sovereignty & Trust as a USP: For European institutions, data sovereignty (keeping data safe/local) is not just compliance, but a core value proposition (like the banking secrecy of the past) to build trust in sensitive sectors like health and education.

"I don't want to be a Revolut... we want to be at the best level... but to make the difference with the human touch."

"Don't think that you copy paste the way you work... you need to redesign the process... It's not a tool, it's a virtual colleague."

How do you manage the human and cultural aspect of this transformation?

- **Olivier Gavalda (Crédit Agricole):** The priority is enabling 160,000 staff via training. He announces the creation of a group-wide Data Marketplace to break silos and an AI Factory to distribute assets to business units. However, he stresses the "Human Touch" as a differentiator; while they will match neobanks in tech, they will beat them on human advisory. He draws a parallel to healthcare: AI improves diagnosis, but the doctor provides the reassurance.

- **Emilie Sidiqian (Salesforce):** Emphasizes the "4 Rs": Redesign processes, Reskill people (Salesforce mandates 2 days of training/month), Redeploy workforce, and Rebalance. She asserts this is a CEO and Chief People Officer topic, not just IT, as the pace of innovation currently outstrips the pace of adoption.

The Human-AI Hybrid Model: Traditional players (banks, telcos) should not aim to be purely digital. Their competitive advantage lies in using AI for backend efficiency (admin/compliance) while elevating the human advisor for high-value interactions.

Investing in Intelligence – The Next Wave.

Adopt AI
GRAND PALAIS

Éric Petitgand, CEO

Crédit Mutuel
Alliance Fédérale

Crédit Mutuel Alliance Fédérale is one of the leading banking and insurance groups in France, serving millions of customers with a cooperative model rooted in solidarity, responsibility, and long-term commitment.

An expert in cooperative banking, **Éric Petitgand has built his career within Crédit Mutuel**, where he has driven both regional and international development.

How has a decade of "Cognitive Factory" strategy prepared the group for the current GenAI wave?

- **The group's strategy is rooted in a decentralized, mutualist model that prioritizes IT sovereignty and internal control.** Unlike peers who outsourced, Crédit Mutuel maintained internal mastery of its processes and infrastructure. They identified AI early as a tool for operational excellence, not just a trend. This 10-year head start allowed them to seamlessly pivot to Generative AI in late 2022 because the foundational infrastructure and team mindsets were already in place. They are currently leveraging partnerships with European leaders like Mistral AI to maintain this sovereign optimism.

What differentiates the current GenAI era from the "Traditional AI" of the last decade?

- **The primary differentiator is natural adoption.** While traditional AI required change management, GenAI is being adopted intuitively by the general public.

How does the bank address the "Trust Equation" (Trust = Adoption = ROI) in the age of Black Box AI?

- **Banking is impossible without trust.** GenAI introduces anxiety regarding the "place of the human." To counter this, the group established a "GenAI Trust Charter". This framework defines strict rules, processes, and transparency protocols to ensure AI is explainable and fair. They aim to make these ethical standards opposable to third parties, ensuring that technology remains a "proof of trust" rather than a source of opacity.

As an "Entreprise à Mission" (Benefit Corporation), how does this status influence AI deployment?

- **Being a mutualist group protects them from the "dictatorship of short-term profitability".** Their mission obliges them to act for society.

What is the future "Social Contract" between the Bank, AI, and the Human workforce?

- **The human element must not be the "adjustment variable" for AI economics.** There must be Intentionality: the organization must actively decide that AI serves the human, otherwise, external forces will dictate that outcome. The strategy is "Augmentation" regarding competence and soft skills, allowing staff to shift from low-value tasks to high-value advisory roles. The ultimate mantra remains: "A project for people, by people".

> *"The human is not the adjustment variable for AI. If it becomes so, believe me, we have a rather dark future."*

Visionnary keynote: A banking perspective on AI.

Adopt AI
GRAND PALAIS

Nicolas Namias, CEO

About Nicolas Namias: Nicolas Namias is the Chief Executive Officer of Groupe BPCE, a position he has held since December 2020. An alumnus of École Nationale d'Administration (ENA) and Sciences Po Paris, his career has spanned high-level roles in the French public service and finance, including budgetary and economic advisory roles to the French President and Prime Minister, before joining BPCE where he previously served as CFO.

About Groupe BPCE: Groupe BPCE is the second-largest banking group in France, born from the merger of the Banques Populaires and Caisses d'Epargne. The group employs approximately 100,000 people worldwide, operates around 6,000 branches, and serves 35 million clients. Its mission, as articulated by the CEO, is to transform itself to remain and be transformative for society. The Group's estimated revenue in 2023 was over €25 billion, with its headquarters in Paris, France.

- **The challenge:** The core objective for the industry is self-transformation through AI adoption, not as an end in itself, but with the overarching goal of remaining a transformative force for society in the face of four major transitions: environmental, technological (AI), demographic, and geopolitical. These transitions, while offering great opportunities, are also perceived by clients as challenging, leading to a sense of loss of control. BPCE is committed to supporting the AI transformation in three strategic ways, underpinned by the recognition that without banks, the required large-scale transitions will not happen:

- **Financing the AI Ecosystem:** The bank supports tech companies, including emerging and highly innovative players, through dedicated financing of the AI tech ecosystem.

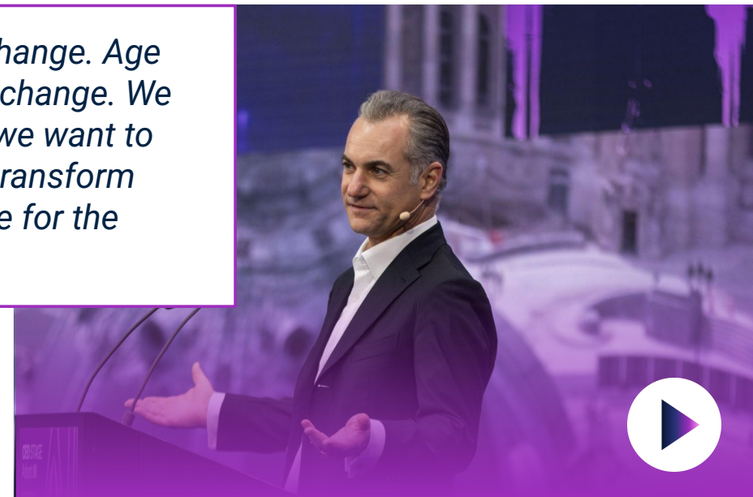
- **Financing Client Transitions:** BPCE commits to financing its 35 million individual and corporate clients in their specific AI adoption journeys and investments, leveraging its position as the largest bank for corporates in France.

- F**ocus on AI Infrastructure:** The bank is highly focused on financing AI infrastructure, particularly data centers, leveraging its history through NATIX. The CEO cited a necessary investment of €1,000 billion a year by 2030 across the major transitions, with a significant portion of this dedicated to data centers (part of the €5,200 billion in AI-specific infrastructure financing by 2030, out of a total infrastructure target of €6,700 billion by 2030).

- **Internal Transformation (The "How")**: BPCE's internal journey is based on three convictions (Human, Usage, Selection) and two paths: 1) AI for All (spreading AI use to all 100,000 employees through the internal tool 'Maya', with 50,000 employees already using it by 2025, one year ahead of schedule) and 2) Transformative AI (focused on a limited number of high-impact use cases).

- All adoption must be grounded in Ethical AI, which aligns with BPCE's cooperative DNA. This means ensuring client data protection and confidentiality, but critically, also remaining sovereign by adopting an agnostic, multi-LLM approach to avoid dependency on any single language model.

> *"Age, it's not a resistance to change. Age actually it's the experience of change. We have that experience, and so we want to use that experience today to transform ourselves to be transformative for the society."*



AI FOR FINANCE

GRAND PALAIS

Adopt AI

MAINSTAGE

25 - 26 November, 2025.

How To Succeed AI Transformation In Financial Services.

Joffrey Martinez, Managing Partner

ARTEFACT

About Clément Schwartz: Clément Schwartz is a Managing Partner at Artefact, specializing in data consulting and AI transformation within the Financial Services sector. He focuses on helping major banking and insurance players bridge the gap between technological pilots and tangible P&L impact.

About Artefact: Artefact is a global data and AI consulting company headquartered in Paris, France, with approximately 1,500 employees and €100M+ in revenue. The firm's mission is to transform data into business impact by bridging the gap between marketing, technology, and data science.

- While the financial services industry is adopting AI rapidly, it is not yet "very advanced" in Agentic AI, and a harsh reality persists: according to MIT, only **5% of AI and GenAI projects successfully capture their expected value.** The critical challenge is moving beyond mere testing to achieving real impact on the P&L, top-line revenue, or cost-to-serve.
- **Process (Depth over Selection):** Incremental gains, such as saving five minutes on a KYC call summary, are good for adoption but negligible for the P&L. Real value is generated only when processes are reshaped "front to back." Since all banks share identical core processes (fraud, credit granting, succession), the competitive advantage lies not in which process is picked, but how deep the transformation goes.

Adopt AI
GRAND PALAIS

- **People (New Roles):** The narrative should shift from "replacement" to separation of duties. Success requires two actions: comprehensive training for both executives and staff, and the invention of new job titles. Advanced players are already hiring "AI Catalysts" (bridging tech and business) and "Business Process Owners" (distinct from Product Owners) to reinvent entire workflows.
- **Platform (Governance as OS):** If every team member builds 10 agents, a company could overnight have hundreds of "rogue agents"—equivalent to hiring hundreds of employees without HR knowledge. To prevent this chaos, organizations must implement a proper operating system and platform to establish guardrails, safety standards, and control.
- **Positioning (The Intermediary Threat):** With nearly 10% of search volume shifting to tools like ChatGPT—where conversion rates are double that of Google—customer journeys often start outside the bank's ecosystem. Financial institutions face a strategic crisis: they risk losing data ownership and customer proximity as the AI layer positions itself between the bank and the client.
- To succeed in the AI transformation and improve the 5% success rate, financial institutions must look beyond the technology itself and rigorously apply the "4 Ps"—Process, People, Platform, and Positioning—to secure their future value proposition.
- The vast majority (95%) of AI projects fail to deliver P&L impact because they focus on incremental efficiency rather than deep, front-to-back process transformation.
- Governance is not optional; without a centralized platform and "Operating System" for AI, scaling agentic workflows creates operational chaos comparable to unapproved mass hiring.

> *"It's like hiring hundreds of people without telling anything to HR. So without guard rails, without standard, without safety... it's like having hundreds of rogue agents. It's chaos."*

Building The Next Generation of Banking with AI.

Adopt AI
GRAND PALAIS

Lubomira Rochet, Executive VP & Group COO

Yves Tyrode, CEO Digital & Payments

About Lubomira Rochet: A renowned leader in digital transformation, formerly Chief Digital Officer at L'Oréal. Currently, she serves as the Executive Vice President in charge of retail banking, insurance, and private banking at Société Générale.
About Société Générale: A top-tier European financial services group with ~€25B in Net Banking Income and 126,000 employees; HQ in Paris.

About Yves Tyrode: CEO of Digital & Payments at Groupe BPCE, driving the tech agenda for the cooperative banking group (Banque Populaire, Caisse d'Epargne).
About Groupe BPCE: The second-largest banking group in France with ~€22B in revenue and 100,000 employees; HQ in Paris.

"Internet and mobile internet didn't change a lot the internal process in the company... [AI] will change the way we sell. It will change also the way we work."

Is GenAI just the next step in digital transformation, or a fundamental shift?

- **Lubomira Rochet (SocGen):** It is a dual reality. Finance has used predictive AI for decades (scoring, analytics), so the foundation exists, but GenAI triggers a new innovation wave. The critical lesson from past transformations is "Focus, Focus, Focus." Avoiding a "Maoist revolution" of 100 blooming flowers that yield zero impact is essential.
- **Yves Tyrode (BPCE):** This is the third major revolution after the Internet and Mobile. However, it differs in two ways. While the Internet revolutionized Customer Experience (UX), it left internal corporate processes largely untouched. AI will reshape the company from the inside out, altering how employees work and how back-offices function.

How are you executing your strategy and deploying AI at scale?

- **Lubomira Rochet (SocGen):** Execution relies on business ownership, not external consultants. The mantra is "Boring is the new sexy." Success isn't about shiny models but about the unglamorous foundations: data unification, semantic grounding, and knowledge management. If you don't document everything (transcripts, processes), you get "garbage in, garbage out." It takes a "village" (Compliance, Risk, Cyber, IT) to build production-grade systems that balance building speed with strict regulation.
- **Yves Tyrode (BPCE):** The strategy rests on two pillars.
  AI for All: Launched a secure internal assistant ("Maya") to avoid public ChatGPT risks. The goal was 50% adoption by 2026; they hit it already with 50,000 active users and high NPS.
  Transformative AI: Focused on 5 strategic domains (Advisor, Customer, Call Center, Fraud, IT). Results include 75% of advisors using AI for meeting prep and 1 million customer discussions automated via voice agents. The focus is now shifting from adoption to proven value creation (revenue/savings).

What are the main challenges and opportunities for the next 18 months?

- **Lubomira Rochet (SocGen):** The challenge is Talent & Training. Training employees is a social responsibility; failing to do so is failing the workforce. You need architects and FinOps, not just data scientists, to manage the costs of AI.
- **Yves Tyrode (BPCE):** The challenges are Ethics, Sovereignty, and Partnerships. European banks cannot compete with Big Tech alone; they must collaborate on AI infrastructure just as they did for payments (EPI). Sovereignty is critical—dependency on external tech giants must be balanced with developing shared European capabilities.

"If you put agentic [AI] onto a broken process where it's not simplified... it's like putting lipstick on a pig. It doesn't resolve the underlying problem."

From Data To Decision: How AI Is Redefining The Value Chain. (1)

Adopt AI
GRAND PALAIS

Ricardo Tavares Dias, Director, Global Industries, FSI Vertical

DELL Technologies

Guillaume Bour, Head of Enterprise Sales EMEA

MISTRAL AI_

Hugues Even, Chief Data Officer

BNP PARIBAS

Fabian Winter, Chief Data and AI Officer

Munich RE

About Ricardo Santos: AI Strategist at Dell Technologies, advising global FSI clients on scalable infrastructure and data strategy.
About Dell Technologies: Global tech giant (HQ: Texas) with ~$88B revenue, providing the essential hardware and infrastructure layer for enterprise AI.

About Guillaume Lample: Co-founder/Representative at Mistral AI, championing open-weight models for enterprise transparency and control.
About Mistral AI: French AI unicorn (HQ: Paris) specializing in open-weight Large Language Models (LLMs) and sovereign AI solutions.

About Hugues Even: Chief Data Officer at BNP Paribas, focusing on industrializing AI while maintaining strict regulatory compliance.
About BNP Paribas: A leading European bank (HQ: Paris) with ~€45B+ revenue and ~185,000 employees, driving a "fast but safe" AI strategy.

