AGNL March Event

# Process Excellence ABN AMRO BANK

Gabriel Calamatta March 2025



Agenda

Background What type of organization are we?

4 ARIS Modelling Way of Working

Process Framework & BPM Ecosystem
Process Framework and Different Structures

5 ARIS Data Quality Dashboard Track Data Quality in line with our Conventions and Framework





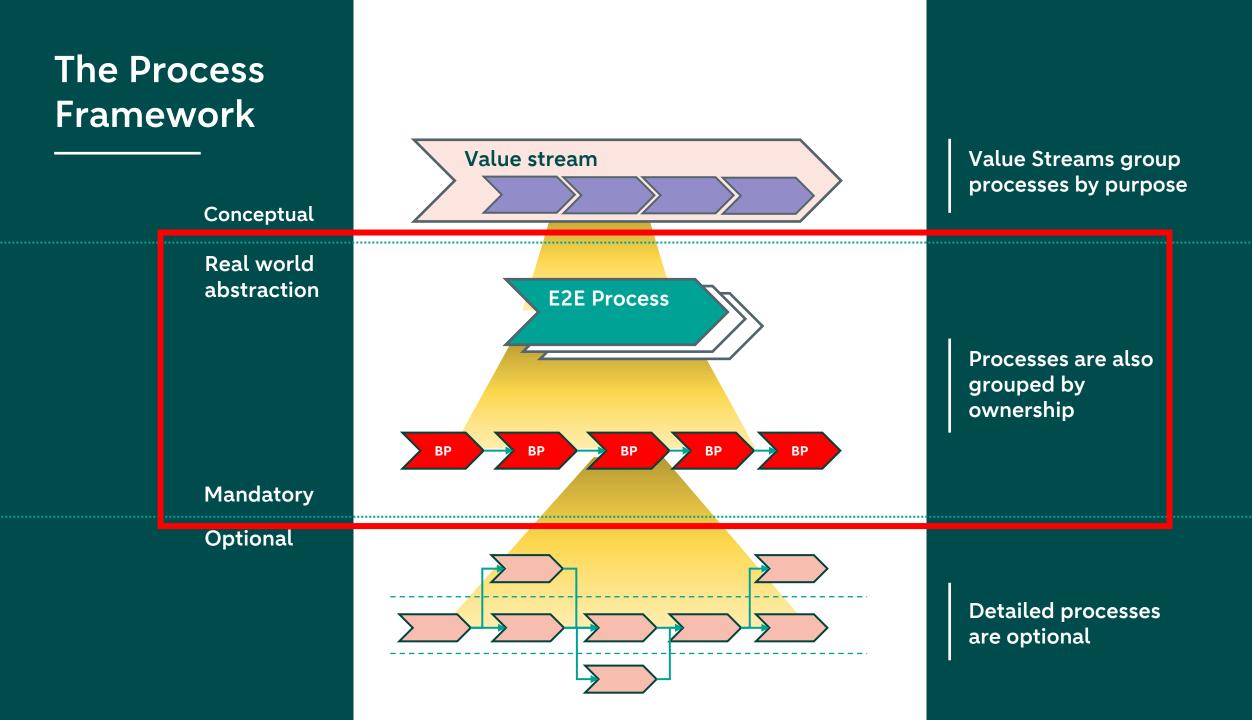
# Background





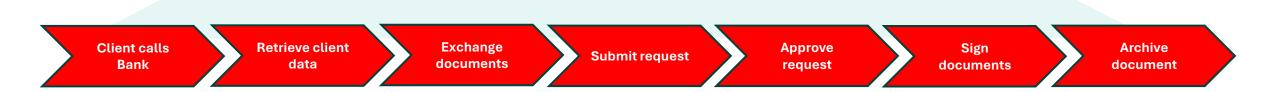
## Process Framework





### Example of E2E & Business Process





## Building the BPM Framework : Managing Perspectives

#### **Domain Structure**

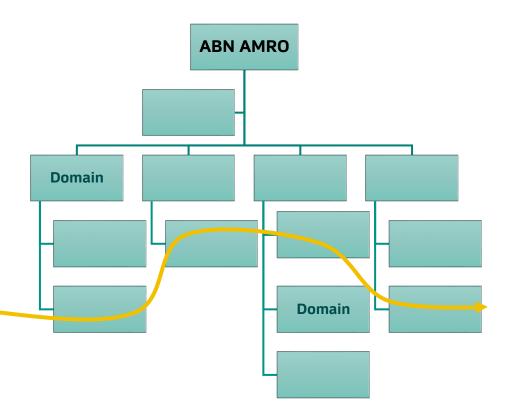
The domain structure is a **structure of ownership**.

In BPM terms, a domain is **a collection of E2E- and Business Processes**, for which the ownership lies within the boundaries of a single department.

In practice, this means that the BPM Domain structure closely **aligns with the Organization structure of the bank**.

The processes within a domain may serve multiple purposes, and thus multiple value streams.

The domain structure **may change** as the organization changes.



#### Value Stream Structure

The value stream structure is a **structure of purpose**.

In BPM terms, this means that a value stream or stage is **a collection of E2E- and Business Processes**, which serve a common goal, purpose or output.

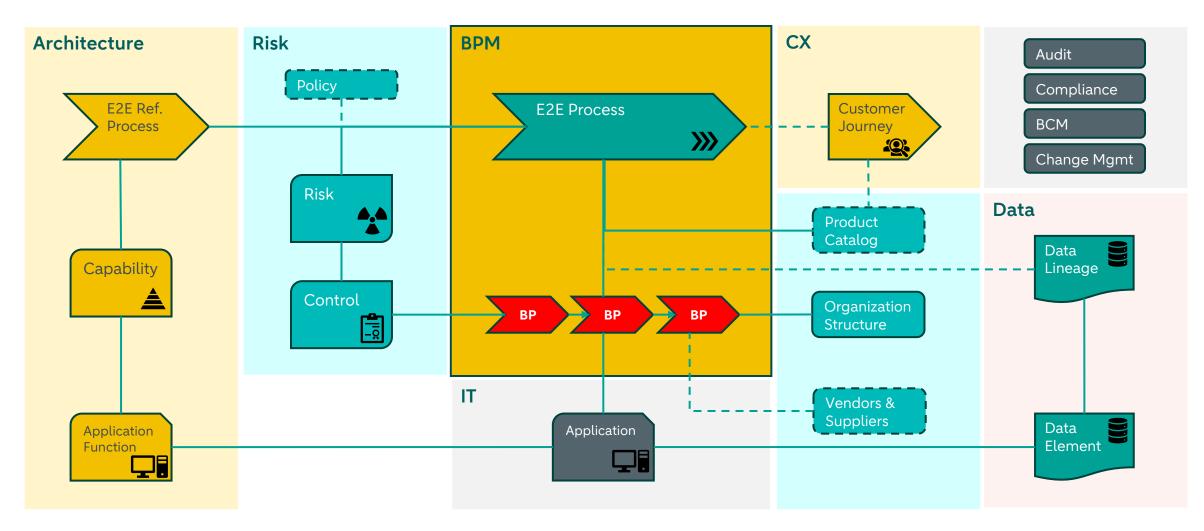
In this way, the value stream structure describes the **interactions between different domains**.

NB. Output and purpose may not always be the same thing for a given process.

The value stream structure is **stable**, and largely agnostic to change.