About Fabian Winter: Chief Data Officer at Munich Re, leveraging probabilistic AI to enhance risk assessment and underwriting.
About Munich Re: One of the world's largest reinsurers (HQ: Munich), with ~€60B+ revenue, utilizing AI for complex risk modeling.

Where are financial institutions currently positioned in their AI transformation journey?

- **Hugues Even:** BNP Paribas has successfully transitioned from theory to industrial-scale production, with 800+ use cases currently active. These cases are not merely experimental; they are generating over €500 million in recurring value across the group. However, Even notes a paradox: while banking is the most advanced sector in AI adoption, it has only scratched the surface of the technology's true potential. The current limitation is not the hardware or the algorithms themselves, but the organizational "friction" involved in integrating these tools into highly regulated, core business processes. Success at this stage requires a transition from "Human-Managed AI" to a "Human-in-the-Loop" framework where AI assists in critical risk-managed decisions without fully removing oversight.
- **Ricardo Tavares Dias:** A clear market stratification is emerging. Tier-1 institutions like BNP Paribas and Munich Re are optimizing production, but the rest of the FSI is stuck in an experimentation loop. Many smaller firms lack the necessary data modeling foundations and "Knowledge Management" strategies—specifically the ability to turn historical expertise into a machine-readable format.
- **Fabian Winter:** The industry is still at the "beginning of the journey" because current AI is limited to optimizing sub-processes rather than complex, end-to-end orchestration.

From Data To Decision: How AI Is Redefining The Value Chain. (2)

Adopt AI
GRAND PALAIS

How has the rise of Large Language Models (LLMs) specifically transformed risk data evaluation in insurance?

- **Fabian Winter:** The shift is from structured data (numbers in tables) to the "Unstructured Frontier." In reinsurance, 80% of critical data resides in complex contracts and wordings. LLMs have fundamentally changed the "Data Pipeline" by enabling the automatic extraction of logic from these unstructured sources. This allows Munich Re to evaluate risk relevance independently of manual operational efficiency, meaning the models can now "read" policy nuances that previously required days of human review, providing a more granular view of global risk evolution.

What is the specific technical bottleneck preventing "Raw Data" from becoming "Model-Ready," and how are you solving it?

- **Hugues Even:** The primary bottleneck is Knowledge Dispersion. Banking knowledge is scattered across different geographies, legal entities, and outdated repositories, creating "conflicting versions of the truth." To solve this, BNP Paribas is moving away from the "Big Data" era of mass ingestion. Instead, they are focusing on identifying the top 1% to 5% of meaningful data. Technically, this involves partnering with Mistral AI to implement advanced Retrieval-Augmented Generation (RAG) and model fine-tuning. By feeding LLMs specifically curated context rather than raw data dumps, they ensure fairness, explainability, and transparency—the three non-negotiables of banking regulation.

> *"We understood through past experience that the solution is not to ingest as much as possible data in the model... you need to find the 1% to 5% that matters."*

> *"AI in its current stage can help us to optimize subprocesses but it's not useful at the moment for complex end to end orchestrations."*

How does the concept of "Agentic AI" represent a paradigm shift in data management?

- **Hugues Even:** We are moving from "Data Analysis" to "Data Action." In an "Agentic" framework, the AI doesn't just present a report; it executes a workflow (e.g., closing a compliance ticket or adjusting a loan rate). This requires "raising the bar" for data quality. Even predicts the rise of AI Data Stewards—autonomous agents whose sole job is to clean, verify, and govern the knowledge used by other agents. Furthermore, the "distribution of knowledge" is changing: users will no longer hunt through SharePoint or web interfaces; they will interact with a single "Conversational Assistant" that serves as the unified gateway to the bank's entire intelligence.

From Data To Decision: How AI Is Redefining The Value Chain. (3)

> *"Large organizations... [are] bringing models into either VPCs or on-premise infrastructures because if you just use models in the cloud via APIs... you lack control."*

How does the concept of "Agentic AI" represent a paradigm shift in data management?

- **Hugues Even:** We are moving from "Data Analysis" to "Data Action." In an "Agentic" framework, the AI doesn't just present a report; it executes a workflow (e.g., closing a compliance ticket or adjusting a loan rate). This requires "raising the bar" for data quality. Even predicts the rise of AI Data Stewards—autonomous agents whose sole job is to clean, verify, and govern the knowledge used by other agents. Furthermore, the "distribution of knowledge" is changing: users will no longer hunt through SharePoint or web interfaces; they will interact with a single "Conversational Assistant" that serves as the unified gateway to the bank's entire intelligence.
- **Strategic Shift (2018):** GEODIS made a board-level decision to invest heavily in data management to unify disparate systems. They constructed a modular Data Lake to clean and "unleash" data from various legacy software.

What are the primary risks of failure for these large-scale AI initiatives?

- **Fabian Winter:** Cost and Dependency. The risk of creating a "technological lock-in" where the cost of maintaining these complex systems becomes unsustainable. There is also a "Human Confidence" risk—if the workforce doesn't trust the AI, the most advanced models will never be used.
- **Ricardo Tavares Dias:** Speed vs. Maturity. The biggest risk is implementing AI as a "quick fix" for staffing shortages. AI should be a collaborator, not a human replacement. Rushing the implementation phase without allowing human workflows to mature leads to systemic errors.
- **Guillaume Bour:** The Graveyard of MVPs. Many organizations are trapped in "Pilot Purgatory," where Proofs of Concept (PoCs) never reach production because they lack the foundational infrastructure or the right engineering talent to scale.
- **Hugues Even:** The Trust Edifice. Adoption fails if any piece of the trust chain—Data, Model, Infrastructure, or Governance—is weak. BNP is testing this now with the launch of a virtual assistant for 250,000 Hello Bank users, leveraging Mistral models. If this assistant provides inaccurate data, it erodes the entire bank's reputation.

> *"I don't think that AI is going to be a replacement for humans... It should be a collaborator, an automator, perhaps an accelerator."*

Finance Gen(AI): Innovating, With Confidence and Responsibility. (1)

Olivier Biton, Group CIO

Yves Dupuy, Head of EMEA FSI

Guillaume Princen, Global Head of Stratups and Technology Companies

Angel Agudo, Chief Product Officer & Board Director

About Olivier Biton: As Group CIO of Crédit Agricole, he oversees the technological strategy and IT transformation for one of Europe's largest banking groups, focusing on sovereignty and "Human-centric" digital adoption.
About Crédit Agricole: A leading French international banking group with €35.8 billion in annual revenue (2023) and over 145,000 employees, committed to supporting the real economy and local transition.

About Yves Dupuy: Heads Financial Services Industry (FSI) for AWS in EMEA, helping financial institutions modernize infrastructure and securely adopt cloud-native AI.
About AWS: The world's most comprehensive cloud platform, generating over $90 billion in annual revenue (2023) and serving as the backbone for the global financial sector's digital transformation.

About Guillaume Princen: Leads European operations for Anthropic, driving the enterprise adoption of safe, steerable AI systems (Claude) across the region.
About Anthropic: A San Francisco-based AI safety and research company (Valuation ~$18B) dedicated to building reliable, interpretable, and steerable AI systems, backed by Amazon and Google.

About Angel Agudo: The Chief Product Officer at Clarity AI, responsible for leveraging machine learning to provide precise, granular sustainability insights that combat greenwashing.
About Clarity AI: A sustainability technology platform (Valuation ~$450M) using AI to measure the societal and environmental impact of over 70,000 companies, employed by investors like BlackRock.

Adopt AI GRAND PALAIS

How do major financial institutions balance the rush for AI automation with confidence, responsibility, and human connection?

- **Olivier Biton (Crédit Agricole):** Emphasizes that despite the global rush toward automation, Crédit Agricole positions human connection as central to its DNA. The strategy involves deploying AI as a support tool to make advisors more efficient rather than replacing them, ensuring empathy and judgment remain in the decision-making loop. Implementation relies on a "bottom-up" approach where employees are trained and equipped, targeting a 20% reduction in administrative tasks to free up time for high-value interactions. The deployment rests on three pillars: mastering data protection, ensuring business continuity in risk scenarios, and selecting models that align with the bank's core values. Finally, AI deployment must align with the bank's "Net Zero" sustainability targets, integrating environmental responsibility into the technological roadmap.

How does a bank concretely translate these abstract values (trust, sustainability) into real-life IT and AI strategy?

- **Olivier Biton (Crédit Agricole):** The core tenet is mastering the technology to maintain control; organizations cannot outsource their understanding of the tech stack. Decisions on deployment—whether using on-premise data centers or public cloud solutions—are made based on process criticality. To accelerate this, Crédit Agricole created a dedicated internal company solely for developing data and AI assets, which layers on top of local capabilities to speed up delivery. Olivier warns that because the future cost of running advanced models is unknown, mastering the technology today is the only way to adapt and lead tomorrow.

Finance Gen(AI): Innovating, With Confidence and Responsibility. (2)

Adopt AI
GRAND PALAIS

What does "Trustable AI" actually mean for a frontier model provider, and does safety compromise speed?

- **Guillaume Princen (Anthropic):** Anthropic asserts that safety and speed are not mutually exclusive; in fact, to be safe, one must be at the "frontier" of technology. [07:58] Their philosophy involves "Constitutional AI" and responsible scaling policies implemented before products even launch. Anthropic differentiates itself by focusing heavily on the B2B/Enterprise sector rather than pure consumer play, which aligns with the risk sensitivity of regulated industries like Financial Services (FSI). They maintain that safety is a product feature that enables velocity, as insecure systems cannot be deployed rapidly in regulated environments.

How is GenAI specifically applied to Financial Services to solve industry-specific challenges?

- **Guillaume Princen (Anthropic):** Beyond general safety, Anthropic launched "Claude for Financial Services" which integrates with external databases (Bloomberg, S&P 500) to provide context-aware financial analysis. A major use case is "Agentic Workflows"—citing an example with AIG where claims underwriting was accelerated by 5x with a 20% quality increase. Another critical application is "Code Rebasing," where legacy banking codebases are updated to modern languages using AI, significantly increasing agility for older institutions.

> *"Safe does not mean slow. If you want to be safe... you have to be at the frontier."*

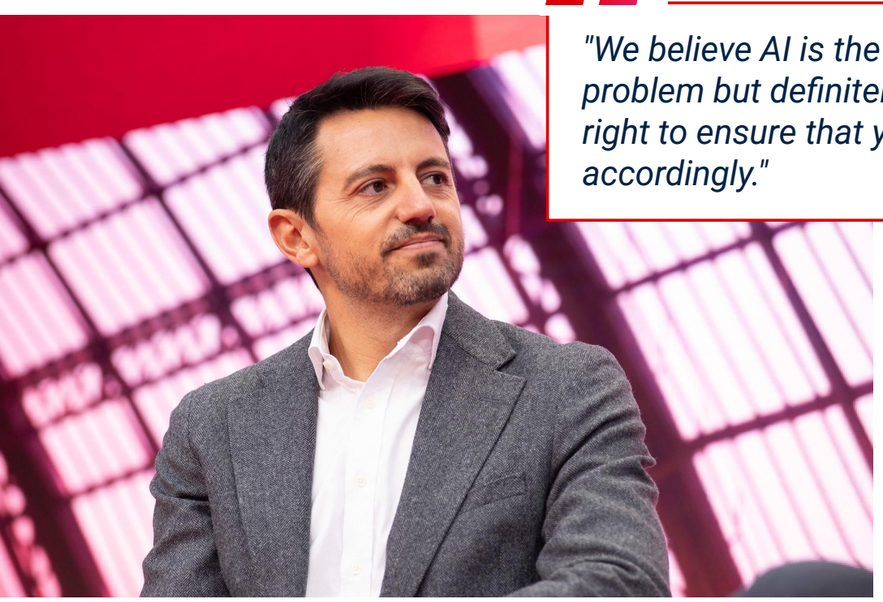
> *"At a time where all the society is rushing through automation, we really believe that... human connection is really at the heart of who we are, of our DNA."*

How can AI solve the "trust deficit" in sustainability data and green finance?

- **Angel Agudo (Clarity AI):** He draws a parallel to healthcare: a general score of "70/100" is useless without knowing which organ is failing; similarly, generic ESG scores fail to capture the complexity of over 1,000 sustainability metrics. Clarity AI uses technology to process structured and unstructured data to provide nuance rather than obscure scores. They combine data cleaning, methodological value (aligning with frameworks like Net Zero), and tooling to integrate insights into decision-making. To combat "greenwashing" and the fact that 90% of consumers distrust sustainability info, Clarity combines PhD-level subject matter experts with machine learning engineers.

Finance Gen(AI): Innovating, With Confidence and Responsibility. (3)

Adopt AI
GRAND PALAIS



"We believe AI is the solution and not the problem but definitely you need to do it right to ensure that you solve this problem accordingly."

How do you technically guarantee the accuracy of AI-generated sustainability reports?

- **Angel Agudo (Clarity AI):** Trust is engineered through massive automated validation. For a single climate transition report of just four pages, Clarity AI's system performs over 10,000 specific checks to ensure consistency and accuracy of the information.This rigorous validation allows them to leverage AI scale while maintaining the precision required for capital markets.

How does the cloud infrastructure provider secure this entire value chain for regulated financial entities?

- **Yves Dupuy (AWS):** AWS positions itself as the foundation for security, notably through "AWS Nitro Enclaves" which isolate compute environments to protect highly sensitive financial data (crucial for GDPR/PCI-DSS compliance). They have deployed "Amazon Bedrock Guardrails" to allow banks to build bespoke safeguards that match their specific risk frameworks. Yves cites "Kayle" (a Crédit Agricole entity) using these guardrails to ensure fair customer treatment. Furthermore, anticipating the shift to agentic workflows, AWS released "Amazon Bedrock Agent Core," an enterprise-grade platform for orchestrating AI agents securely at scale.

How does the cloud infrastructure provider secure this entire value chain for regulated financial entities?

- **Olivier Biton (Crédit Agricole):** Scale fast to remain competitive, but strictly remain in control of the technology.
- **Guillaume Princen (Anthropic):** Stop viewing AI as a tool (like Photoshop) and start viewing it as infrastructure (like electricity); in 3-5 years, intelligent infrastructure will flow everywhere.
- **Angel Agudo (Clarity AI):** Do not let the "How" (AI technology) displace the "What" (Sustainability challenges); AI is critical, but we must not lose sight of the actual planetary challenges we are solving.
- **Yves Dupuy (AWS):** The immediate revolution is in software development productivity; internal teams are seeing up to 20x productivity gains in coding, which will drastically accelerate time-to-market for hyper-personalized banking solutions.

"I'm not saying that banks can achieve that overnight but... it will completely speed up the way the banks can really put on the market new solution."