NB. In **implementing Process Ownership**, it is important to ensure both these structures, of ownership and purpose, are considered. In practice, this means that (E2E) Process Ownership is assigned to the department that has **ownership of the purpose**, goal or output of the process.

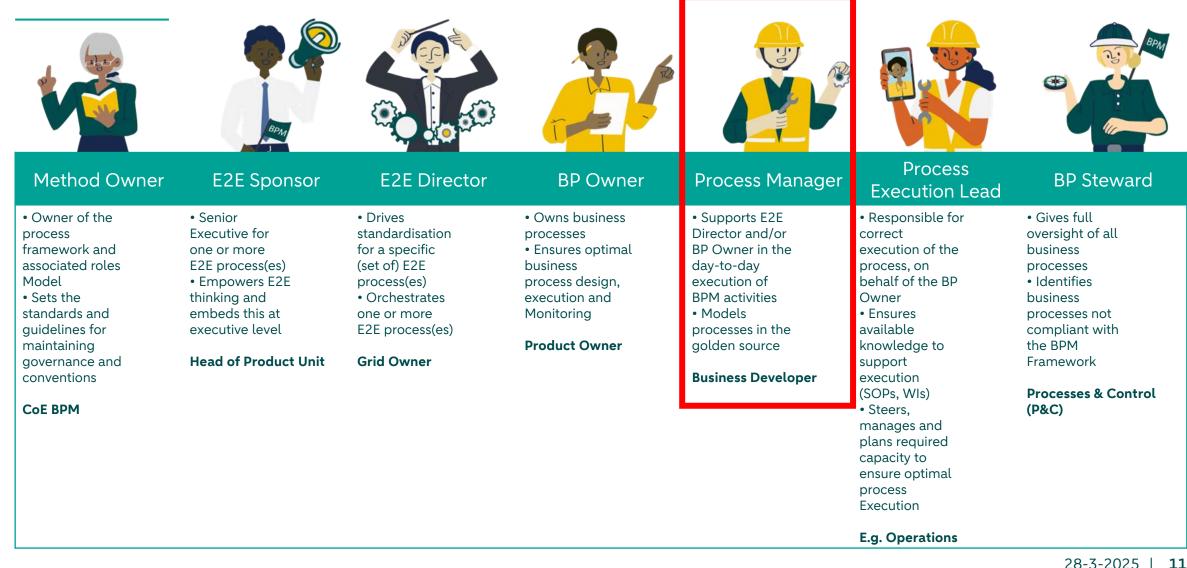
### The BPM Ecosystem



## **BPM Roles**

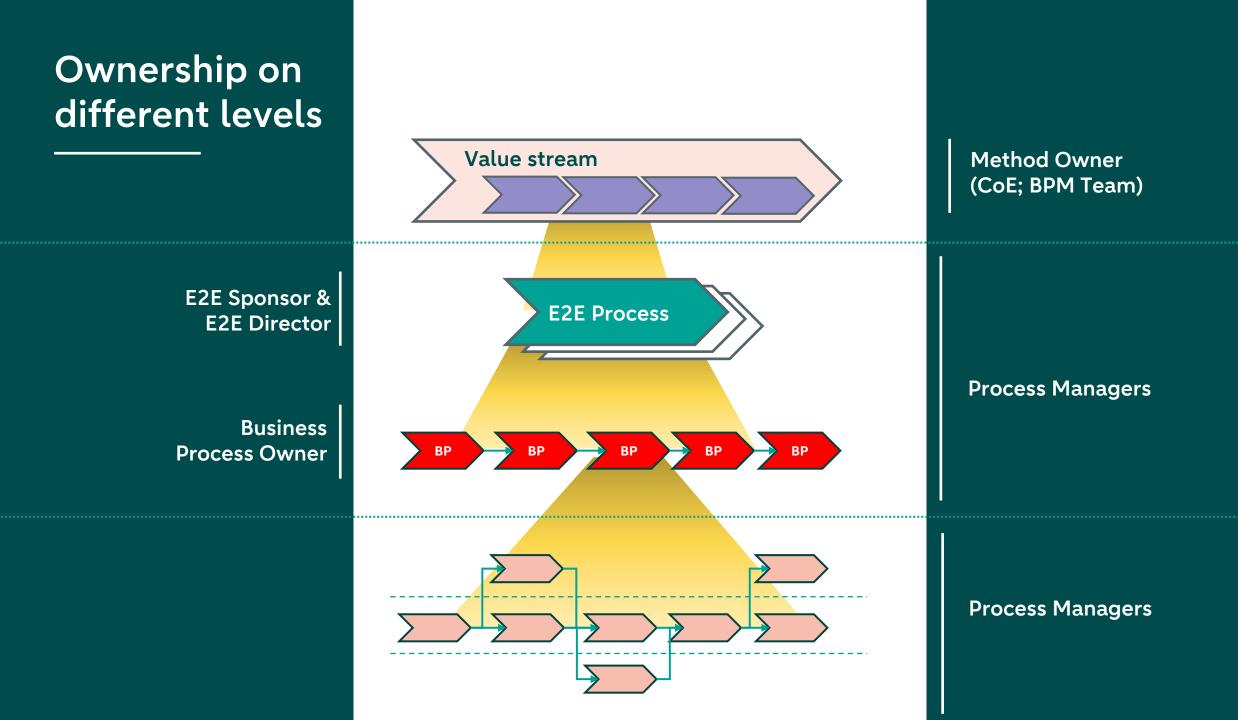


### The BPM Roles (overview)



# ARIS Modelling (way of working)





## Before Modelling in ARIS ...

- Modelling in ARIS is the last step of the process
- Before modelling in ARIS:
  - Teams that are part of the implemenation, have worked with the BPM Stewards
  - Processes are identified and mapped in line with the BPM Conventions & Framework
  - Process managers have been chosen
  - Roles, accountability, ownership and all mandatory fields are known

### Mandatory Fields for E2Es

E2E Process

- Unique Name in English
- Process Description
- Accountability (Organization Unit)
- Process Users
- Reference E2E Process
- Roles (Name, surname & Email addresses)
  - E2E Directors
  - E2E Process Manager
  - E2E Sponsor
- Is the Process Decommissioned?

### Mandatory Fields for BPs

Business Process

- Unique Name in English
- Process Description
- Accountability (Organization Unit)
- Responsibility (Organization Unit)
- Applications
- Roles (Name, surname & Email addresses)
  - Business Process owners
  - Process Manager
- Is the process decommissioned?
- Is it an external process?
- Does the process contain personal data?

## Tooling (Training, Access & Modelling)



### Tooling

#### ✓ ARIS Fundamentals Training:

- Given only to (E2E) Process Managers
- Physical & Onsite at AAB Head Quarters Amsterdam & Subsidiaries
- Via SharePoint & Teams communities

### Tooling (Training, Access & Modelling)



#### **ARIS Databases & Access**

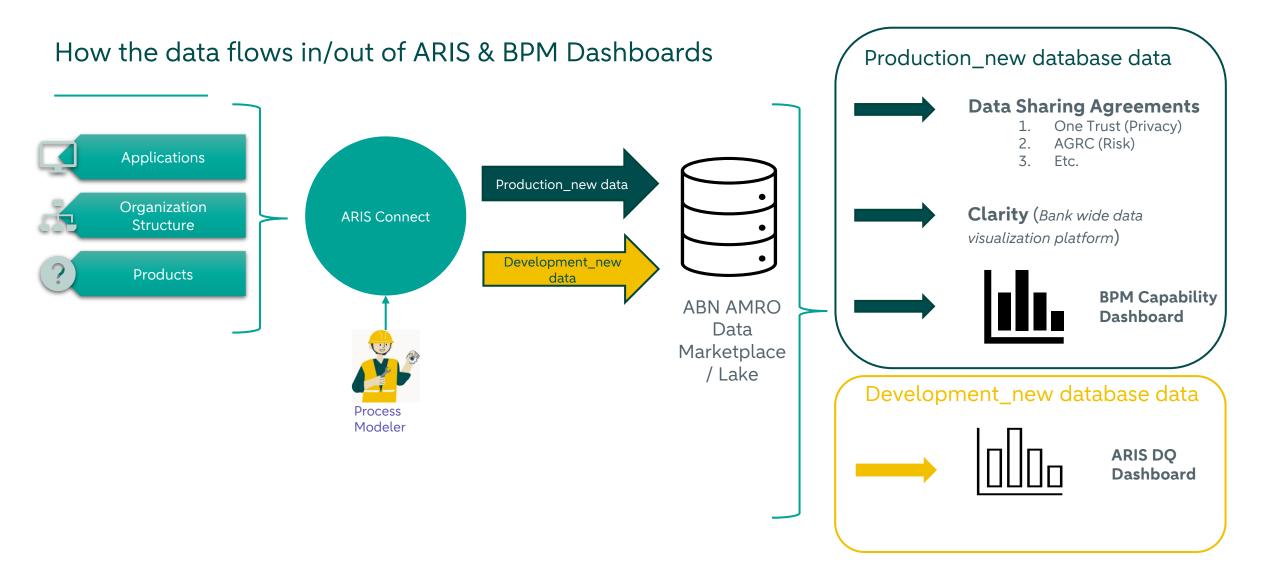
- ✓ ABN AMRO Repository **Development\_new** 
  - Can be used by the Designers (*after being trained*)
  - Any changes to a process must be done here.
  - Upload other ABN AMRO golden source data (which are then connected to the processes)
- ✓ ABN AMRO Repository **Production\_new** 
  - Can be used by both

## Tooling (Training, Access & Modelling)

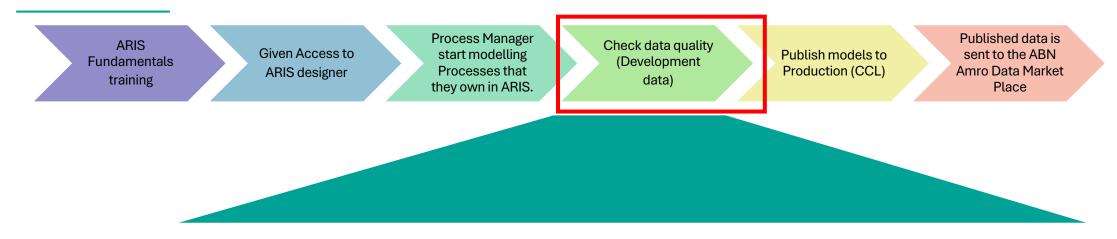


#### Working in ARIS

- $\checkmark$  Process modelling is done by the business (Process Managers).
- Maintenance of the higher level's models, upload of bank-wide golden source data and publication of Value
   Stream and Value stages is done by the Method Owner.



### Data Quality Checks and analysis on Development Data



### **ARIS Overview Reports (ADG)**

- 1. Can be run from multiple models
- 2. Can be from Dev or Prod databases
- 3. Only accessible to viewers & modellers
- 4. Process Flow is exported as a graphic on the report
- 5. It does not highlight the missing nor the incorrect data. It is a simple extraction.

### ARIS Data Quality Dashboard (PowerBI)

- 1. Accessible to anyone within ABN AMRO
- 2. Highlights both missing and incorrect data in line with our conventions.
- 3. Gives an overview of all Processes\*
- 4. Target Audience : Process Managers, Method owner & BPM Stewards.

## ARIS Data Quality Dashboard



### Landing Page

ABN·AMRO	Hello Gabriel!
ARIS Data Quality Dashboard (De Powered by I&T Office   Data & Insights	evelopment Database)
Domain Structure	Model & Roles Overview An overview of all E2E and BP modelled within the Development _new environment and their respective roles
	General Overview of all Connected Processes An overview of the E2E & BP Processes that have been connected to the Value Stream Structure.
	Overview of all Connected E2E Processes An overview of all E2E Processes that have been connected to the Value Stream Structure and the respective mandatory fields. The missing tab highlights the missing data whilst the Incorrect tab highlights the wrong inputted data.
Value Stream Structure	Overview of all Connected Business Processes An overview of all Business Processes that have been connected to the Value Stream Structure and the respective mandatory fields. The missing tab highlights the missing data whilst the Incorrect tab highlights the wrong inputted data.
Cover Page	Mandatory fields score of all Connected Processes An overview of the all E2E & BP Processes that have been connected to the Value Stream Structure and the respective percentage scores.

### Model and Roles Overview

ARIS Data Q Models & Roles (			ard (Devel	opmen	t Datab	ase)		1	Additiona	<sub>I filters</sub> <b>▼ Data as</b>	seen on: 28/02/2 Total E2E
all E2E Processes		1	Value Stream Structure	Name of All	POLD	Name of E2E		2E Process Manage	E2E Sponsor	<b>_</b>	1659
Business Process of	lata										
lame of E2E	E2E Sponsor	E2E Director	E2E Process Manager	Name of PDLD	Count PDLD	PDLD Status Name	of E2E FAD	E2E FAD Count	Value Stream Structure	Last Updated By	Last Updated Date
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ecute Granular Regulatory Reporti naCredit, CRE, RRE, SHS-G (Reporti gent - Fin FA REP)						E2E Ex Regula	kecute Granular atory Reporting ties AnaCredit, CRE,		1 Connected		26/11/2024