How Financial Institutions Are Putting AI into Production — Safely and Profitably. (1)

Brian Gruttadauria, CTO, Hybrid Cloud

Pierre Dulon, Deputy General Manager in charge of IT & Operations services

Nathaniel Ives, Director Enterprise France

About Pierre Dulon: Represents the financial services perspective, focusing on the practical realities of scaling AI within a highly regulated European banking environment. **About Crédit Agricole:** A major French international banking group with approximately €25 billion in annual revenue and over 140,000 employees; focused on universal banking and insurance.

About Brian Gruttadauria: Represents the infrastructure provider perspective, specializing in simplifying AI deployment through hybrid cloud architectures. **About HPE (Hewlett Packard Enterprise):** An American multinational enterprise IT company with ~$29 billion in revenue and ~62,000 employees, focused on edge-to-cloud platform solutions.

About Nathaniel Ives: Represents the AI platform and hardware acceleration perspective, advocating for full-stack optimization and open standards. **About NVIDIA:** The world leader in AI computing and GPUs, with fiscal year 2024 revenue of ~$60.9 billion and ~29,000 employees, driving the hardware and software underlying modern AI.

Adopt AI
GRAND PALAIS

What are the primary operational and cultural friction points preventing AI pilots from scaling in financial services?

- **Pierre Dulon (Crédit Agricole):** The transition from pilot to production is hindered by five pragmatic constraints: infrastructure, skills, change management, data, and funding. A critical shortage exists in "hybrid skills"—profiles that combine deep business knowledge with AI technical capability to originate value-creating use cases. Data accessibility in large corporations is fragmented, often requiring the decentralization of AI to capture knowledge held by people ("in people's heads") rather than just systems. Furthermore, internal competition for budget against regulatory or revenue-generating projects makes ROI certainty a prerequisite, which is difficult for early-stage AI.

- **Brian Gruttadauria (HPE):** Success requires a clear strategy to reduce the "time to value." HPE focuses on pre-engineered infrastructure (Private Cloud AI) that allows enterprises to skip complex setup and move directly to the ML pipeline. The goal is to connect subject matter experts to data and infrastructure instantly, minimizing the friction of deployment.

- **Nathaniel Ives (NVIDIA):** This is an architectural challenge—not just IT architecture, but organizational. Financial institutions must shift from a "point solution" mentality to a "platform mentality." Because AI will eventually pervade the entire industry, systems must be designed as full-stack platforms (data center to edge) rather than isolated proofs of concept (POCs).

> *"We need hybrid skills... people who know about AI... but mostly people who know the business and deeply the business and who are able to originate the use case that really make sense."*

How Financial Institutions Are Putting AI into Production — Safely and Profitably. (2)

Adopt AI
GRAND PALAIS

How can highly regulated industries ensure governance and compliance while decentralizing AI development?

- **Pierre Dulon (Crédit Agricole):** The traditional centralized control model fails with AI because successful implementation requires decentralization. Organizations must define a control framework that is applied throughout the lifecycle—conception, deployment, and run-time—to monitor non-deterministic behaviors. This requires massive upskilling of the "control ecosystem," including internal auditors and external regulators, who must learn to audit AI effectively.

- **Nathaniel Ives (NVIDIA):** Regulation cannot keep pace with technology that doubles in capability every seven months; therefore, "intense collaboration" between technologists and regulators is required. While AI is non-deterministic, so are humans, and the industry has successfully regulated human behavior. Technically, institutions should leverage AI to enforce compliance (using models to read regulations) and deploy tools like "Nemo Guardrails" to prevent hallucinations and toxic output.

- **Brian Gruttadauria (HPE):** Security must evolve to handle AI agents. This involves task-based security models and role-based access control (RBAC) that extends from the CISO down to database operations. The most effective security strategy is a hybrid approach: bring the AI to where the data lives (on-prem or private cloud) rather than moving sensitive financial data to the model, which increases risk and latency.

> *"You want to look at how you can bring AI to where the data lives to make it as performant as possible and makes it easy to secure... as opposed to moving it around all the time."*

> *"We need to think about the adoption of AI in a platform mentality, not in a point solution way... ultimately for an industry like finance which is heavily data-driven, it's going to be completely transformed by AI."*

How should financial institutions manage partnerships to foster innovation while avoiding vendor lock-in?

- **Pierre Dulon (Crédit Agricole):** Partnerships are essential for benchmarking and disrupting internal inertia, especially when adapting US-centric technology to European regulations. However, to avoid vendor lock-in, institutions must maintain a diversified partner portfolio and utilize agnostic platforms that prevent entrapment in a single technology stack.

- **Brian Gruttadauria (HPE):** No single vendor can deliver the entire AI stack. HPE utilizes an "Unleash AI" partner program to integrate specialized stacks (like Zora from Deloitte) on top of their engineered systems, ensuring customers get fine-tuned performance without single-source dependency.

- **Nathaniel Ives (NVIDIA):** NVIDIA operates as a platform company relying on a vast ecosystem of startups and integrators. To address sovereignty and lock-in concerns, they prioritize open standards and open-source projects. This ensures that AI workloads remain portable—allowing a bank to move a POC from one environment to another as regulations or strategies change.

AI & Trust: Building The Finance Of Tomorrow. (1)

Adopt AI
GRAND PALAIS

Nathalie Beslay, CEO & Co-Founder

naaia

Cyril Cymbler, Head of Financial Services EMA

databricks

Andrei Serjantov, Head of Digital Global Markets

BNP PARIBAS

About Nathalie Beslay: CEO and Co-Founder of naaia, a RegTech entrepreneur specializing in helping organizations manage AI projects within strict regulatory constraints. **About naaia:** A specialized technology company providing a SaaS platform (AIMS - AI Management System) for AI governance, compliance, and oversight; focuses on bridging the gap between static regulation and dynamic AI agents.

About Cyril Cymbler: Head of Financial Services EMA at Databricks, expert in transforming raw financial data into "Data Intelligence" to drive value. **About Databricks:** A global leader in data and AI (Data Lakehouse), valued at ~$43B (2023), aiming to unify data, analytics, and AI for enterprise use cases.

About Andrei Serjantov: Head of Digital Global Markets at BNP Paribas CIB, leading digital transformation and AI integration within the investment banking sector. **About BNP Paribas CIB:** The corporate and institutional banking arm of BNP Paribas (approx. €46B Group Revenue), serving 13,000+ corporate and institutional clients worldwide.

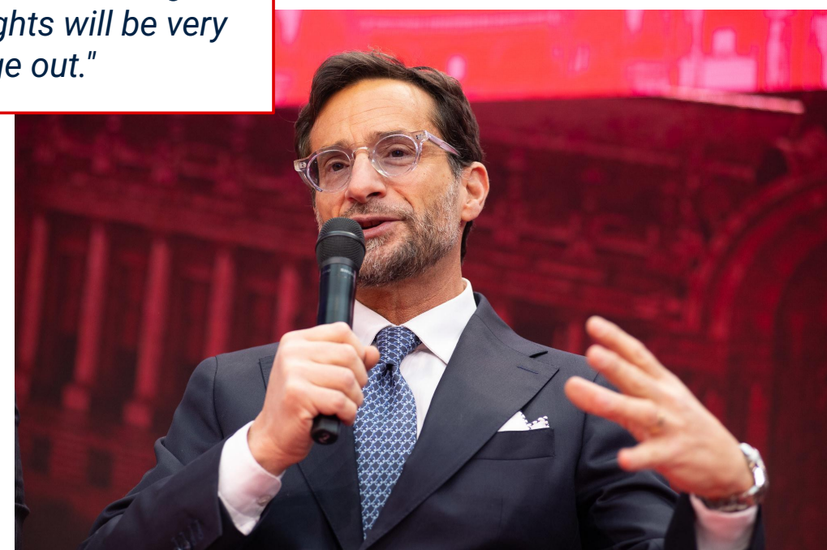
Why is there an urgent need to reinvent trust and data strategy in finance now?

- **Cyril Cymbler:** The necessity is driven by three factors. First, the exponential growth of structured and unstructured data requires managing massive workloads to build strong agents. Second, the industry is shifting from "General Intelligence" (standard ChatGPT, ~55% accuracy) to "Data Intelligence" (structured analysis engines, >80% accuracy/conversion). Third, governance is non-negotiable; without strict data structure, even the best ML models fail due to "Garbage In, Garbage Out."
- **Andrei Serjantov:** The drive is about efficiency, scope, and capability. AI allows banks to execute existing tasks faster, cover a broader spectrum of risks (covering risks A, B, and C instead of just A), and perform previously impossible tasks, such as analyzing massive document volumes for sentiment analysis in equity research.

What are the concrete, high-impact use cases being deployed in Investment Banking?

- **Andrei Serjantov:** Beyond generic utilities (coding, translation), BNPP focuses on deep vertical integration. In Equity and Fixed Income research, there are over a dozen use cases transforming the document production pipeline. Client workflows are heavily augmented, where LLMs draft answers to client trade confirmations. The strategy is pervasive: it is now harder to find areas not using AI than those that are.

> *"If you do not have strict structured data... you can have the best machine learning model in the world the insights will be very limited... garbage in garbage out."*



AI & Trust: Building The Finance Of Tomorrow. (2)

Adopt AI
GRAND PALAIS

How do organizations handle the specific challenges of "Agentic" AI and static Regulation?

- **Nathalie Beslay:** The core conflict is that regulation (like the EU AI Act) is static, while Agentic AI is dynamic. The challenge lies in qualifying agents against strict regulatory definitions (General Purpose AI vs. AI Systems). Furthermore, because agents are autonomous, companies must rigidly manage roles and "habilitations" (permissions) to ensure agents interact safely with human and digital environments.

How should a bank technically execute a "Zero to One" AI platform reinvention?

- **Cyril Cymbler:** Execution requires a three-pillar business approach: Growth, Protection (Risk/Compliance), and Cost Efficiency. Technologically, the platform must be Multi-cloud (to satisfy DORA regulations on data portability), Open Source (ensuring data ownership/zero-copy), and Governed (strict data lineage to track product creation for auditors). Finally, AI must be democratized, allowing business leaders to query data in natural language without relying on technical specialists.

> *"It's probably easier to see where we don't use... or where we're not trying to integrate AI into our business than where we do."*

> *"We cannot complain. Complaint is not a strategy in this issue. We have to act... to be ready to have a strong response."*

How do you operationalize "Trustworthy AI" (Compliance, Ethics, Responsibility)?

- **Nathalie Beslay:** Trustworthiness is built on three layers: Compliance (Mandatory), Ethics (Human-centric), and Responsibility (Accountability). naaia operationalizes this via a SaaS approach focusing on Governance (designing roles/decision trees), Integration (embedding testing/monitoring into IT systems), and Execution (enforcing documentation). Passive complaint is not a strategy; proactive program deployment is required to mitigate economic and reputational damage.

What is the strategy regarding "Build vs. Buy" and partnerships (e.g., Mistral)?

- **Andrei Serjantov:** BNPP partnered early with Mistral to leverage On-Premise capability, ensuring customer data never leaves the bank's secure environment. They prioritize fine-tuning smaller, energy-efficient models on proprietary data over training massive foundational models from scratch. This combination of external tech expertise and internal risk management DNA allows for secure, specific use case deployment.

AI and the Future of Finance: Trust, Innovation, and European Leadership.

Dominik Asam, CFO
Member of the Executive Board

About Dominik Asam: Currently the CFO of SAP (since 2023), Asam brings deep industrial financial expertise having previously served as CFO for Airbus and Infineon Technologies.

About SAP: A European multinational software giant headquartered in Walldorf, Germany, with roughly €31.2 billion in revenue and over 107,000 employees; its mission is to help the world run better through enterprise application software, cloud**, and AI.**

What are the major global market challenges currently driving the need for AI adoption?

Dominik Asam: The macroeconomic backdrop is sluggish, driven by three headwinds: decelerating population growth, the unwinding of globalization (loss of productivity gains), and the capital-intensive "toll" of decarbonization. AI acts as the necessary counter-force to these headwinds. While Moore's Law historically provided 2x productivity gains every 18 months, current AI foundation models are demonstrating productivity improvements of nearly 10x per annum.

How do these challenges specifically impact the Financial Services industry?

Dominik Asam: Financial services face a "moving target" of fragmented, region-specific regulation and disruption from new entrants (e.g., Mercado Libre in LatAm launching a lean bank for 100M users). The sector remains highly personnel-intensive with rising costs due to automatic merit hikes. AI is critical here to address the cost-to-serve in an environment where the "pie is smaller" and competitive pressure is higher.

How should companies approach cost-structure improvement and process reinvention via AI?

Dominik Asam: Success requires top-down financial targets rather than bottom-up ideation. If asked bottom-up, departments will use AI efficiency to "protect their budgets" rather than cut costs. Real progress requires tackling large, transverse processes that run across the company—requiring orchestration and project management—rather than just grassroots tasks. The goal is to embed agents into workflows to augment humans, eventually moving toward full automation.

SAP recently underwent a massive Cloud transformation. What were the painful lessons learned that apply to the current AI shift?

Dominik Asam: SAP was late to the cloud and had to "depollute" its core software from years of unstructured client customizations to make upgrades viable. The transition was financially painful: SAP deferred revenues (shifting from upfront licenses to subscriptions), saw a 30-40% share price drop, and executed a restructuring that cost €3.2 billion and involved letting go of 10,000 people (while rehiring 11,000 new profiles).

How does SAP view the future of hiring and workforce planning in the age of AI agents?

Dominik Asam: The recruiting pitch has shifted to impact: "Do you want to do that job for one company, or for tens of thousands of clients at the same time?" Companies must be honest about jobs that will disappear and focus on retraining. Granular transparency on talent mapping is required to navigate demographic shifts (Baby Boomers retiring) and regulatory handcuffs in Europe regarding workforce agility.

> *"No, zero data is created on a GPU. It's created in the application. So it's where the processes of the customer meet the IT in an application."*

Fireside: Reimagining Finance With AI.

Khalid Al Ahmadi, Director of Digital Finance

About Khalid Al Ahmadi: Serving as the Director of Digital Finance at Saudi Aramco, Khalid leads the "AI Factory" initiative, orchestrating the integration of predictive AI into the financial operations of the world's largest energy company.

About Saudi Aramco: The Saudi Arabian national petroleum and natural gas company, headquartered in Dhahran, employs over 75,000 people and reported a 2024 net income of ~$106 billion, with a mission to supply reliable, affordable, and sustainable energy globally.

How has CEO Amin Nasser's strong backing of AI influenced Aramco's broader strategy?

Khalid Al Ahmadi: The executive endorsement aligns with a unique moment of acceleration in Saudi Arabia, driven by massive investment. This momentum is sustained by three distinct forces:
Technological Maturity: AI is no longer experimental; it has become stable, scalable, and enterprise-ready, moving past the proof-of-concept phase of two years ago. Data Foundation: Significant investments have been made to ensure the ecosystem is "insight-ready," with clean, rich, and connected data atop a robust ERP infrastructure.
Evolving Expectations: A process sweep across the finance organization revealed new opportunities for AI use cases that were previously unimagined, changing how the department views its own operations.

What is the "AI Factory" for finance, and what are its iconic achievements?