### **Overview of all Connected E2E Processes – Missing Information**

		nected E2E Processes	Name of E2E	E2E Director		E2E Process Manage	er A	ccountable	E2E Sponso	r	1050
Checks for	missing	data	All	All		All		II		~	1056
Switch to chec	ks for filling	in incorrectly data									
Name of E2E	Local P Name	Description	Reference E2E Process	E2E sponsor	E2E Director	E2E Process Manager	Accountable	Process user	Decommissioned Indicat	or Last updated by	Last updated
Change Password Mijn-Omgeving Pre Sign On Fl&My	Wachtwoord Mijn-Omgeving aanpassen voor inlog		1	<u></u>			P&BB Home Financing	ABN AMRO Hypotheken Groep	false		l. 22/10/2024
Process Advances On Mortgage Debtor Account	Voorstanden op debiteurenreke ning hypotheek - hypotheken in beheer	This is the process of Process advances on mortgage debtor account.	Execute Product Transaction				P&BB Home Financing	ABN AMRO Hypotheken Groep/ABN AMRO NL			n 22/08/2023
Process Excessive Payment Fl&My	Voorstanden hypotheek	If the customer transfers too much or transfers funds without a clear destination, these will not be processed automatically. Customer contact is then necessary to find out what should be done with the funds.					P&BB Home Financing	ABN AMRO Hypotheken Groep	false		I. 22/10/2024
Submit Fiat To Mid Office Aahg	Voorleggen fiat aan Mid Office AAHG	Optional process for estimation feasibility, in regard to process Provide new mortgage 1/2.	Provide Mortgage Services Product to Customer				P&BB Home Financing	ABN AMRO Hypotheken Groep/ABN AMRO NL	false		a 07/05/2024
Prevent Payment Arrears And Bkr Registration For Frozen Aab Bank Account	Voorkomen betalingsachter stand en BKR- registratie bij geblokkeerde AAB- incassorekening	This is the process of Prevent payment arrears and BKR registration for frozen AAB bank account.	Handle Financial Difficulties				P&BB Home Financing	ABN AMRO Hypotheken Groep/ABN AMRO NL			n 22/08/2023
Request For Consent To Let In Case Of Double Housing Costs	Verzoek tot toestemming	This is the process of Request for consent to let in case of double housing costs.	Handle Product Incident				P&BB Home Financing	ABN AMRO Hypotheken Groep/ABN AMRO NL			n 22/08/2023
Request For Consent To Sell The Property Whilst Negative Home Equity (Including Nhg)	Verzoek tot toestemming verkoop woning met (fictieve) restschuld met en zonder NHG	This is the process of Request for consent to sell the property whilst negative home equity.	Handle Product Incident				P&B Home Financing	ABN AMRO Hypotheken Groep/ABN AMRO NL			ь 27/01/2025
Request Discharge Of Fine	Verzoek tot boetekwijting	The use of fine discharge as a prevention measure.	Handle Customer Complaint				P&BB Home Financing	ABN AMRO Hypotheken Groep/ABN AMRO NL			n 22/08/2023
Send Vouchers For Energy Labels Aahg	Verzenden energielabels (in ieder geval tot 1-1-2025	ABN AMRO has a temporary offer for customers who are transforming there house to a more sustainable one, so that it is more environmentally friendly if they do no they can	[Ref] Marketing & Sales				P&BB Home Financing	ABN AMRO Hypotheken Groep	false	anno.com	n 28/10/2024

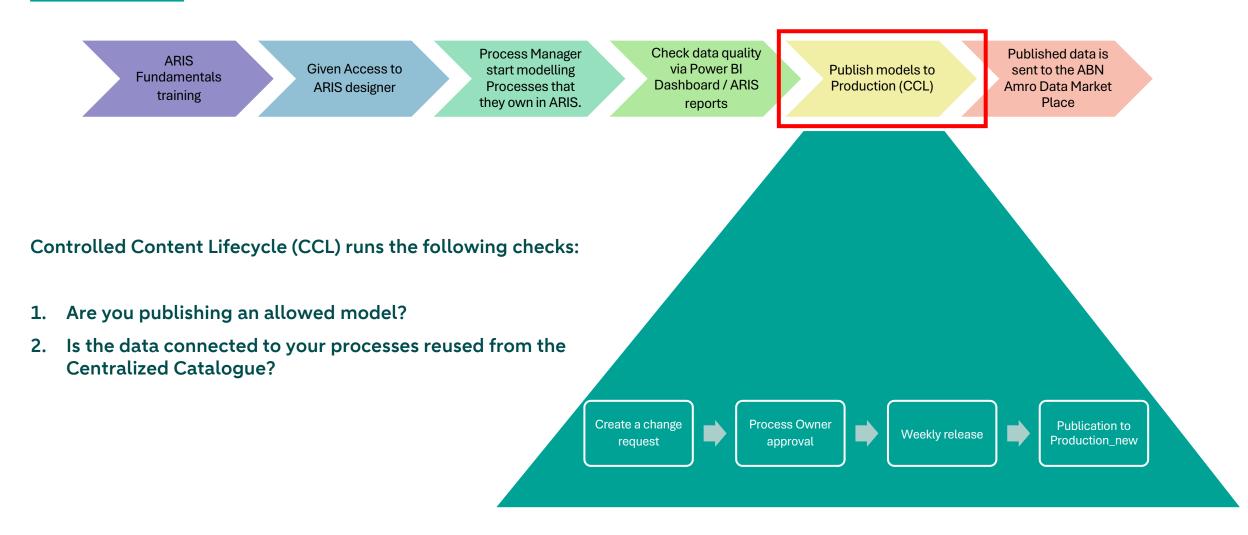
28-3-2025 | 25

### **Overview of all Connected E2E Processes – Wrong Information**

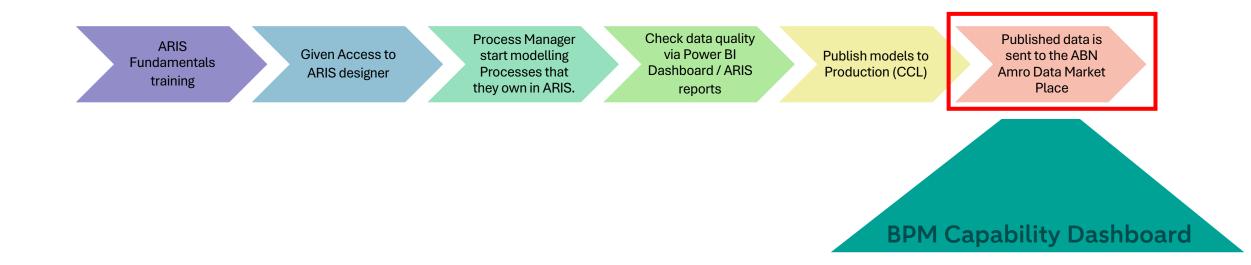
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Back to ch	ecks for m	issing data											2 D 3	= 6
Name of E2E	Local P Name	Description	E2E with multiple Guid	Reference E2E Process	E2E sponsor	E2E Director	E2E Proce	ss Manager	Accountable	Process user (Transaction	Decom	missioned Indicator Last up	dated by Last update	d date
Originate Credit Rapid Germany		Coming to a Credit Contract between customer and bank	Yes	Monitor Risk or Risk Mitigation					CB; FS; LT; C&CLG Current Cred Originatio	Banking Hub) Bethmann n Bank/Germany (CB)/Germany (ICS)/Germany (Transaction Banking Hub)	false		05/12/2024	
Perform Annual Credit Review Germany		Yearly review of the loans.	No	Monitor Risk or Risk Mitigation					Enterprise Risk Management	Bethmann Bank/Germany (CB)/Germany (ICS)/Germany (Transaction Banking Hub)	false		05/12/2024	
Perform Financial Restructuring Recovery Intake Germany		Transferring normal credit clients to FR&R	No	Monitor Risk or Risk Mitigation					Enterprise Risk Management	Bethmann Bank/Germany (CB)/Germany (ICS)/Germany (Transaction Banking Hub)	false		05/12/2024	
Perform Financial Restructuring Recovery Review Germany		Yearly review of the loans, which are handeled in FR&R	No	Monitor Risk or Risk Mitigation					Enterprise Risk Management	Bethmann Bank/Germany (CB)/Germany (ICS)/Germany (Transaction Banking Hub)	false		05/12/2024	
Perform Inflow Monitoring (Lombard) Germany		Monitoring of new AR for the Lombard portfolio	No	Monitor Risk or Risk Mitigation					Enterprise Risk Management	Bethmann Bank/Germany (CB)/Germany (ICS)/Germany (Transaction Banking Hub)	false		18/11/2024	
Administer Bu Client Group Table In Bedrijfsrekening Stelsel (Bs)		Process to administer, change the BU Client group table and authorizing this.	No	No reference					P&BB TB; Core Transactions/P&BB TB; Core Transactions	ABN AMRO NL			11/11/2024	
Administer General Ledger Accounts In Bedrijfsrekening Stelsel (Bs)		This is the process to administer general ledger accounts in Bedrijfsrekening Stelsel (BS)	No	No reference					Core Transactions	ABN AMRO NL			22/08/2024	
Arrange Efrp		Arrange EFRP	No	No reference					CB; MKTS; S&BD GGM; Credit & Rates	Corporate & Institutional	false		28/11/2024	