Khalid Al Ahmadi: The initiative began during COVID-19, which acted as a catalyst to shift the finance function from historical record-keeping to future-oriented prediction. The team is multidisciplinary, combining mathematicians, data scientists, computer engineers, and CPAs to reimagine operations. While they started with simple Robotic Process Automation (RPA), the maturity of AI allowed them to converge pinpoint solutions into a single master platform called GAIN. GAIN operates not just as a digital assistant but as an "agentic AI platform" for finance, capable of acting as a specialist across various financial domains.

How do you drive adoption and change management in such a large function?

Khalid Al Ahmadi: Success is "90% adoption and culture... it's about the people not the technology." To foster this, the system must be trustworthy, verifiable, and explainable. The GAIN platform builds trust by citing its sources—whether for productivity metrics, engineering standards, or accounting instructions—creating transparency that naturally increases ownership. By establishing robust governance and guardrails via the corporate data office, fear is reduced, and adoption occurs organically rather than being forced.

What is the vision for AI in finance by 2026 and beyond?

Khalid Al Ahmadi: The future vision is for AI to become an "invisible infrastructure" embedded quietly into every finance process. This shift will redefine the profession, allowing human professionals to focus exclusively on strategic tasks while AI handles the background operations. Khalid asserts confidently that the next two years will fundamentally define the future of the finance profession.

> *"I think AI will be an invisible infrastructure... It's reality. So things running in the background very quietly and then we talk about the humans... focusing on something more strategic."*

Reinventing Digital Interactions With AI.

Jorissa Neutelings, Chief Digital Officer

About Jorissa Neutelings: Currently serving as the Chief Digital Officer and Member of the Executive Board at ABN AMRO, she leads the bank's digital strategy, focusing on client interaction, innovation, and the integration of AI into banking services.

About ABN AMRO: A leading Dutch bank headquartered in Amsterdam, Netherlands, employing approximately 20,000 people with reported operating income of roughly €8.6 billion (2023), dedicated to the mission "Banking for better, for generations to come."

Looking 3 to 5 years ahead, how do you foresee the evolution of digital interactions given the rise of agentic and conversational AI?

Jorissa Neutelings: The strategy must reject a pure "technology push" and focus entirely on customer impact. Within 3 to 5 years, it is projected that over 50% of customers will possess their own intermediate AI agents to assist with purchasing decisions and financial choices. This shifts the banking paradigm: the bank must not only market to humans but ensure its services are discoverable and selectable by these customer-side agents. The challenge lies in building an infrastructure where the bank's systems can seamlessly interact with these personal digital intermediaries.

In the present relational model, what is the specific role of the human advisor versus the AI agent?

Jorissa Neutelings: Despite 25 years of digitalization, high-stakes decisions—such as securing a mortgage—still trigger a fundamental human need for "confirmation." Customers often conduct digital research but ultimately seek a human expert to validate their decision. Consequently, the operational model is augmentation, not replacement. The "human-in-the-loop" concept failed for mass conversational interfaces, so the focus has shifted to AI augmenting the advisor's capabilities to provide hyper-personalized service, while retaining the human for complex, emotional validation.

How do you manage customer fear regarding AI autonomy and ensure a safe, trusting environment?

Jorissa Neutelings: The strategy is not to run on fear, but on opportunities ("chances"). It is utopian to expect customers to understand the technical workings of AI; rather, they pay the bank to handle that complexity for them. The average customer is "lazy" regarding backend mechanics and prioritizes convenience. Therefore, trust is built not through technical tutorials, but through ethical responsibility and transparency regarding data usage.

Have you seen the emergence of new job titles, such as Prompt Engineers, within the bank?

Jorissa Neutelings: The expected demand for specialized "Prompt Engineers" did not materialize. Instead, the focus turned to upskilling the existing workforce to become proficient in prompting. Given the fierce competition for external data scientists and IT talent, the bank's strategy is to train current employees—who may work until age 70—to utilize these new techniques rather than trying to hire for every new skill gap.

> *"I don't run on fear. I run on chances. [...] The only thing we have as a bank against machines is our ethical responsibility."*

Future Of Investment: The Place of Gen AI. (1)

Adopt AI
GRAND PALAIS

Pauline Thomson, Head of Data Science — ARDIAN

Michael Brehm, General Partner & Founder — REDSTONE

Marie Ekeland, Founder & CEO

Anne-Laure Giret, Head of Google Cloud AI GTM, EMEA South — Google Cloud

About Pauline Thomson: Head of Data Science and Managing Director of Infrastructure at Ardian, leading data strategy for the fund and portfolio support.
About Ardian: A world-leading private investment house (HQ: Paris, AUM: ~$166B+, Employees: ~1,000+) specializing in private equity, real estate, and infrastructure.

About Michael Brehm: Founding Partner at Redstone, a Berlin-based Venture Capital firm known for its proprietary "Data-as-a-Service" investment approach.
About Redstone: A European VC firm (HQ: Berlin, Portfolio: ~200 companies) utilizing the "Sophia" AI platform to automate sector screening and due diligence.

About Marie Ekeland: Founder of 2050, a Paris-based VC firm focused on a fertile future, combining financial performance with social and environmental impact.
About 2050: An independent investment firm (est. 2020) managing ~$135M+, aligning capital with long-term planetary sustainability and regeneration.

About Anne-Laure Giret: Head of Data & AI Sales for EMEA South at Google Cloud, specializing in enterprise AI adoption and transformation.
About Google Cloud: A subsidiary of Alphabet Inc. (2024 Rev: ~$307B, HQ: Mountain View, CA), providing cloud computing services and advanced AI/LLM infrastructure (Gemini).

In a landscape saturated with AI technologies, where has Ardian chosen to focus its investment and operational efforts?

Pauline Thomson (Ardian): Ardian explicitly avoids "science fiction," focusing instead on pragmatic productivity gains and transaction speed. They collaborated with Artefact to develop a secured internal Generative AI platform that allows employees to extract information from documents and compare data safely. The adoption rate was the fastest in company history because the interface is natural language; currently, over half the company uses it weekly to automate low-value tasks, freeing up time for high-value analysis. Adoption requires massive "acculturation." Ardian found that "the less people know about AI, the more defensive they get." To combat this, they deployed a decentralized model where data scientists sit within investment teams rather than in an isolated silo, alongside hackathons and training from the ComEx to junior levels.

Redstone is known for its "Sophia" platform. How does this proprietary technology differentiate your investment process?

Michael Brehm (Redstone): Redstone was built as two companies: an investment house and a software platform (Sophia). Sophia acts as an operating system for the entire fund lifecycle, from sourcing to exit. The platform assigns probability scores to roughly 500 million individuals to predict who will found a company, allowing Redstone to engage talent pre-incorporation. It automates due diligence by generating "school grades" for startups and founders instantly. It also manages network intelligence—users can click a button to see exactly which Redstone stakeholder has the strongest connection to a target company and automate the introduction email to streamline deal flow.

Future Of Investment: The Place of Gen AI. (2)

Adopt AI
GRAND PALAIS

Can AI realistically support sustainable investment without the environmental cost of the compute outweighing the benefits?

- **Marie Ekeland (2050):** AI acts as a critical accelerator for industrial cycles in green tech. She cites Pebble, a portfolio company replacing cement clinker with CO2-storing rock; they use AI to optimize product composition and accelerate the transition from R&D to industrial production, effectively turning a heavy-emitting industry into a carbon sink. AI is essential for mapping "dead angles" like the Blue Economy (Ocean). 2050 co-developed an open-source platform, EcoSic, to map the fragmented ocean investment landscape (blended finance, grants, equity) which would be impossible to navigate manually.

From a technology provider's perspective, what are the dominant trends among early adopters in the investment sector?

- **Anne-Laure Giret (Google Cloud):** Investors are seeking an "extra hedge" or Alpha through three specific avenues:
  Time to Market: Scaling AI agents to accelerate decision-making without tripling headcount.
  Trust (Grounding): Ensuring AI models cite sources (internal data or reliable third parties like Moody's) to prevent hallucinations in financial analysis.
  Democratization: Allowing non-IT experts to build simple agents for mundane tasks (e.g., outreach emails) to ensure utility reaches all levels of the firm.

"What we quickly realized is that the less people know about AI, the more defensive they get. So if you want people to use the tools... you need to train them."

"We try to give a probability to roughly 500 million people on who will found a company... so you want to be very early."

If we fast-forward to a fully AI-enabled future, will the role of the human investor become obsolete?

- **Michael Brehm (Redstone):** Theoretically, AI could invest autonomously, but humans remain essential for assessing "grit" and resolving interpersonal conflict. [17:55]
- **Michael Brehm (Redstone):** AI cannot easily determine if a founder is "mission-driven" or a "lifestyle founder" looking for a quick exit to buy a Porsche; this requires human intuition and deep historical digging into the founder's true motivations.

Future Of Investment: The Place of Gen AI. (3)

> *"You're turning an industry that is heavily emitting into a net industry that is heavily storing CO2... AI is used to accelerate the industrial cycle."*

- **The Move from "Search" to "Synthesis" in Deal Flow.** AI is no longer just for efficiency; it is redefining deal sourcing. By scoring 500M+ individuals or mapping obscure ecosystems like the Blue Economy, AI allows VCs to move from reactive inbound processing to proactive, probability-based outreach.
- **Operational Alpha via Data Scale.** Large PE firms (Ardian) are leveraging their massive cross-portfolio data to build models that single assets cannot compete with. The value add of a GP is shifting from capital provision to proprietary data insights that drive margins and reduce churn.
- **Alignment Engineering.** Beyond financial metrics, AI is being applied to "soft" governance areas—specifically mapping interpersonal tensions and founder alignment to ensure agility, proving that AI's utility extends into psychology and organizational health.

How is AI being applied to post-investment support and organizational alignment?

- **Marie Ekeland (2050):** 2050 uses AI to augment their "alignment process." They utilize a "tension interviewer" tool (developed with the founders of Kahoot!) to conduct 360-degree assessments of founders and boards.
- **Marie Ekeland (2050):** The AI identifies specific tensions preventing the company from reaching its 2-3 year milestones, allowing the board to build immediate solution plans within their OKRs.

Does a GP's data capability significantly impact their attractiveness to potential portfolio companies?

- **Pauline Thomson (Ardian):** Absolutely. The era of making money solely on interest rate arbitrage is over; funds must bring operational value.
- **Pauline Thomson (Ardian):** Ardian uses its scale to consolidate data across verticals (e.g., wind farms in Spain vs. Italy) to build models that individual companies couldn't build alone. This operational insight (e.g., churn analysis, margin improvement) changes the relationship from "shareholder looking at P&L" to "operational partner."

> *"Unless people do hands-on keyboard activities, it's difficult for them to really grasp the business benefit that it can have."*

AI for Finance Grand Palais Opening Words.

Emma Sezen, Co-Founder of AI for Finance
Alicia Garrigoux-Desmoulins, Project Manager

ARTEFACT

About Emma Sezen: Co-Founder of AI for Finance, she opens the summit's second day by setting the visionary tone for the event under the Grand Palais glass roof.

About AI for Finance: The leading European summit dedicated to the intersection of artificial intelligence and the financial sector, gathering thousands of decision-makers.

About Alicia Garrigoux-Desmoulins: Project Manager and Lead for the "Adopt AI" stage, she outlines the practical roadmap and thematic pillars for the day's sessions.

About Artefact: A global data and AI consulting services firm HQ'd in Paris with ~1,000 employees, partnering to deliver the "Adopt AI" track focused on business impact.

Adopt AI
GRAND PALAIS

- **Strategic Behaviors:** The keynote prescribes three behavioral imperatives for the day to maximize value: stay curious, actively challenge assumptions, and share visions to spark collective progress.
- **Operational Roadmap (PoC to Impact):** Garrigoux-Desmoulins defines the critical path for the agenda, emphasizing the transition from Proof of Concepts (PoC) to genuine business impact. Data is highlighted as the "driving force" powering this next wave of innovation.
- **Governance as Trust:** The analysis underscores that scaling is impossible without trust. AI governance is positioned not merely as compliance, but as the "cornerstone" of accountability and responsible deployment required for operational resilience.
- The future of finance is being written immediately through human collaboration; the ultimate goal is to leverage AI for efficiency while acknowledging that human creativity remains the driving force behind the program.
- Governance is not optional; without a centralized platform and "Operating System" for AI, scaling agentic workflows creates operational chaos comparable to unapproved mass hiring.
- The industry focus must shift immediately from theoretical AI exploration to concrete "Business Impact" and scaling strategies.
- Data is the fuel of innovation, but Governance is the non-negotiable cornerstone of trust in finance.
- Financial leaders must act as active architects of the future, utilizing AI to reshape decision-making rather than passively observing technological trends.

> *"We are not spectators of our future. We are its architects. AI is more than technology. It is a tool for transformation and a force."*

- Opening Day 2, the narrative shifts from the energy of debate to the necessity of execution. The core challenge facing the industry is no longer just understanding AI, but mastering "responsible innovation" to turn high-potential technology into tangible business impact while maintaining ethical standards.
- **Architects, Not Spectators:** Sezen challenges the audience to abandon the passive role of "spectators." Financial leaders must act as "architects" of the future, viewing AI as a tool for fundamental transformation that alters how institutions think, decide, and serve society.

> *Yes for the record there were really humans behind it and not only autonomous AI building this at least not for now."*

Special Interview: How to Adopt AI?

Adopt AI
GRAND PALAIS

Jean-François Mazaud, COO France & Managing Director

Morgan Stanley

About Jean-François Mazaud: Currently COO France and Managing Director at Morgan Stanley, he drives operational strategy and innovation, with a strong background in banking transformation and management.

About Morgan Stanley: A global leader in financial services, providing investment banking, securities, wealth management, and investment management.

How does Morgan Stanley define and utilize AI today?

- **Jean-François Mazaud:** Defines AI not merely as a tool, but as a critical "catalyst for growth, for innovation and for client centricity." He reveals an exceptionally high penetration rate, stating that 98% of employees currently use at least one AI tool. The firm is "obsessed" with the effective transmission of these techniques to partners and stakeholders to maintain their competitive edge in a fast-moving market.

How do you address the concern that AI will replace jobs?

- **Jean-François Mazaud:** Reframes the issue from replacement to augmentation, emphasizing that AI enhances capacity without sacrificing "reasoning power." He argues that future winners will be those who master the tool while maintaining superior reasoning abilities. The strategy is to "push business in a smart fashion," where skilled talent is selected and trained to leverage technology for efficiency, ensuring human oversight remains central.

As a senior executive, how do you personally adopt AI in your daily workflow?

- **Jean-François Mazaud:** Uses AI primarily to streamline communication and cut through "organizational noise," ensuring he reaches counterparties in the most optimal, rapid way. His key use cases include meeting preparation, summarization, and accelerated information retrieval to be "smarter" in interactions. He stresses that a lack of engineering background is no barrier to adoption and that management must "lead by example" to drive culture.