28-3-2025 | 26

## Tooling (Publishing to Production via CCL)



### Data Quality Checks and analysis on published data



- 1. The General page is accessible to anyone within ABN AMRO
- 2. Check data quality on published processes based on the accountable party (Restricted Access)
- 3. Shows data that has been modelled, connected to our Value Stream Structure and published
- 4. Target Audience : Process Owners, E2E Directors, Method owner, Privacy, Risk & BPM Stewards

## **BPM Capability Dashboard**

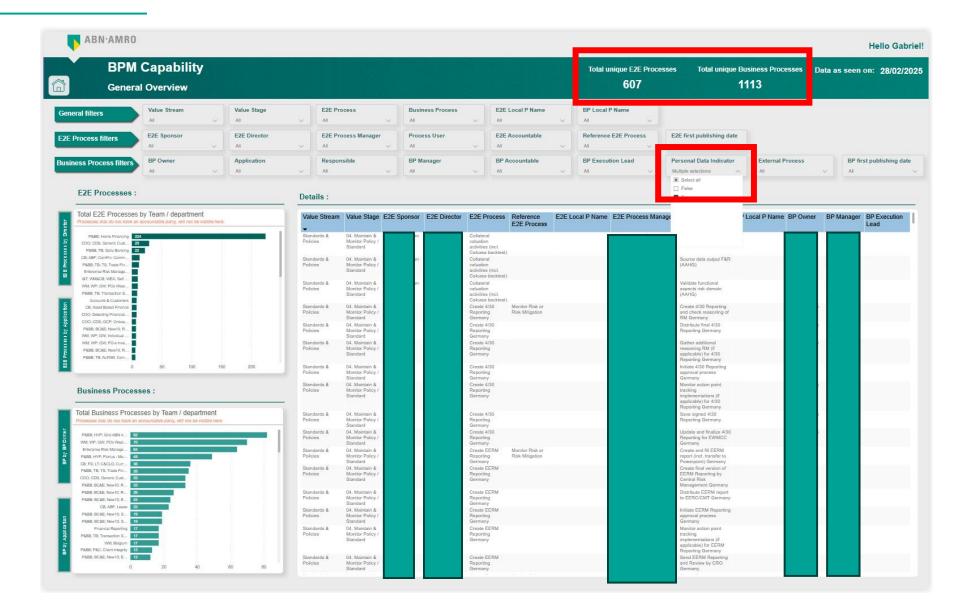


### **General Overview**

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Financial Reporting Material Reporting Material Reporting Material Reporting Material Reporting Report Reporting Rep																PadB; BC&E New10; R 43

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### **Example – From a Privacy Perspective**



28-3-2025 | 31

### Data Quality Score

#### ABN·AMRO

#### Hello Gabriel!

100%

100%

100%

100%

BPM Capability			Total unique E2E Processes	Total unique Business Processes Da	ta as seen on: 28/02/202
DQ Score on Mandatory Fields			1012	3001	
ese lists only show data when an Accountable party is					
or more information about which fields are wrong/miss	sing, kindly refer to the	ARIS Data Quality d	<u>bard</u> . Note that data in the dev & Prod might not be	e aligned.	
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BB; BC&E New10; ENG; Business Admin Domain	800017710	100%	CB; FS; LT; CCG; Distressed Client Manag	ement 803714820	100%
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BB; BC&E New10; ENG; Loan Administration Domain	n 803432460	100%	COO; DFC; Ops; GrCDD; CARC & Exit	800712260	100%
BB; BC&E New10; ENG; Sales Domain	800030830	100%	Fin; CC; CIB; ABF; Data Reporting & Analy	/tics 800002430	100%
BB; BC&E New10; ENG; Support Domain	800056740	100%	Fin; CC; CIB; ABF; Finance Accounting	800002420	100%
BB; BC&E New10; R&PL Non-Financial Risk	804815810	100%	Fin; CC; P&BB HYP; A&R Accounting	800533770	100%
BB; TB; DB; Payment Accounts & Packages	803605150	100%	Fin; CC; P&BB HYP; A&R Reporting	800533780	100%
BB; TB; ICS; F&C A&R Accounting DNU	800048340	100%	Fin; CC; P&BB HYP; FRIS; CoE Data Intel	ligence 800533830	100%

P&BB BC&E New10; ENG; CRM Domain         803891120         100%           P&BB BC&E New10; ENG; Loan Administration Domain         803432460         100%           P&BB BC&E New10; ENG; Sales Domain         80003630         100%           P&BB BC&E New10; ENG; Support Domain         800056740         100%           P&BB BC&E New10; ENG; Support Domain         800056740         100%           P&BB BC&E New10; ENG; Support Domain         800066740         100%           P&BB TB; CS; F&C A&R Accounts & Packages         803605150         100%           P&BB TB; ICS; F&C Controlling         800048340         100%           P&BB TB; ICS; F&C Controlling         800048330         100%           P&BB TB; ICS; F&C Procurem, Accounting & Payments         805235860         100%           P&BB TB; ICS; ICS; Constrolling         800048330         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         80009950         100%           P&BB TB; ICS; OPS; ACC; Consumer Onboarding         80009950         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         8005236050         100%           P			
P&BB BC&E New10; ENG; Sales Domain         800030830         100%           P&BB BC&E New10; ENG; Support Domain         800056740         100%           P&BB BC&E New10; R&PL Non-Financial Risk         804815810         100%           P&BB TB; DB; Payment Accounts & Packages         803605150         100%           P&BB TB; ICS; F&C A&R Accounting DNU         800048340         100%           P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Controlling & Balance Sheet Mgmt         80048330         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         8003693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectns         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; Client Contact Center         80036970         100%           P&BB TB; ICS; PS&C Products         805236060         100%           P&BB TB; ICS; S&M Int Sales & Marketing         8003607070         100%	P&BB BC&E New10; ENG; CRM Domain	803891120	100%
P&BB BC&E New10; ENG; Support Domain         800056740         100%           P&BB BC&E New10; R&PL Non-Financial Risk         804816810         100%           P&BB TB; DS; Payment Accounts & Packages         803605150         100%           P&BB TB; ICS; F&C A&R Accounting DNU         800048340         100%           P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Controlling         800048330         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         80048330         100%           P&BB TB; ICS; IF, Commonboarding & Collectins         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectins         803693500         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800098750         100%           P&BB TB; ICS; OPS; ACc; Supporting Services         8000098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800035710         100%           P&BB TB; ICS; P\$&C Generic Processes         805235060         100%           P&BB TB; ICS; P\$&C Generic Processes         805235060         100%           P&BB TB; ICS; P\$&C Generic Processes         805235060         100% <tr< td=""><td>P&amp;BB BC&amp;E New10; ENG; Loan Administration Domain</td><td>803432460</td><td>100%</td></tr<>	P&BB BC&E New10; ENG; Loan Administration Domain	803432460	100%
P&BB BC&E New10; R&PL Non-Financial Risk         804815810         100%           P&BB TB; DB; Payment Accounts & Packages         803605150         100%           P&BB TB; ICS; FAC; A&R Accounting DNU         800048340         100%           P&BB TB; ICS; FAC; Controlling         800060800         100%           P&BB TB; ICS; FAC; FAC; Controlling         800060800         100%           P&BB TB; ICS; FAC; Controlling         800048330         100%           P&BB TB; ICS; FAC; Reporting & Balance Sheet Mgmt         800048330         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding & Collectins         803693420         100%           P&BB TB; ICS; OPS; A&C Coms Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Cons Collections         80009950         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         8005235960         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         805235960         100%           P&BB TB; ICS; PS&C Products         805235960         100%           P&BB TB; ICS; S&SM Int Sales & Marketing         805075120         100% <t< td=""><td>P&amp;BB BC&amp;E New10; ENG; Sales Domain</td><td>800030830</td><td>100%</td></t<>	P&BB BC&E New10; ENG; Sales Domain	800030830	100%
P&BB TB; DB; Payment Accounts & Packages         803605150         100%           P&BB TB; ICS; F&C A&R Accounting DNU         800048340         100%           P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Crocurem, Accountng & Payments         805235860         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         800048330         100%           P&BB TB; ICS; IT; DM&A IT - Data Analytics         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectns         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Cons Collections         800098750         100%           P&BB TB; ICS; OPS; ACc; Consumer Onboarding         8000098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         80061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         8005236050         100%           P&BB TB; ICS; PS&C Products         805235960         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100% </td <td>P&amp;BB BC&amp;E New10; ENG; Support Domain</td> <td>800056740</td> <td>100%</td>	P&BB BC&E New10; ENG; Support Domain	800056740	100%
P&BB TB; ICS; F&C A&R Accounting DNU         800048340         100%           P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Procurem, Accounting & Payments         805235800         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         80048330         100%           P&BB TB; ICS; ICS; CPS; A&C Comm Onboarding & Collectins         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding & Collectins         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800098750         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800236050         100%           P&BB TB; ICS; OPS; Client Contact Center         800335710         100%           P&BB TB; ICS; PS&C Products         805235600         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&Sales & Marketing         800010090         100%<	P&BB BC&E New10; R&PL Non-Financial Risk	804815810	100%
P&BB TB; ICS; F&C Controlling         800060800         100%           P&BB TB; ICS; F&C Procurem, Accountng & Payments         805235860         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         80046330         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         80048330         100%           P&BB TB; ICS; IT; DM&A IT - Data Analytics         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectns         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800009970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         8000098750         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; Client Contact Center         80035710         100%           P&BB TB; ICS; P&S&C Products         805235060         100%           P&BB TB; ICS; Sisk; Non Financial Risk         8050757120         100%           P&BB TB; ICS; Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800001000         100%           P&BB TB; ICS; Sales & Marketing         8000008100         90%      <	P&BB TB; DB; Payment Accounts & Packages	803605150	100%
P&BB TB; ICS; F&C Procurem, Accounting & Payments         805235860         100%           P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         800048330         100%           P&BB TB; ICS; IT; DM&A IT - Data Analytics         803693420         100%           P&BB TB; ICS; IT; DM&A IT - Data Analytics         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectins         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800035710         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         80035710         100%           P&BB TB; ICS; P\$&C Generic Processes         805236060         100%           P&BB TB; ICS; P\$&C Generic Processes         805236060         100%           P&BB TB; ICS; Sik; Non Financial Risk         805075120         100%           P&BB TB; ICS; Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800008100         100%           P&BB BC&E New10; R&PL Risk         800008100         90% </td <td>P&amp;BB TB; ICS; F&amp;C A&amp;R Accounting DNU</td> <td>800048340</td> <td>100%</td>	P&BB TB; ICS; F&C A&R Accounting DNU	800048340	100%