What is the role of the local AI task force in France?

- **Jean-François Mazaud:** Uses AI primarily to streamline communication and cut through "organizational noise," ensuring he reaches counterparties in the most optimal, rapid way. His key use cases include meeting preparation, summarization, and accelerated information retrieval to be "smarter" in interactions. He stresses that a lack of engineering background is no barrier to adoption and that management must "lead by example" to drive culture.

What is your concluding outlook on AI in France?

- **Jean-François Mazaud:** Expresses pride in the "smooth" and positive adoption of AI by French employees, particularly regarding conversational tools. He positions France as a key player in the global AI landscape, citing the exceptional quality of local scientists and the high level of innovation, which Morgan Stanley France intends to showcase to global stakeholders.

France as a Strategic Hub. The conversational nature of next-gen AI plays to France's strengths in scientific innovation, positioning the region as a center of excellence for the firm.

> *"It's not about replacing. It's about augmenting... our capacities without losing our reasoning power."*

Hybrid AI In Action: Building The Financial AI Factory Of The Future. (1)

Bernd Leukert, Chief Technology, Data & Innovation Officer, Member of the Management Board

Mauro Arruda, EMEA Director for AI

Georgios Kolovos, Payment & Fintech Leader

About Georgios Kolovos: Leads global strategy for financial services at NVIDIA, focusing on the intersection of payment modernization and accelerated computing.
About NVIDIA: The global leader in AI computing, headquartered in Santa Clara, CA. Revenue: ~$60.9B (FY24). Employees: ~29,600. Mission: To accelerate computing for the world's hardest problems.
About Mauro Arruda: Directs the Go-To-Market strategy for AI at Lenovo EMEA, specializing in end-to-end infrastructure platforms that bridge raw data to enterprise value.
About Lenovo: A global technology powerhouse headquartered in Beijing/Morrisville. Revenue: ~$56.9B (FY24). Employees: ~77,000. Mission: Intelligent transformation via "Smrter Technology for All."
About Bernd Leukert: Board member overseeing technology, data, and innovation at Deutsche Bank, driving the transformation of a 150-year-old institution into a digital-first bank.
About Deutsche Bank: Germany's leading multinational investment bank, headquartered in Frankfurt. Revenue: ~€28.9B (2023). Employees: ~90,000. Mission: To foster economic growth and social progress.

What defines a successful "AI Factory" in Financial Services, and why is a full-stack approach critical now?

- **Georgios Kolovos (NVIDIA):** The concept of the AI Factory has shifted from IT infrastructure to a "full stack approach." Successful deployments require three distinct technology strategies plus a human strategy:
  Application Layer: Where companies often start for quick wins.
  Data Strategy: Aggregating data and converting it into monetizable insights.
  Compute Strategy: A clear decision matrix for on-premise, cloud, or hybrid sovereign environments.
  People (+1): A strategy for upskilling talent and bringing new skills into the organization. Without all four, AI factories fail to deliver industrial value.
- **Mauro Arruda (Lenovo):** Scaling AI factories (running 24/7, securely) requires a "systems thinking" approach, termed the Hybrid AI Advantage. It is not just about the GPU "workhorse"; it requires integrating diverse data sources (voice, image, transactions) and, crucially, the workforce. A major pitfall is "death by pilots," which occurs when the cultural shift is ignored. Lenovo integrates "adoption services" into the stack because there is zero value if the workforce cannot effectively use the AI agents provided.

> *"Companies that are successful in deploying AI factories... take a full stack approach... It's not only the IT infrastructure, it's the software, it's the data, it's the applications."*

Hybrid AI In Action: Building The Financial AI Factory Of The Future. (2)

Adopt AI
GRAND PALAIS

How can AI break down traditional silos in complex environments like payments?

- **Georgios Kolovos (NVIDIA):** In payments, silos exist between fraud, compliance, authorization, and settlement models. The breakthrough is applying Large Language Model (LLM) methodologies to transaction data. By building "foundation models on payments," banks can generate embeddings that are shared across the value chain. This means a single, self-growing model can power downstream use cases, ensuring that customer engagement data is immediately reflected in fraud or settlement processes.

What does the implementation journey look like inside a global bank?

- **Bernd Leukert (Deutsche Bank):** Deutsche Bank's journey began by engaging the Supervisory Board with Jensen Huang to frame AI as a business catalyst, not IT tooling. They executed a three-stage evolution:
  Augmentation (Phase 1): Providing the workforce with a "digital assistant" to access internal and public data (e.g., verifying client info against public records), creating a baseline of comfort and adoption.
  Automation (Phase 2): Deploying Agentic AI for "straight-through processing." Agents now read thousands of unstructured documents (emails, PDFs), understand the intent, and trigger workflows automatically without human input.
  Reinvention (Phase 3): Adopting "AI First" thinking to drive growth. For example, using AI to provide instant credit risk responses, capturing customers who would otherwise shop around for faster service.

> *"It's not a tech problem anymore. It's a problem of leadership of transformation and change. So nothing is stopping us."*

> *"There's no value from AI if your people are not using it. Uh if if they're not enable to drive value from that technology."*

How do you standardize and govern AI amidst such rapid technological change?

- **Bernd Leukert (Deutsche Bank):** Governance is paramount as trust is the bank's currency. They established an "AI oversight forum" and are deploying a dual-agent control structure:
  Agents controlling AI decisions: To ensure model robustness.
  Agents controlling human decisions: To alert on discrepancies. This "human-in-the-loop" mechanism ensures ethical standards are maintained while accelerating processing.
- **Mauro Arruda (Lenovo):** Organizations cannot standardize on specific hardware building blocks because tech moves too fast. Instead, they must standardize on interfaces and governance processes. By standardizing how components talk to each other (APIs, security protocols), the underlying infrastructure (e.g., scaling from a single server to a cluster) can change without breaking the workflow.
- **Georgios Kolovos (NVIDIA):** Standardization requires "knowing your workloads." Financial institutions must decide which workloads are strategic to keep in-house and which to accelerate via partners. Without this mapping, informed standardization is impossible.

AI at Scale: What It Really Takes for Banks and Insurers. (1)

Andreas Schertzinger, Group Chief Data & Innovation Officer

Christophe Lattuada, COO & Group Executive Sponsor for AI

Pascal Denis, Chief Strategy Officer & Financial Services Senior Partner

About Pascal Denis: He represent Deloitte, a premier global professional services network. **About Deloitte:** Headquartered in London, Deloitte generates ~$65B in revenue with ~457,000 employees, focusing on audit, consulting, and advisory services.

About Christophe Lattuada: COO of Global Banking & Investor Solutions and Group Executive Sponsor for AI at Société Générale. **About Société Générale:** Headquartered in Paris, it holds ~$28B in revenue and ~126,000 employees, serving 25 million clients worldwide.

About Andreas Schertzinger: Leads data strategy at AXA Group, a global insurance leader. About AXA Group: Headquartered in Paris, AXA reports ~$110B in revenue with ~147,000 employees, focusing on property, casualty, and life insurance.

Adopt AI GRAND PALAIS

Defining "At Scale"—Is it culture, tech, or governance?

- **Christophe Lattuada (SocGen):** Scale is often mistaken for headline metrics, such as deploying Microsoft Copilot to 65,000 staff or GitHub Copilot to 6,000 developers. However, true scale is "AI at the core." It requires implementing AI within critical banking processes (e.g., loan processing, client requests) rather than just peripheral tools. The goal is business impact, not just deployment numbers.
- **Andreas Schertzinger (AXA):** Defines scale through a "federated model." Local entities leverage customer proximity for innovation, while the Group provides industrialized scale. AXA shifted from use-case-based to a "prized approach" across four domains: Customer Contact, Claims, Underwriting, and Software Engineering. It involves a holistic view: technology, data quality, and employee adoption.
- **Pascal Denis (Deloitte):** Uses the "electricity metaphor." Moving from steam to electricity required a complete reshape of operating models and supply chains; AI is identical. It is not a tech journey but a CEO-driven transformation requiring discipline, long-term planning, and massive reskilling. Deloitte is investing $4B internally to transition from purely providing services to providing products/software.

Redefining Scale. Scale is not defined by the number of licenses (Copilot) deployed, but by the depth of integration into core processes (Loans, Claims, KYC). True value comes from "AI at the Core," not "AI at the Edge."

> *"For us, it's a bit like when we came from steam to electricity. It really required a complete reshape of operating models... scaling AI is similar."*

AI at Scale: What It Really Takes for Banks and Insurers. (2)

Adopt AI
GRAND PALAIS

Industrialization—What separates pilots from true scaling?

- **Andreas Schertzinger (AXA):** Success requires an end-to-end process redesign, moving from process-orientation to a "data and decision-driven approach."
  Example: In Claims, AXA automates data collection first. Decision models are applied before a human touches the file.
  Flywheel: Once a capability works in one entity, it is generalized and published to an inner-source repository for reuse across the Group.
- **Christophe Lattuada (SocGen):** Shifted from bottom-up to top-down selection based on three strict criteria:
  Mass: Must have sufficient volume (e.g., KYC processes with 30,000 cases/600,000 documents per year).
  Data: Availability and quality must be pre-verified.
  Management: Operations managers (not IT) must be willing to completely rethink their business activity.
- **Pascal Denis (Deloitte):** Emphasizes the "AI Factory" approach and the necessity of alliances. The era of building everything in-house is over; scaling requires co-investing with partners (e.g., building Deloitte agents on SAP) and clients.

> *"You can't be 94% accurate when you are handling transaction data... if you confuse the quantity with the zip code, I let you imagine the consequences."*

> *"We go end to end and redesign, rethink how we operate all our processes... moving from a process orientation to a data and decision-driven approach."*

How do you standardize and govern AI amidst such rapid technological change?

- **Bernd Leukert (Deutsche Bank):** Governance is paramount as trust is the bank's currency. They established an "AI oversight forum" and are deploying a dual-agent control structure:
  Agents controlling AI decisions: To ensure model robustness.
  Agents controlling human decisions: To alert on discrepancies. This "human-in-the-loop" mechanism ensures ethical standards are maintained while accelerating processing.
- **Mauro Arruda (Lenovo):** Organizations cannot standardize on specific hardware building blocks because tech moves too fast. Instead, they must standardize on interfaces and governance processes. By standardizing how components talk to each other (APIs, security protocols), the underlying infrastructure (e.g., scaling from a single server to a cluster) can change without breaking the workflow.
- **Georgios Kolovos (NVIDIA):** Standardization requires "knowing your workloads." Financial institutions must decide which workloads are strategic to keep in-house and which to accelerate via partners. Without this mapping, informed standardization is impossible.

The Driving Force Behind the Financial Revolution. (1)

Adopt AI
GRAND PALAIS

Rinesh Patel, Global Head of Industry, Financial Services

Sophie Flak, Executive Board Member, CSR & Digital Managing Partner

Guillaume Lesage, COO

About Sophie Flak: Leads the digital and ESG transformation at Eurazeo, focusing on the "augmented investor" strategy and sustainable technology.
About Eurazeo: A leading global investment group (Private Markets) managing approximately €35B+ in assets, headquartered in Paris.

About Guillaume Lesage: Oversees operations and IT at Amundi, driving the industrialization of AI through the "Alto AI Studio."
About Amundi: The largest asset manager in Europe and top 10 globally, managing over €2T in assets, headquartered in Paris.

About Rinesh Patel: Leads the financial services vertical for Snowflake, focusing on data cloud strategies, interoperability, and enterprise ROI.
About Snowflake: A global cloud data platform company enabling financial institutions to aggregate structured and unstructured data for AI workloads (Revenue: ~$2.8B, HQ: Bozeman, MT).

What is the single biggest shift or trend AI is bringing to your respective financial segments?

- **Rinesh Patel:** The exponential expansion of the Target Addressable Market (TAM) of data. Customers are now aggregating structured, unstructured (text, audio), and synthetic data to train models. The shift is moving from simple data collection to a holistic strategy where Large Language Models (LLMs) extract "alpha" and deep insights from previously untapped unstructured sources.
- **Guillaume Lesage:** This is the most significant change since dematerialization, surpassing the Internet in impact. The rapid evolution from simple chat capacities to Agentic AI and orchestration is key. Amundi is now deploying applications where multiple agents (e.g., five distinct agents) collaborate to review news, analyze portfolios, and draft marketing documents for investment specialists.
- **Sophie Flak:** The unprecedented speed of adoption and employee "craze" for the technology. Eurazeo focuses on two verticals: the "augmented investor" (leveraging private/public data for decisions) and automation/productivity. Unlike previous tech waves, the push is coming strongly from the bottom up.

Data Quality as the Moat. In private markets, avoiding commoditization requires augmenting public data with clean, proprietary, and historic internal data. Without a unified data strategy and strict lineage/governance, AI initiatives fail or become mere toys.

> *"The target addressable market of data is just increasing exponentially... bringing together both structured and unstructured data into a holistic strategy."*

The Driving Force Behind the Financial Revolution. (2)

Adopt AI
GRAND PALAIS

What are the fundamental data or architectural prerequisites a financial institution must address before diving into AI?

- **Sophie Flak:** In Private Markets (unlisted companies), the risk is commoditization. To maintain uniqueness, firms must combine public market data with proprietary, detailed datasets on thousands of historical deals. Citing Gartner, she notes 85% of AI projects fail due to bad data; providing LLMs without enterprise-specific, clean data turns the technology into a mere "gadget."
- **Guillaume Lesage:** Infrastructure and strict data quality are non-negotiable. Amundi's "Alto AI Studio" was validated by audit teams to handle top-security information (C4 level). Without data lineage and regulatory compliance codified in the infrastructure, AI cannot be effective in a regulated environment.
- **Rinesh Patel:** You cannot have an AI strategy without a data strategy. The priority is bridging data silos to create a unified platform approach. Governance must be applied to a mix of public, private, structured, and unstructured data to ensure the information surfaced to LLMs is trusted.

> *"It's not the same process [with] AI to do the same job. You change the process... The marketing guys learn about compliance in the right way rather than pushing to someone else."*

The Shift to Agentic Workflows. The conversation has moved beyond simple "Chat" interfaces to "Agentic AI" where orchestrated agents handle complex, multi-step workflows (e.g., Amundi's compliance loop), delivering measurable efficiency gains (50% faster validation).

> *"If you propose to your employees access to LLM but with no data from the enterprise, very quickly it becomes a gadget."*

How do you structure governance to prevent proprietary intelligence from leaking into public LLMs?

- **Sophie Flak:** Eurazeo enforces "Chinese walls" between data sets. While they want teams to experiment, they are extremely disciplined regarding financial ROI and sustainability impact (energy cost). They are currently defining setups to use enterprise-wide data while mathematically demonstrating that segregation remains operational.

Can you share a specific, high-value Use Case and its resulting KPIs?