P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt         800048330         100%           P&BB TB; ICS; IT; DM&A IT - Data Analytics         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding & Collectins         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding & Collectins         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CIent Contact Center         800035710         100%           P&BB TB; ICS; PS&C Generic Processes         805236500         100%           P&BB TB; ICS; PS&C Products         805236500         100%           P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; Sales & Marketing         803607070         100%           P&BB BTB; ICS; Sales & Marketing         8000010090         100%           P&BB BTB; ICS; Sales & Marketing         800008100         100%           P&BB BB; BC&E New10; R&PL Risk         8000089090         99%	P&BB TB; ICS; F&C Controlling	800060800	100%
P&BB TB; ICS; IT; DM&A IT - Data Analytics         803693420         100%           P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectins         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         80009950         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800099750         100%           P&BB TB; ICS; OPS; ACceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         8005236050         100%           P&BB TB; ICS; PS&C Products         805236960         100%           P&BB TB; ICS; PS&C Products         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&M Int Sales & Marketing         800010090         100%           P&BB BB; ICS; Sales & Marketing         800008100         100%           P&BB BB; BC&E New10; R&PL Risk         800008100         100%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%	P&BB TB; ICS; F&C Procurem, Accountng & Payments	805235860	100%
P&BB TB; ICS; OPS; A&C Comm Onboarding &Collectins         803693500         100%           P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; ACc; Consumer Onboarding         8000098750         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800035710         100%           P&BB TB; ICS; OPS; Client Contact Center         80036710         100%           P&BB TB; ICS; PS&C Products         805235600         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           P&BB BTB; ICS; Sales & Marketing         800008100         100%           P&BB BC&E New10; R&PL Risk         8000089090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; F&C Reporting & Balance Sheet Mgmt	800048330	100%
P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh         800059970         100%           P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; Client Contact Center         800035710         100%           P&BB TB; ICS; P&&C Generic Processes         805236060         100%           P&BB TB; ICS; P&&C Froducts         805235060         100%           P&BB TB; ICS; Sisk; Non Financial Risk         805075120         100%           P&BB TB; ICS; Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800008100         100%           P&BB BTB; ICS; Sales & Marketing         800008100         100%           P&BB BC&E New10; R&PL Risk         800008100         100%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB BT; TS; Trade Finance         803605260         99%	P&BB TB; ICS; IT; DM&A IT - Data Analytics	803693420	100%
P&BB TB; ICS; OPS; A&C Consumer Onboarding         800009950         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPs; Client Contact Center         800035710         100%           P&BB TB; ICS; PS&C Generic Processes         805236050         100%           P&BB TB; ICS; PS&C Products         805235960         100%           P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           P&BB TB; ICS; Sales & Marketing         8000010090         100%           P&BB B; C&E New10; R&PL Risk         800008100         100%           P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; OPS; A&C Comm Onboardng &Collectns	803693500	100%
P&BB TB; ICS; OPS; Acceptatie & Collections         800098750         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; OPS; CCC; Supporting Services         800035710         100%           P&BB TB; ICS; PS&C Generic Processes         805236050         100%           P&BB TB; ICS; PS&C Forducts         805235960         100%           P&BB TB; ICS; PS&C Products         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800008100         100%           P&BB BTB; ICS; Sales & Marketing         800008100         100%           P&BB BB; C&E New10; R&PL Risk         800008100         100%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; OPS; A&C Cons Collections Bijz Beh	800059970	100%
P&BB TB; ICS; OPS; CCC; Supporting Services         800061130         100%           P&BB TB; ICS; Ops; Client Contact Center         800035710         100%           P&BB TB; ICS; PS&C Generic Processes         805236050         100%           P&BB TB; ICS; PS&C Products         805235960         100%           P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&Ales & Marketing         800010090         100%           P&BB TB; ICS; SAles & Marketing         800010090         100%           P&BB BB; TB; ICS; SAles & Marketing         800008100         100%           P&BB BB; BC&E New10; R&PL Risk         800008100         100%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; OPS; A&C Consumer Onboarding	800009950	100%
P&BB TB; ICS; Ops; Client Contact Center         800035710         100%           P&BB TB; ICS; PS&C Generic Processes         805235060         100%           P&BB TB; ICS; PS&C Products         805235060         100%           P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         80000810090         100%           P&BB TB; ICS; Sales & Marketing         800008100         100%           P&BB BTB; ICS; Sales & Marketing         800008100         100%           P&BB BTB; ICS; Sales & Marketing         800008100         90%           P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; OPS; Acceptatie & Collections	800098750	100%
P&BB TB; ICS; P\$&C Generic Processes         805236050         100%           P&BB TB; ICS; P\$&C Products         805235960         100%           P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&M Int Sales & Marketing         800010090         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           P&BB BC&E New10; R&PL Risk         800068090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; OPS; CCC; Supporting Services	800061130	100%
P&BB TB; ICS; PS&C Products         805235960         100%           P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; S&M Int Sales & Marketing         800010090         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           P&BB BB; ICS; Sales & Marketing & Recovery         800008100         100%           P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; Ops; Client Contact Center	800035710	100%
P&BB TB; ICS; Risk; Non Financial Risk         805075120         100%           P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           P&BB TB; ICS; Sales & Marketing         800008100         100%           P&BB B; Restructuring & Recovery         8000069090         99%           P&BB BC&E New10; R&PL Risk         800969090         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; PS&C Generic Processes	805236050	100%
P&BB TB; ICS; S&M Int Sales & Marketing         803607070         100%           P&BB TB; ICS; Sales & Marketing         800010090         100%           RM; Financial Restructuring & Recovery         800008100         100%           P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; PS&C Products	805235960	100%
P&BB TB; ICS; Sales & Marketing         800010090         100%           RM; Financial Restructuring & Recovery         800008100         100%           P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; Risk; Non Financial Risk	805075120	100%
RM; Financial Restructuring & Recovery         800008100         100%           P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; S&M Int Sales & Marketing	803607070	100%
P&BB BC&E New10; R&PL Risk         800069090         99%           P&BB BC&E New10; F&D Finance & Process Management         804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	P&BB TB; ICS; Sales & Marketing	800010090	100%
P&BB BC&E New10; F&D Finance & Process Management 804951770         99%           P&BB TB; TS; Trade Finance         803605260         99%	RM; Financial Restructuring & Recovery	800008100	100%
P&BB TB; TS; Trade Finance 803605260 99%			99%
	P&BB BC&E New10; F&D Finance & Process Management	804951770	99%
COO; CDS; GCP; Onboarding Processes 804951910 99%	P&BB TB; TS; Trade Finance	803605260	99%
	COO; CDS; GCP; Onboarding Processes	804951910	99%

100% P&BB; BC&E; New10; ENG; Support Domain 800056740 P&BB; BC&E; New10; F&D; Data 801641610 100% P&BB; BC&E; New10; S&M; CusOp; Customer Services 800056720 100% P&BB; BC&E; New10; TECH; Platform Domain 800017700 100% P&BB; Home Financing 800021390 100% P&BB; TB; ALFAM; Wally 803539800 100% 800048340 P&BB; TB; ICS; F&C; A&R; Accounting DNU 100% P&BB; TB; ICS; OPS; A&C; Cons Collections Bijz Beh 800059970 100% P&BB; TB; ICS; OPS; A&C; Consumer Collections 800035850 100% P&BB; TB; ICS; OPS; A&C; Consumer Onboarding 800009950 100% P&BB; TB; ICS; Ops; CCC; Team Ondersteuning 800035760 100% P&BB; TB; ICS; OPS; DFC KYC 804142100 100% P&BB; TB; ICS; OPS; DFC TM & Fraud Operations 804800130 100% **Risk Management** 800097640 100% RM; CR; CPA; Portfolio Analysis 804952020 100% RM; CR; Credit Portfolio Analysis 800069620 100%

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Fin; CC; P&BB; HYP; Performance Management

Fin; FRBG; Finance Grid

I&T; COO&F; F&R; Finance 1

I&T; P&T; Data & Analytics Platform

Average Percentage for Selected E2E Accountable Unit/s : 93.90%

Average Percentage for Selected BP Accountable Unit/s: 77.67%

### Link BPM/ARIS data to other golden sources

•																	H	ello Gabrie
	Capability Overview													Total O		Data a	s seen on:	28/02/202
filters	E2E Process All	✓ Pro All	ocess User	All		usiness Process	s ~	BP Owner All ~		ication Name	•	Applicati All	on status	•	CIA All	~	RTO All	~
filters	E2E_Process_Object	E2	E Director	All		P Owner	~	PDI All		ication Name	•	CIA Pers	onal Data		CIA Privacy Rating	9		
									Ŷ		162		Total OAP	ner Stat	hus			
Details :																		
E2E Process	E2E Process User	E2E Director	Business Process	BP Owner	Application Name	OAR ID		Application Owner	CIA	RTO	RPO		Total OAR	per Stat	tus			
	E2E Process User	E2E Director	ntermediar/notary	BP Owner	Application Name	OAR ID	Application Status	Application Owner	74				Total OAR		Retired			
E2E Process	E2E Process User	E2E Director	ntermediar/hotary FL&MY AAHG receives request //a email from ntermediar/hotary	BP Owner	Application Name	OAR ID AAB.SYS.13514	Status	Application Owner	CIA				Total OAR					
E2E Process Request proforma mortgage repayment note by advisor FL&MY	E2E Process User Belgium (CB Coverage)	E2E Director	ntermediar/notary FL&MY AAHG receives request ia email from ntermediar/notary -L&MY Accept claim under bar juarantee and pay	BP Owner			Status In Use	Application Owner	CIA	RTO	RPO		Total OAR	Pending	Retired			
		E2E Director	ntermediar/notary FL&MY AAHG receives request ia email from ntermediar/notary FL&MY Rocept claim under bar guarantee and pay peneficiary accest client request fo	BP Owner	Microsoft Outlook	AAB.SYS.13514	Status In Use In Use	Application Owner	CIA 1-1-1	RTO 0-2 hrs	RPO No data loss			Pending	Retired			
E2E Process Request proforma mortgage repayment note by advisor FL&MY	Belgium (CB Coverage)	E2E Director	Intermediar/notary FL&MY AAHG receives request in a email from Intermediar/notary FL&MY Accept claim under ban puramite and pay peneficiary	BP Owner	Microsoft Outlook IBAS NGS - Core	AAB.SYS.13514 FNL.SYS.10892	Status In Use In Use In Use	Application Owner	CIA 1-1-1 1-1-1	RTO 0-2 hrs 0-2 hrs	RPO No data loss No data loss			Pending	Retired			
E2E Process Request proforma mortgage repayment note by advisor FL&MY Claim Bank Guarantee FX: Channel Ottboarding (MDP) Amend Cobra users BE	Belgium (CB Coverage)	E2E Director	ntermediar/notary PL&MY AAHO receives request via email from intermediar/notary PL&MY Rocept claim under bar puraritee and pay beneficiary socept client request fo offboarding	BP Owner	Microsoft Outlook IBAS NGS - Core Microsoft Outlook	AAB.SYS.13514 FNL.SYS.10892 AAB.SYS.13514	Status In Use In Use In Use In Use	Application Owner	CIA 1-1-1 1-1-1 1-1-1	RTO 0-2 hrs 0-2 hrs 0-2 hrs	RPO No data loss No data loss No data loss			Pending	Retired			
E2E Process Request proforma mortgage repayment note by advisor FL&MY Claim Bank Guarantee FX Channel Offboarding (MDP)	Belgium (CB Coverage)	E2E Director	ntermediarihotary P_EMIY WHG receives request at email for receives request the second second second records claim under ban guannies and pay aneficiary scoept client request for affloaring Activate and deliver officioar and user ID BE Second user ID Second Sec	BP Owner	Microsoft Outlook IBAS NGS - Core Microsoft Outlook T24 Model Bank	AAB.SYS.13514 FNL.SYS.10892 AAB.SYS.13514 FNL.SYS.10834 FNL.SYS.10834	Status In Use In Use In Use In Use In Use	Application Owner	CIA 1-1-1 1-1-1 1-1-1 1-1-1	RTO 0-2 hrs 0-2 hrs 0-2 hrs 0-2 hrs	RPO No data loss No data loss No data loss No data loss			Pending	Retired			
E2E Process Request proforma mortgage repayment note by advisor FL&MY Claim Bank Guarantee FX Channel Offloarding (MDP) Amend Cobra users BE Onboard Cobra users BE	Belgium (CB Coverage) Banque Neuflize OBC	E2E Director	Intermediatrihotary 7.4.M/ 7.4	BP Owner	Microsoft Outlook IBAS NGS - Core Microsoft Outlook T24 Model Bank T24 Model Bank	AAB.SYS.13514 FNL.SYS.10892 AAB.SYS.13514 FNL.SYS.10834 FNL.SYS.10834	Status In Use In Use In Use In Use In Use	Application Owner	CIA 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1	RTO 0-2 hrs 0-2 hrs 0-2 hrs 0-2 hrs 0-2 hrs	RPO No data loss No data loss No data loss No data loss No data loss		In Use 142	Pending	Retirement 10 0%			
E2E Process E2E Process Request proforma mortgage repayment note by advisor FL&MY Claim Bank Guarantee FX Channel Olfboarding (MDP) Amend Cobra users BE Onboard Cobra users BE Verification Open Banking TPP Add collateral client in Cobra & T24 BE Add collateral client in Cobra & T24 BE	Belgium (CB Coverage) Banque Neuflize OBC	E2E Director	Intermediatrihotary 7.LMY Advantage of the second second intermediatrihotary 7.LMY Rocept Calim under bar Rocept Calima under bar Rocept Calimatic Under Rocept	BP Owner	Microsoft Outlook IBAS NGS - Core Microsoft Outlook T24 Model Bank T24 Model Bank Third Pany Contract Service T24 Model Bank T24 Model Bank	AAB.SYS.13514 FNL.SYS.10892 AAB.SYS.13514 FNL.SYS.10834 FNL.SYS.10934 AAB.SYS.12007 FNL.SYS.10934 FNL.SYS.10934	Status In Use In Use In Use In Use In Use In Use In Use	Application Owner	CIA 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1	RTO           0-2 hrs           0-2 hrs	RPO No data loss No data loss No data loss No data loss No data loss No data loss		In Use 142	Pending	Retirement 10 (25)			
E2E Process Request proforms mortgage repayment note by advisor FL&MY Claim Bank Guarantee EX Channel Offboarding (MDP) Amend Cobra users BE Onboard Cobra users BE Verification Open Banking TPP Add collateral client in Cobra & T24 BE	Belgium (CB Coverage) Banque Neuflize OBC	E2E Director	ntermediar/hotary 7_6.8/W A-HG Proceives request intermediation of the second retermediation of the second paraficial waves of the second paraficial waves of the paraficial waves of the paraficial of the second paraficial	BP Owner	Microsoft Outlook IBAS NGS - Core Microsoft Outlook T24 Model Bank T24 Model Bank Third Party Contract Service T24 Model Bank	AAB.SYS.13514 FNL.SYS.10892 AAB.SYS.13514 FNL.SYS.10834 FNL.SYS.10834 a AAB.SYS.12007 FNL.SYS.10834	Status In Use In Use In Use In Use In Use In Use In Use	Application Owner	CIA 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1 1-1-1	RTO           0-2 hrs	RPO No data loss No data loss No data loss No data loss No data loss No data loss No data loss		In Use 142	Pending	Retirement 10 (25)	- 18	ank) 204 (00%)	

#### Details :

E2E Process	E2E Director	Business Process	BP Owner	PDI	Application Name	OAR ID	CIA Personal Data	CIA Privacy Rating
Activate account Mijn-Omgeving FL&MY		Approve request without documents FL&MY			1 ISHS/HYARCHIS	AAB.SYS.1354	true	:
Activate account Mijn-Omgeving FL&MY		Approve via collection feature FL&MY			1 Estate	AAB.SYS.12410	true	1
Activate account Mijn-Omgeving FL&MY		Approve via collection feature FL&MY			1 ISHS/HYARCHIS	AAB.SYS.1354	true	1
Activate account Mijn-Omgeving FL&MY		Receive identity via iDIN FL&MY			1 Estate	AAB.SYS.12410	true	
Activate Apple Pay		Manage Payment Tokens (DPI)			0 Payment Tokens	AAB.SYS.12418	true	
Activate Apple Pay		Manual activation Digital Debit Card			0 Payment Tokens	AAB.SYS.12418	true	
Activate Debitcard with retained pin code by POS/ATM		Capture activation Debitcard via POS/ ATM			0 Base24-eps	AAB.SYS.11848	true	
Activate Google Pay		Manage Payment Tokens (DPI)			0 Payment Tokens	AAB.SYS.12418	true	
Activate Google Pay		Manual activation Digital Debit Card			0 Payment Tokens	AAB.SYS.12418	true	
Activate iDEAL Acquiring		Archive document in Base via Concord			0 Base retention	AAB.SYS.12823	false	
Activate iDEAL Acquiring		Archive document in Base via Concord			0 ECM Concord	AAB.SYS.12629	true	1
Activate iDEAL Acquiring		Sign iDEAL contract			0 ECM Concord	AAB.SYS.12629	true	
Activate iDIN Acquiring		Archive document in Base via Concord			0 Base retention	AAB.SYS.12823	false	
Activate iDIN Acquiring		Archive document in Base via Concord			0 ECM Concord	AAB.SYS.12629	true	
Activate iDIN Acquiring		Sign iDIN contract			0 ECM Concord	AAB.SYS.12629	true	
Add a new debtor (partner) - by intermediary		AAHG creates bank guarantee form for Intermediary			1 Estate	AAB.SYS.12410	true	

### **Connect & reach out :**



## **Gabriel Calamatta**

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