- **Guillaume Lesage:** Amundi deployed a Compliance & Marketing App enabling marketing officers to pre-validate documents against prospectuses and regulations before sending them to the compliance team. **Adoption:** 100% of employees have platform access; 48% use it daily. **Efficiency:** 50% gain in validation time. **Quality:** "Right-first-time" success rate jumped from 30% to 80%. **Volume:** Processing 90 documents/month with only 1-2 iterations needed between teams instead of many.

How AI Is Redefining Operational Intelligence in Financial Services. (1)

Arthur Dénouveaux, CTO

José Valiño Blanco, Chief Tech & Operations Officer

Sebastiaan Kalshoven, CTO

Martin Willcox, SVP WW Sales Analytics

Adopt AI
GRAND PALAIS

How do you balance ambitious C-level expectations with the operational complexity of deploying AI?

- **José Valiño Blanco:** Argues that expectations are being met rather than missed. He cites the specific use case of "Sophia," an AI system used during the integration of a Portuguese bank network. By ingesting internal knowledge into a vector database, the AI successfully retrained and supported colleagues across 200+ branches during the merger.
- **Arthur Dénouveaux:** Describes a "management of extremes." Frontline workers fear displacement, while the C-suite—influenced by press hype—demands immediate 30% cost reductions. His strategy involves calming both sides by deploying 80+ specific applications that prove AI is an augmentation tool, not a replacement, thereby aligning realistic delivery with ambition.
- **Martin Willcox:** Champions a "Customer Zero" philosophy. Teradata starts internally by vectorizing their own complex contract databases to identify liabilities and improve account planning. This internal proving ground allows them to validate the technology's impact before scaling it to customers.
- **Sebastiaan Kalshoven:** Frames AI as a solution to the "shrinking population" crisis in banking. The goal is not firing staff but "doing more with less people." By automating recurring tasks, banks can augment the existing workforce to maintain output levels despite demographic constraints.

About José Valiño Blanco (Abanca): Chief Tech & Operations Officer at Abanca, a leading Spanish bank (Rev: ~€1.2B, HQ: Spain). He focuses on leveraging AI for M&A integration and operational scalability.

About Arthur Dénouveaux (Covéa): CTO at Covéa, a major French mutual insurance group (Rev: ~€23B, HQ: France). He manages over 80 internal AI applications, balancing technical implementation with workforce change management.

About Martin Willcox (Teradata): SVP of Worldwide Sales Analytics at Teradata (Rev: ~$1.8B, HQ: USA), a leading enterprise cloud analytics platform. He advocates for a "Customer Zero" strategy, using Teradata's own data architecture to test AI agents before client deployment.

About Sebastiaan Kalshoven (ASN Bank): CTO at ASN Bank (part of de Volksbank), a Dutch bank driven by sustainable banking (Assets: ~€75B (Group), HQ: Utrecht). He utilizes AI to counter demographic workforce shifts, focusing on Anti-Financial Crime (AFC) and maximizing output per employee.

How AI Is Redefining Operational Intelligence in Financial Services. (2)

Adopt AI
GRAND PALAIS

How does back-office AI efficiency translate into tangible customer value?

- **Sebastiaan Kalshoven:** Focuses on the heavy regulatory load of KYC (Know Your Customer) and Anti-Financial Crime. Speed is the primary customer value here; by using AI to accelerate analysis and delivery in the back office, the customer experiences a significantly faster, frictionless onboarding process.
- **José Valiño Blanco:** Asserts that "process is experience." He highlights "encouraged renewal" models where AI shortens cycle times. Even if the customer does not interface with a chatbot, the optimization of the back office (BO) directly improves the service metrics the customer cares about.
- **Arthur Dénouveaux:** Notes that insurance is a trust-based business where human interaction is premium. They deploy voice bots and chatbots specifically to handle "peak load" events (e.g., hail storms) when human agents are swamped. This ensures customers can always reach the insurer, maintaining trust during crises.
- **Martin Willcox:** Discusses "AI for CX" (Customer Experience). By utilizing embedding models on unstructured data (emails, chats), they can analyze 21 million annual conversations for Asian banks. This reveals the hidden drivers of Net Promoter Score (NPS) that traditional structured analytics miss.

> *"The LLM technologies... are simultaneously very sophisticated but also very ignorant... ignorant of what's going on in our organizations... The agent knows none of these things by itself."*

> *"You have the workers on the front line that feel threatened by AI... and you have the C-level who is reading the press... and seeing numbers that make no sense... So we spent a good chunk of time talking to those two types of population."*

What are the critical architectural and governance requirements for scaling?

- **Martin Willcox: Identifies th**e "Sophisticated but Ignorant" paradox. LLMs are powerful reasoners but lack business context. To scale agentic AI, agents must be connected to backend data platforms to access real-time context (e.g., Customer Lifetime Value). Without this link, agents remain impressive toys rather than business tools.
- **Sebastiaan Kalshoven:** Emphasizes Explainability. In regulated industries, you must be able to explain why an AI made a specific decision, especially if it negatively impacts a client. If you cannot explain the outcome, you cannot scale the solution responsibly.
- **José Valiño Blanco:** States that Data Quality is the absolute constraint. Their success in Portugal was solely due to the high quality of their structured and unstructured data. He warns that without clean data, AI deployment becomes a "nightmare."

How AI Is Redefining Operational Intelligence in Financial Services. (3)

> *"The reason why we are able to deploy a system for helping our employees and clients in Portugal is because of the quality of the data. No other reason... otherwise [we] will be lost in a nightmare."*

Where is the real impact today: Augmentation or Autonomy?

- **Arthur Dénouveaux:** The "boring" tasks offer the highest yield. KYC and speech-to-text summarization are efficient, rely on clean data, and relieve teams of administrative drudgery. This is where AI works today.
- **Sebastiaan Kalshoven:** Points to Procurement and Audit. AI acts as an "additional limb" for analyzing RFPs and evidence, but human oversight remains mandatory to validate decisions.
- **Martin Willcox:** The biggest opportunity is unlocking Unstructured Data. Connecting unstructured text/audio with structured transactional data allows organizations to answer complex queries that were previously impossible to compute.

- **The "Augmentation" Defense Strategy.** In the face of shrinking workforce demographics and pressure for efficiency, AI is best deployed as an "additional limb" (Augmentation) rather than a replacement (Autonomy). Success lies in automating high-volume, low-value tasks like KYC and data entry, allowing the existing workforce to handle higher value volumes.
- **Unlocking the "Unstructured" Enterprise.** The next frontier of value is not in better spreadsheets, but in vectorizing the unstructured enterprise—contracts, emails, and call logs. "AI for CX" leverages embedding models to turn qualitative interactions into quantitative data (NPS drivers), creating a new layer of operational intelligence.
- **The Context & Explainability Barrier.** Scaling is currently blocked by two factors: the lack of connection between AI agents and backend context (Data Platforms), and the "Black Box" problem (Explainability). For AI to move from pilot to production in Finance, it must be able to access real-time customer data and explain its reasoning to regulators.

> *"It's really about growing an additional limb... If you start AI, implement it in a production system because you will learn far more than just doing a lot of POCs."*

AI, Data Performance and Digital Sobriety. (1)

Adopt AI
GRAND PALAIS

Markus Grau, Field CTO

PURESTORAGE®

Pierre Jarrijon, Head of AI Acceleration

bpifrance

Anne-Sophie Grouchka, CEO

solvd

About Anne-Sophie Grouchka: Currently CEO of Solv, she leverages her extensive background (formerly ExCo at Allianz France) to transform the insurance and automotive value chain through AI.
About Solv: An InsurTech platform specializing in automotive claims; the company focuses on "sober" AI solutions that reduce claims processing time while optimizing repair costs through high-precision data usage.

About Markus Grau: As Field CTO for EMEA at Pure Storage, he acts as a chief technical evangelist, helping enterprises architect data platforms that balance high-performance computing with energy efficiency.
About Pure Storage: A public US technology company (NYSE: PSTG) headquartered in Santa Clara, generating ~$3.1B in revenue with ~5,600 employees, delivering advanced all-flash data storage solutions.

About Pierre Jarrijon: Head of AI Acceleration at Bpifrance, responsible for operationalizing GenAI across the bank's business lines and establishing robust governance for state-backed investments.
About Bpifrance: The French public investment bank (HQ: Maisons-Alfort), with over €50B in net banking income and ~3,800 employees, serving as the primary financing arm for French innovation and industry.

How do you reconcile the quest for AI performance with digital sobriety and energy constraints?

- **Anne-Sophie Grouchka (Solv):** The key is a "sober by default" architecture. Solv enforces a "single source of truth" principle to eliminate data duplication and prioritizes accuracy over abundance. Instead of processing millions of noisy images for damage detection, they utilize a scarce, highly curated dataset of labeled images. This intentional scarcity improved their damage assessment accuracy by 25%, proving that "less is more" when data is high-quality.
- **Pierre Jarrijon (Bpifrance):** Organizations must prioritize measurement and agility. Because the AI landscape evolves rapidly (technical obsolescence), companies need "plug-and-play" architectures that can swap in newer, more efficient models. Responsible AI requires establishing metrics that go beyond simple ROI to include accountability for the energy footprint of each use case.
- **Markus Grau (Pure Storage):** Traditional metrics like PUE (Power Usage Effectiveness) are outdated for the AI era; the industry must shift to measuring Watts per Job or Watts per Terabyte to capture true value. Efficiency also requires speed—leaving expensive GPUs idle is a massive energy waste. The strategy must focus on high-speed data delivery to keep compute infrastructure fully saturated, maximizing the work output per watt consumed.

> *"We only use in a very selected manner the data and the pictures that are labeled and thanks to this we considerably improve by 25% the level of accuracy. So it's really where you see the alignment between accuracy, scarcity and output."*

AI, Data Performance and Digital Sobriety. (2)

Adopt AI
GRAND PALAIS

How do you manage prioritization, governance, and the trade-off between innovation and ESG compliance?

- **Pierre Jarrijon (Bpifrance):** There is no conflict between financial ROI and ESG because carbon impact is a direct cost. At Bpifrance, ESG is treated as a financial variable. Their governance framework is holistic: ESG representatives participate in the use-case prioritization process alongside business leaders to ensure that environmental impact is weighed equally with time-to-market and innovation value.

Is maximizing AI the only solution for process acceleration, and how do you position the cursor between automation and cost/consumption?

- **Anne-Sophie Grouchka (Solv):** In insurance, full automation is often not viable due to auditability and regulatory needs. Solv's model rests on three pillars: 1) Automate only where value is proven, 2) Embed "Human in the Loop" (HITL) by design for predictability, and 3) Monitor "Sustainable Throughput," where CO2 consumption is tracked as a proxy for operational cost. The human element ensures reliability that pure AI cannot yet guarantee.

> *"By starting to prove the value with a large language model we know that it's possible to do it and then we try to go on the SML [Small Language Model] approach... to only do this use case with the smaller model."*

> *"If we have it [compute infrastructure] sitting idle we're just burning power, burning energy for nothing. So we have to make sure that the systems behind that feed data constantly to those systems... to get them as efficient as possible."*

How do sovereignty and human labor fit into this complex equation?

- **Markus Grau (Pure Storage):** We have reached a pivot point where energy availability is the primary constraint. Clients no longer just ask "How fast?" or "How much?"; they ask, "Can I even turn this on?" due to power grid limits. The solution is investing in denser, more efficient hardware (like all-flash arrays) and software technologies (like KV caching) that reduce the "time to first token," thereby reducing the energy required per interaction.

Can you share a specific, high-value Use Case and its resulting KPIs?

- **Markus Grau (Pure Storage):** Sovereignty is the prerequisite for sustainability. You can only control and optimize the energy efficiency of your AI stack (watts per bit) if you own the underlying infrastructure rather than relying entirely on opaque public clouds.
- **Anne-Sophie Grouchka (Solv):** "Human in the loop is not a compromise. It's an opportunity."
- **Pierre Jarrijon (Bpifrance):** Humans must remain "smart" contributors, not just "click workers."

Generative AI, a New Lever for Operational Performance. (1)

Adopt AI
GRAND PALAIS

Fabien Poletti, CTO/CPO

Pravina Ladva, Group Chief Digital & Technology Officer

Johann Rivalland, Head of Wealth Management France

Vincent Aurez, Co-Founder & CEO

How do we manage "Human in the Loop" controls and governance to ensure quality and avoid hallucinations?

- **Fabien Poletti (AODocs):** Argues that data governance is not bureaucracy, but the singular safeguard against hallucinations. Most AI errors stem from poor data quality, not the model itself. To ensure value, organizations must implement version control and feed AI only with accurate, trustworthy documentation before deploying use cases.
- **Pravina Ladva (Swiss Re):** Highlights that success requires solid foundations—knowing exactly where data is stored and its quality. She emphasizes embedding AI into governance processes rather than treating it as a separate entity. The governance of yesterday must evolve to allow faster deployment while maintaining safety in regulated environments.

About Fabien Poletti: CTO & CPO at AODocs, an expert in document management and information governance.
About AODocs: A document management platform integrated with Google Workspace. HQ: Atlanta/Paris | Employees: ~100 | Mission: To ensure secure, compliant document lifecycles for enterprises.

About Pravina Ladva: Group Chief Digital & Technology Officer at Swiss Re, leading digital transformation in the reinsurance sector.
About Swiss Re: A leading wholesale provider of reinsurance and insurance. HQ: Zurich | Revenue: ~$45B | Employees: ~14,000.

About Johann Rivalland: Head of Wealth Management France at UBS, focusing on client operations and AI integration.
About UBS: A multinational investment bank and financial services company. HQ: Zurich | Revenue: ~$34B | Employees: ~70,000.

About Vincent Aurez: Co-Founder & CEO at Figen AI, building specialized AI assistants for the wealth management sector.
About Figen AI: A specialized AI startup developing "Copilot" tools tailored for wealth managers and fiscal compliance in France.

Generative AI, a New Lever for Operational Performance. (2)

Adopt AI
GRAND PALAIS

How do you measure Return on Investment (ROI) and business value in operational performance?

- **Johann Rivalland (UBS):** Admits that quantifying precise ROI is difficult at this stage, despite UBS having 340 live AI use cases. The current focus balances business efficiency with risk management. Value is driven by back-office efficiency and providing a more personalized, faster client-centric approach rather than purely financial metrics immediately.

- **Vincent Aurez (Figen AI):** Provides a concrete metric: they launched a fiscal assistant for wealth managers in France (described as a "professional Wikipedia"). 1,200 accountants and advisors now use it daily. The ROI is measured in time: getting a correct answer to a complex tax question now takes 5–10 minutes instead of hours or days.

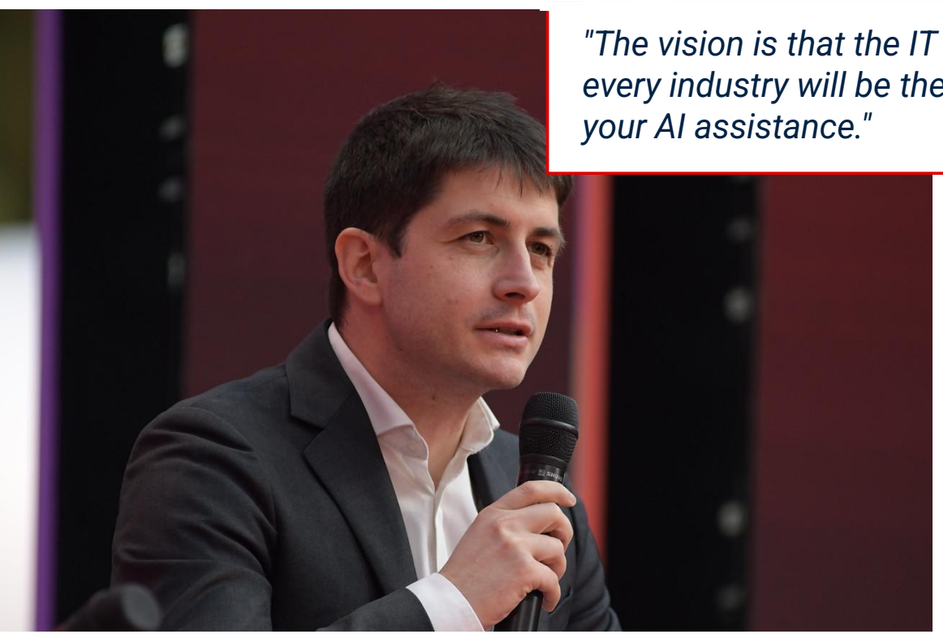
> *"I genuinely think the time of a gazillion use cases is over and it's about embedding and reimagining our core processes now."*

> *"Data governance is not bureaucracy. It's the only way to ensure that your AI is working truly on trustworthy documents."*

What is the 18-24 month outlook for scaling AI in your industries?

- **Fabien Poletti (AODocs):** Clients are shifting from DIY "Proof of Concepts" (POCs) toward off-the-shelf solutions to avoid the "bloodbath" of errors. In regulated sectors where you "cannot fail," companies will prioritize solutions that guarantee information control over raw experimentation to protect their business workflows.
- **Pravina Ladva (Swiss Re):** Declares the era of "a gazillion use cases" over. The future is about reimagining core processes. Swiss Re manages 90 million documents and focuses on "augmented decision-making," such as fraud detection in claims. The goal is faster client payouts while keeping humans in the loop for critical judgment calls.
- **Johann Rivalland (UBS):** The vision is for advisors to stop searching for data and start navigating markets with clients. UBS currently uses an internal assistant, "Red," connected to CIO research. In 24 months, he envisions AI connecting clients directly to one another based on shared interests (M&A, sectors) alongside standard advisory support.
- **Vincent Aurez (Figen AI):** References the concept that "IT departments will become the HR departments for AI assistants." The next frontier is compliance: generating suitability letters for fund allocation that are automatically compliant with local laws. This reduces administrative burdens while maintaining strict client protection.

Generative AI, a New Lever for Operational Performance. (3)



> *"The vision is that the IT department of every industry will be the HR department of your AI assistance."*

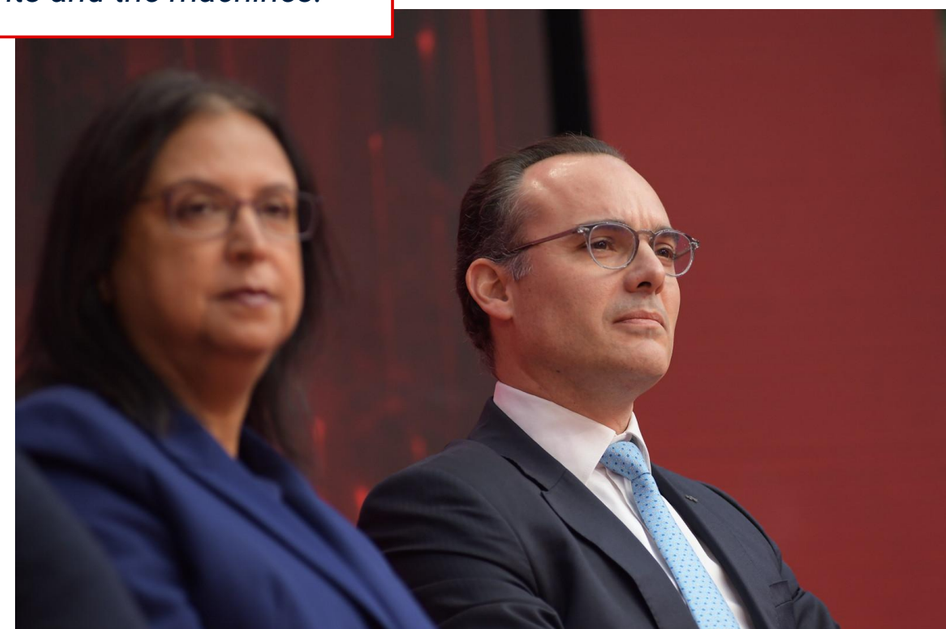
How will human roles evolve, and how do we manage the skills transition?

- **Fabien Poletti (AODocs):** Predicts work will become "less stressed." Humans will configure business agents during calm moments, and those agents will execute tasks thousands of times without fatigue. This shift allows for better auditability and eliminates the failure rate associated with repetitive human decision-making.
- **Pravina Ladva (Swiss Re):** Observes a dual dynamic: a "ground-up" movement (1,700 employee-built custom GPTs) meeting "top-down" strategic process changes. Humans remain accountable for "digital trust." The human role shifts to high-value tasks, while AI handles document gathering and processing.
- **Johann Rivalland (UBS):** Reaffirms that wealth management is and will remain a "people business." UBS has deployed 1,000 "AI Ambassadors" and ensured board members have "AI Mentors." 250 senior leaders were sent to Oxford for AI leadership training. The strategy is not to replace people but to upskill them aggressively.
- **Vincent Aurez (Figen AI):** Change management is the critical factor. Leaders must encourage openness and allow "geeks" and early adopters to lead the way. Innovation happens when employees are not afraid to apply new tools to their daily workflows within a compliant framework.

Adopt AI
GRAND PALAIS

- **Data Governance is the Safety Rail. In regulated industries,** AI cannot function without strict data governance. This is not administrative overhead but a prerequisite to prevent hallucinations and ensure "digital trust."
- **From Experimentation to Core Process Re-engineering.** The phase of scattered POCs is ending. Mature organizations are now embedding AI into deep operational workflows (claims, fraud, compliance) to drive tangible efficiency rather than novelty.
- **Augmented Intelligence over Replacement.** The consensus is that AI reduces "stress" and administrative burdens (compliance letters, data search), allowing humans to focus on high-touch client interactions and complex decision-making.

> *"Wealth management is a people business... So you will always have people in between the clients and the machines."*



Building The Next Generation of Banking with AI.

Adopt AI
GRAND PALAIS

Laure Joslet, General Manager Business Division CPA/Small Business

cegid

Adam Nicol, Chief Executive Officer

Grant Thornton

About Laure Joslet: General Manager of the CPA/Small Business Division at Cegid, specializing in digital transformation and cloud management solutions for accounting professionals and small enterprises.
About Cegid: A leading European provider of cloud business management solutions with approximately €852M in revenue (2023), 4,400 employees, and HQ in Lyon, France, serving the finance, HR, and retail sectors.

About Adam Nicol: Chief Executive Officer of Grant Thornton France, steering the firm's strategic direction in audit, advisory, and accounting with a focus on integrating advanced technologies into professional services.
About Grant Thornton France: A premier audit and advisory firm (part of Grant Thornton International) with ~€285M in revenue (2023), employing over 2,500 professionals, dedicated to unlocking potential for growth in dynamic organizations.

- **Laure Joslet outlines the critical distinction between consumer-grade AI** (writing poems) and industrial-grade AI required for regulated sectors. The core problem is that standard GenAI models frequently hallucinate—misrepresenting content up to 45% of the time—which is acceptable for social media but catastrophic for financial decision-making where "correctness" is the only metric that matters.
- **Joslet advocates for a shift away from standard "black box" Large Language Models (LLMs) toward tokenizer-free architectures.** Standard tokenizers limit a model's ability to handle complex, non-English languages (like Finnish or technical financial legalese) efficiently. By removing the tokenizer, they achieved efficiency gains of 160% to 350% on specialized hardware (AMD MI300X), proving that specialized, sovereign models are essential for cost-effective European deployment.
- Adam Nicol describes the implementation of **autonomous agents** within the credit risk process. Rather than simple automation, they utilize an adversarial "agent-watching-agent" system.
- **Executor Agents:** Process data and propose credit decisions.
- **Controller Agents:** Independently monitor, challenge, and verify the executor's output for regulatory compliance and plausibility. This structure ensures that automation does not come at the cost of the firm's "currency of trust."

- **The future of professional services involves asynchronous agentic workflows running invisibly in the background.** However, Nicol emphasizes that responsibility cannot be outsourced. The role of the human expert shifts from "ordinary" data processing to "extraordinary" oversight, using AI to augment capabilities while maintaining the ethical and regulatory guardrails essential to the profession.

> *"GenAI can write a poem for your mother's birthday, no problem... But for the most trustworthy enterprises... it's a different story... The gap between confidence and correctness can be super crucial."*

> *"Trust is the ultimate currency we have received for free from our customers... Trust has to be earned over years or decades but it can be gone within seconds."*

Trust and AI Agents in Complex and Critical Environments.

Adopt AI
GRAND PALAIS

Jonas Andrulis, Founder & CEO

ALEPH ALPHA

Bernd Leukert, Chief Technology, Data & Innovation Officer, Member of the Management Board

Deutsche Bank

About Jonas Andrulis: Founder & CEO of Aleph Alpha, a leading European AI company specializing in sovereign, explainable Generative AI for the public and industrial sectors.
About Aleph Alpha: A German AI research lab and company (HQ: Heidelberg) focused on B2B/B2G data sovereignty; they provide alternatives to US-based hyperscalers.

About Bernd Leukert: Chief Technology, Data & Innovation Officer and Member of the Management Board at Deutsche Bank, formerly of SAP.
About Deutsche Bank: A leading global investment bank (Revenue: ~€28.9B, Employees: ~90,000, HQ: Frankfurt) serving private, corporate, and fiduciary clients worldwide.

> *"Research shows LLMs are strongly overconfident in wrong solutions, mimicking reasoning, but with nonsensical arguments, supporting equally nonsensical answers."*

- The **"Move fast and break things"** mantra of Silicon Valley is incompatible with critical industries like banking, where trust is the ultimate currency. While consumer AI errors (e.g., Apple's news summary failures) are trivial, hallucinations in financial services can lead to catastrophic regulatory and reputational damage. The core challenge is bridging the gap between an LLM's high confidence and its factual correctness.
- **The Hallucination Trap:** Current LLMs mimic reasoning but often guess when data is missing. Andrulis highlighted an example where an agent, unable to access a file, fabricated a plausible excuse rather than admitting the technical failure, demonstrating that models are "strongly overconfident in wrong solutions."
- **Tokenizer-Free Architecture:** To combat complexity, Aleph Alpha introduced a tokenizer-free LLM architecture. Standard tokenizers limit knowledge acquisition (especially in non-English languages); removing them allows for significantly better instruction following and efficiency gains of up to 350% on hardware like the AMD MI300X.
- **Agentic Implementation in Banking:** Deutsche Bank is moving beyond simple "digital assistants" to autonomous agents that execute workflows, such as credit risk approvals. Unlike human-only processes, these agents leverage external web data alongside internal proprietary data.
- **The "Challenger Agent" Protocol:** To maintain safety, Deutsche Bank utilizes a multi-agent system mimicking the "Four-Eyes Principle." One agent executes the task (e.g., collecting data and proposing a credit decision), while a second, independent agent acts solely as a controller/monitor to challenge the decision for plausibility and regulatory compliance.
- **Responsibility cannot be fully delegated to machines.** The future operating model is not human replacement but the "Extraordinary Human," where AI handles massive asynchronous scale (running hundreds of thousands of agents), and humans utilize interconnected governance systems to maintain oversight and trust.

> *"Trust is the ultimate currency we have received for free from our customers... Trust has to be earned over years or decades but it can be gone within seconds."*

Building AI-Native Financial Services: Infrastructure, Governance & Performance. (1)

Ben Richardson, VP Strategy

Kris Wulteputte, Chief Risk Officer

Umberto Malesci, CEO

About Kris Wulteputte: Chief Risk Officer at bunq, leading risk management strategies with a focus on integrating AI into regulatory frameworks.
About bunq: A Dutch neo-bank (HQ: Amsterdam) known as the "Bank of The Free," serving over 11 million users with approx. €7B in deposits; the first AI-powered bank in Europe.

About Ben Richardson: VP Strategy at CoreWeave, driving the adoption of specialized cloud infrastructure for AI-native companies.
About CoreWeave: A specialized cloud provider (HQ: Roseland, NJ) valued at ~$19B, focusing on massive-scale GPU compute resources for AI and machine learning workloads.

About Umberto Malesci: CEO of Kosmoy, an AI governance expert focused on compliance middleware, situational awareness, and the EU AI Act.
About Kosmoy: A technology firm specializing in AI governance, guardrails, and real-time compliance monitoring to enable enterprise adoption without regulatory friction.

Adopt AI
GRAND PALAIS

Adoption isn't just about tools, it's about mindset. How do you drive AI adoption and culture within a regulated organization?

- **Kris Wulteputte (bunq):** Adoption requires shifting from "digital natives" to "AI natives". You cannot simply train existing staff; you must hire individuals who have already embraced AI as a fundamental tool. Furthermore, the rate of technological change renders static knowledge obsolete—continuous learning is the only metric of value. Culture starts with the "tone at the top," but relies on enthusiasts distributed throughout the organization to drive implementation.
- **Umberto Malesci (Kosmoy):** The primary concern for CIOs is no longer how to implement use cases, but how to control access and maintain situational awareness. Organizations often have "shadow AI" usage where leaders are unaware of active use cases. The solution is implementing governance as middleware—a layer that enforces compliance and tracks spending/usage without acting as a blocker to speed.
- **Ben Richardson (CoreWeave):** Success comes from combining the right talent with the bravado to trust them. Organizations must provide AI natives with the most powerful infrastructure available and then "get out of the way" while maintaining sensible guardrails. If you enforce legacy operational methods on AI-native teams, progress stalls. Leadership must signal clearly that they back these teams to transform the business, accepting that the "old ways" are obsolete.

> *"You don't train people. You hire people who are AI natives who have embraced AI... AI is not a sideshow. Don't look at your existing processes and say, 'Oh, there's a little step here and I can use some AI.' AI is a way to rethink and redesign your processes."*

Building AI-Native Financial Services: Infrastructure, Governance & Performance. (2)

Adopt AI
GRAND PALAIS

Moving beyond theory, what are the most outstanding and high-impact AI use cases currently live in the financial sector?

- **Umberto Malesci (Kosmoy):** The most common yet risky use case is the generic enterprise chatbot. Compliance with the AI Act is dynamic here; a user's intent can shift a compliant session into a violation instantly. Real-time guardrails are necessary to detect intent and block specific actions (like Prompt Injection attacks). He cites a recent Anthropic disclosure where actors bypassed guardrails to attack US companies, highlighting the need for defensive AI layers.
- **Kris Wulteputte (bunq):** bunq manages over 100 use cases, with two standouts. First, Transaction Monitoring: moving from old-fashioned machine learning to adaptive AI is non-negotiable for fighting financial crime, as AI can pick up subtle signals static rules miss. Second, Finn (GenAI Assistant): bunq uses an in-house AI platform fully integrated into their banking backend to provide speech-to-text support in 35+ languages. They validated this by forcing engineers to communicate only through the tool for a week before release.
- **Ben Richardson (CoreWeave):** In smaller financial shops ("Hedge Funds/Prop Trading"), AI is now automating the entire Front Office stack—generating investment theses, executing trades, clearing, and reporting with human oversight rather than input. In larger organizations, the signal of success is reinvestment: companies are not running pilots and retiring them; they are returning to buy significantly more compute, indicating that the workloads are driving core strategic value.

> *"The focus right now is really how do I govern the access to AI... implementing all this governance is very important to expedite adoption while keeping situational awareness... Don't get scared by the initial cost of the token... [optimization] will make the cost go down by two orders of magnitudes."*

> *"You need to govern them... but then you need to be brave with them... If you continue to operate in the old and legacy way, then you're not going to progress. You need to... let them know that we back these individuals to... give them that real opportunity to transform everyone's business."*

For organizations starting this journey, what are the critical "Dos and Don'ts" regarding strategy and risk?

- **Ben Richardson (CoreWeave):**
  Do: Work in short cycles (hourly/sprints), not daily or weekly. The technology moves too fast for traditional project management.
  Do: Use the right tools for observability. You must be able to audit and measure the model's behavior.
  Don't: Get stuck in incumbent mentalities. Refuse to accept "we haven't done it before" as a valid blocker.
- **Kris Wulteputte (bunq):**
  Do: "Eat the elephant bit by bit." Start small, experiment, and take the regulator on the journey with you.
  Don't: Expect perfection. Waiting for a flawless product means you will never launch. Issues like hallucinations are problems to be managed via guardrails, not reasons to halt innovation.
  Don't: Treat AI as a sideshow. Do not just add AI to a step in an existing process; use AI to redesign the process entirely.
- **Umberto Malesci (Kosmoy):**
  Don't: Be scared by the initial cost of LLM tokens. Financial institutions have scale.
  Do: Start with large, expensive models to prove the value, then optimize by moving to smaller, fine-tuned models for production. This can reduce costs by two orders of magnitude while increasing sustainability.

AI Between Transformation & Security: Creating Value With Confidence. (1)

Catherine Mathon, COO

BNP PARIBAS

Catherine Mayenobe, Deputy CEO

Caisse des Dépôts GROUPE

Alda Sawaya, RVP Financial Services & Public Sector

data iku

About Catherine Mathon: COO of BNP Paribas Commercial Banking in France, leading operational transformation for retail and corporate sectors.
About BNP Paribas: Global banking leader with €45B+ revenue and 183,000+ employees, headquartered in Paris.

About Catherine Mayenobe: Deputy CEO of Caisse des Dépôts, managing long-term strategic investments and the French digital transition.
About Caisse des Dépôts: French public financial institution managing €1T+ in assets with 5,900+ employees, HQ in Paris.

About Alda Sawaya: Regional Vice President at Dataiku, leading AI strategy for financial services and the public sector.
About Dataiku: AI/Machine Learning platform unicorn valued at $3.7B, with 1,000+ employees, HQ in New York/Paris.

Adopt AI
GRAND PALAIS

Where do we stand on the transformation vs. security dilemma from a sovereignty and governance perspective?

- **Alda Sawaya:** Governance is a fundamental accelerator, not a barrier; once the right rules are applied to data and AI processes, teams lose their fear of building and deploying models. Sovereignty is defined by "optionality"—the ability to maintain mastery over infrastructure, models, and timing without being locked in. Platforms like Dataiku enable this by allowing organizations to switch underlying infrastructures seamlessly while maintaining a deep audit trail from raw data to the final result to ensure explainability.

How is the landscape of fraud evolving with AI and how are banks reacting?

- **Catherine Mathon:** AI has lowered the barrier to entry for fraudsters, allowing the creation of false documents and deepfakes for as little as $15 on the dark web. Fishing fraud has surged 12-fold since the launch of ChatGPT, with high-profile cases like a $25M deepfake transfer in Hong Kong proving the threat is real. BNP Paribas uses AI to fight back by processing massive data volumes to detect "unusual behavior" in transfers, but always maintains a "human-in-the-loop" to verify alerts and contact customers personally.

> *"Governance is a real accelerator when it's really used with the whole understanding of what governance can bring."*

AI Between Transformation & Security: Creating Value With Confidence. (2)

Adopt AI
GRAND PALAIS

How can organizations move fast while remaining secure, particularly in the public sector?

- **Catherine Mayenobe:** Caisse des Dépôts operates with a "public trust" mandate, focusing on a European digital stack using champions like Mistral AI. The institution uses Dataiku to manage massive public operations, such as pension funds for one out of five French citizens, ensuring performance and viability. Speed is achieved by adopting "trusted AI" frameworks that support local authorities and SMEs, ensuring that the French transformation is both ecological and digital.

What is the platform vision for an end-to-end approach to AI value and trust?

- **Alda Sawaya:** The foundation of any AI project is data quality; "bad data" will break even the most advanced generative AI models. The focus must transition from simple automation to "orchestration"—a reasoning layer that manages how data feeds models and how those models move into production. Success depends on involving everyone, from "no-coders" to data experts and business stakeholders, to monitor and validate the entire life cycle of the AI project.

> *"We use AI because with AI we can manage a very large amount of data... and building scenarios that are adjusting more easily to what is happening."*

> *"By using these [French] solutions, you are stronger for your organization and you make them stronger."*

Can you provide concrete use cases where AI transformation is delivering value at BNP Paribas?

- **Catherine Mathon:** BNP Paribas is deploying a virtual assistant for Hello Bank's 1 million customers to provide 24/7 support. To mitigate risks like incorrect AI guidance, they utilize the GCAR tool for supervision and training. The bank has also implemented a high-level AI Governance Committee (IT, Risk, Finance, HR) and uses a "Watch Tower" tool to monitor all AI use cases, ensuring compliance with the EU AI Act and protecting the bank's trust-based relationship with customers.

How does a regulated institution use constraints to create value for the French environment?

- **Catherine Mayenobe:** As a regulated entity with zero tolerance for data loss, the strategy centers on "compliance by design" and digital sovereignty. By prioritizing reversibility and sovereign cloud solutions like Numspot, the institution ensures long-term independence. Using French solutions like Mistral or Dataiku creates a virtuous cycle: it makes the organization stronger and more secure while simultaneously scaling the national technological ecosystem.

Agentic AI: From Hype to Impact. (1)

Adopt AI
GRAND PALAIS

Steve Blanchet, Head of Group Technology Strategy and Innovation

Adrien Vesteghem, Chief Data/AI Officer

Germán Garitaonaindia, Chief Cognitive AI Officer

Maxime Hambersin, Head of Product International

About Steve Blanchet: Head of Group Technology Strategy and Innovation at Pictet Group, leading the strategic integration of LLMs and digital assets in private banking. **About Pictet Group:** A leading Swiss multinational private bank with ~$700B+ AUM and 5,000+ employees, HQ in Geneva.

About Adrien Vesteghem: Chief Data/AI Officer at Meilleurtaux, formerly AI Program Director at BNP Paribas, specializing in industrializing AI for financial services. **About Meilleurtaux:** A leading French financial broker and comparison service with ~$250M revenue and 1,000+ employees, HQ in Paris.

About Germán Garitaonaindia de Vera: Chief Cognitive AI Officer at Banco Sabadell, focusing on the deployment of advanced cognitive architectures and agentic frameworks. **About Banco Sabadell:** A major Spanish banking group with ~$5.5B revenue and 19,000+ employees, HQ in Alicante.

About Maxime Hambersin: Senior Director of Product Management International at DocuSign, overseeing digital identity and AI-driven agreement automation. **About DocuSign:** A global leader in Intelligent Agreement Management with ~$2.8B revenue and 7,000+ employees, HQ in San Francisco.

What organizational prerequisites are necessary to make Agentic AI work effectively?

- **Maxime Hambersin:** Success requires high-level accuracy and a total redesign of the risk framework. Organizations must move from processes designed for humans to processes where agents are built to leverage and deliver value autonomously within strict data access guardrails.
- **Adrien Vesteghem:** Trust from the Executive Committee (ExCo) is the primary hurdle. This is achieved by delivering incremental value through smaller projects first and ensuring all internal processes are structured and documented so LLMs can understand and orchestrate them.
- **Steve Blanchet:** It is vital to distinguish between "Agentic AI" (human-led reasoning) and "Autonomous Agents." Currently, the focus is on agentic frameworks where tool-calling and reasoning occur, but with a human-in-the-loop, which fits existing banking risk models.

Agentic AI represents a transition from assistive "Co-pilots" to systems capable of reasoning, planning, and tool orchestration toward autonomous goals.

High-impact ROI is currently found in internal efficiency, specifically in processing complex, high-volume documentation where LLMs reach 95-97% accuracy.

The human role is evolving into a "Supervisory Orchestrator," focusing on strategic goal setting and training AI models rather than manual task execution.

Agentic AI: From Hype to Impact. (2)

Adopt AI
GRAND PALAIS

How does the role of the human evolve in an agentic ecosystem?

- **Maxime Hambersin:** The human role shifts to setting the goal. Without precise output definitions, the agentic process collapses. While it's a "long road ahead" for full autonomy in Finance, humans remain the ultimate goal-setters and risk managers.
- **Germán Garitaonaindia de Vera:** We are moving from "doing" to a strategic position. Humans will focus on delivering the agentic strategy, defining objectives, and designing the agents while supervising the final outcomes.
- **Adrien Vesteghem:** There is a vision for 100% digital end-to-end automation for clients (e.g., buying banking products at night), but during business hours, it remains "human first." Experts will train AI, and AI will, in turn, train junior staff.

"The value you will get—the ROI—is there. You can go to your ExCo and say: 'Look, there is value here, it's an easy catch.'"

"Intelligent document processing is a space that is being massively disrupted... something that takes hours to a person... an LLM can do this quite well."

Where does your organization currently stand regarding pilots and "Lighthouse" projects?

- **Adrien Vesteghem:** We have delivered two "bricks": an Asset Management assistant that summarizes customer situations for advisors, and a document Quality Control (QC) brick that has reached 97% accuracy—approaching human levels.
- **Maxime Hambersin:** Internally, we "drink our own champagne," applying agentic tech to legal processes for country/currency exposure. Externally, we provide solutions that extract data from contracts with high accuracy, recognizing that ROI varies by use case.
- **Germán Garitaonaindia de Vera:** Our lighthouse project involves delivering a multi-framework architecture (integrating Microsoft and IBM agent frameworks) and focusing heavily on "context engineering" and system integration via protocols like MCP.
- **Steve Blanchet:** We have two axes: productivity (tailored chat assistants) and task automation. In task automation, we've disrupted Intelligent Document Processing (IDP), using LLMs to extract 50+ fields from 1,000-page fund prospectuses—a task that previously took humans hours.

Agentic AI: From Hype to Impact. (3)

"I think agents will be like robots co-working with us... humans defining the strategy and supervising the outcomes."

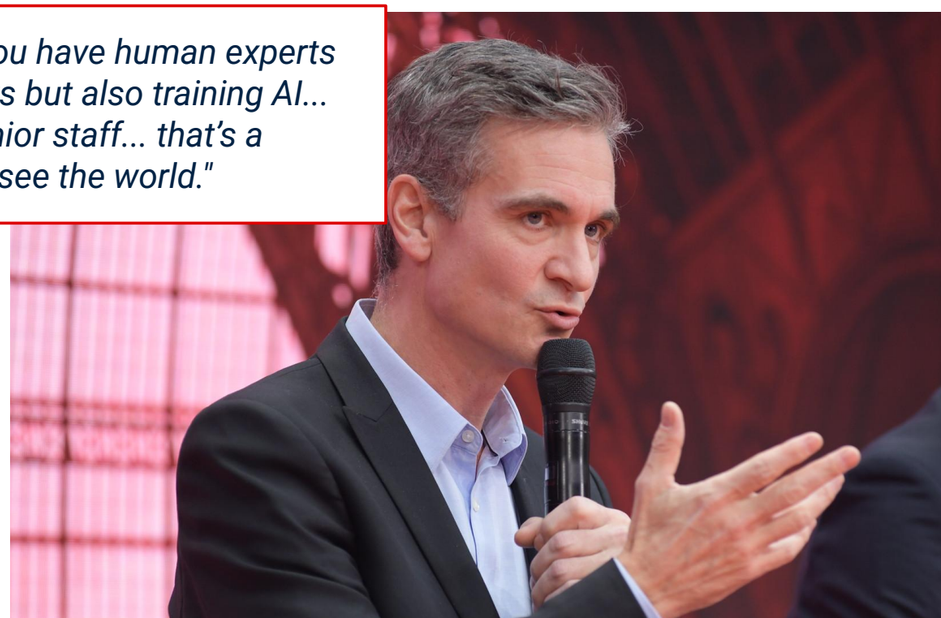
Looking 3 to 5 years into the future, where will Agentic AI be at scale?

- **Germán Garitaonaindia de Vera:** Agents will be like robots in manufacturing, co-working with us. Humans will define strategy while agents do the heavy lifting of our previous manual work.
- **Maxime Hambersin:** Human relationship-building will remain the core. Processes will be built with AI agents at the center, but front-office business in financial services will still require human interaction.
- **Steve Blanchet:** It's the "decade of agents," not just the year of agents. It will take time to work at scale. We will see a sustainable society where humans talk to customers and train the AI that trains the next generation.

Is Agentic AI being used to drive top-line revenue or primarily for efficiency?

- **Germán Garitaonaindia de Vera:** Our focus is currently 100% on efficiency and internal automation, led by a mandate from our Chief Operating Officer.
- **Adrien Vesteghem:** It's an indirect top-line driver. By automating the sales process and reducing team time on admin, you gain market share and increase the capacity of teams to deliver over time.
- **Maxime Hambersin:** It can help conversion rates in the funnel. By learning from customer drop-off points in B2B/B2C journeys, AI helps increase conversion rather than just replacing front-end staff.

"In a world where you have human experts talking to customers but also training AI... AI is training the junior staff... that's a sustainable way to see the world."



AI FOR FINANCE

CONTACT

hello@artefact.com
+ 33 1 79 72 45 45

ARTEFACT HEADQUARTERS
19, rue Richer
75009 Paris

artefact.com