



# Business Deep Dive Kick off session

2026, Feb 2<sup>nd</sup>

# WELCOME TO YOUR UPDATED BDD EXPERIENCE

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## Rationale (mostly based on your feedback and discussions with working groups of students):

- **More commitment** from partner companies
- **More usecases**
- **More open problems** -> thereby implying asking more questions to experts and listen to the context
- **More time to deep dive into the data (... also meaning *more complex data*)**
  - > Week #1 is dedicated to exploring the data, and testing implementation strategies. You'll get challenged.
- **More reflection towards the use of AI** -> You'll be evaluated on your usage of AI
- **More transparency on the commitment of each team member** -> More difficult to hide...

2

## Key updates (mostly based on your feedback on discussions with working groups of students):

- **Revamped « Kick-off »** -> Masterclass, then deep dive in the business context of usecases
- **Revamped « Mentorship »** -> Now *OnTheGrill* sessions, mixed with *OfficeHours* :
  - Each teams having 10-15' with partner company experts
  - In the meantime, 'office hours' mode in the auditorium with other partner company experts
- **Revamped « Wrap-up »** -> Every teams present their full work
- **Pitch at the HQ** with executives for the winners of each usecase

1. INTRODUCTION OF SPEAKERS
2. BNP PARIBAS MASTERCLASS
3. OVERALL PRESENTATION OF BUSINESS CONTEXT & USECASES
4. DEEP DIVE IN CASES
5. WORK SESSION FOR 1st DELIVERABLE —  
the Reverse Brief

Auditorium (~1h)

Faculty

BNP Paribas Chief Digital Services Officer

BNP Paribas experts

Breakout rooms (~1h)

BNP Paribas experts

# New deliverable #1 – The Reverse Brief

See detailed guidelines on the corresponding item on Blackboard

## Objective

The Reverse Brief ensures your team truly understands the business problem before proposing solutions.

You must reframe the challenge, define a data-driven plan of action, and ensure your team is fully aligned on priorities and ownership.

Due by next Thursday, and it is expected to be challenged during the OnTheGrill session on Friday.

## Expected Output

- **Format:** 2-page document (PDF).
  - Page 1 – Written synthesis (max 100 words + key assumptions).
  - Page 2 – Visual diagram of the critical path / work plan.
- **Tools** (recommended): Miro, Notion, or any brainstorming / project management tool.

## Content Requirements

- **Problem Reframing** (max 100 words): Restate the challenge in your own words — what is really being asked of you?
- **Key Hypotheses** (3–4): The assumptions you'll test throughout the BDD
- **Critical Path / Work Plan** (visual): A diagram showing how you plan to solve the case — steps, tasks, milestones, dependencies.
- **Team Alignment & Ownership:**
  - The group must agree on priorities and milestones.
  - Each member must be owner of specific tasks in the work plan.

# New deliverable #2 – The AI Log

See detailed guidelines on the corresponding item on Blackboard

## Objective

The AI Log documents how your team uses AI tools (which you should definitely use — ChatGPT, Gemini, Claude, etc.) responsibly and effectively.

It demonstrates transparency, ethical practice, and your ability to integrate AI into real workflows.

## Expected Output

**Format:** 2 pages PDF.

Must include public links (ie. open to anyone) to GPT chat(s) or other AI sessions used for the project.

## Content Requirements

Your AI Log must include:

- **Open Access Links:** Provide **shareable links** to your AI sessions (“Anyone with the link can view”).
- **Tool(s) Used:** List the AI tools you used (e.g. ChatGPT, Gemini, Claude, Copilot).
- **Purpose of Use:** Explain for what tasks you used AI — ideation, data analysis, code generation, drafting, etc.
- **Prompt Examples:** Include exact prompts or screenshots of your key queries.
- **Outputs and Validation:** Summarize what AI produced and how you validated or corrected it.
- **Reflection (Critical Analysis):** Identify **3 areas where AI performed better than you would have**.
  - Identify **3 areas where you outperformed AI** (judgment, creativity, or interpretation).
  - Reflect on what you learned from this collaboration between human and AI.

# BREAKOUT ROOMS PER CASES

Please look at your Blackboard Group number

	Case “Head of Operations”	Case “Client Services Manager”	Case “Quality Monitoring Team”	Case “Innovation Manager”
Bachelor 1	Group 1 to Group 4 (included)	Group 5 to Group 8 (included)	Group 9 to Group 13 (included)	Group 14 to Group 18 (included)
Bachelor 2	Group 1 to Group 4 (included)	Group 5 to Group 8 (included)	Group 9 to Group 12 (included)	Group 13 to Group 16 (included)
Bachelor 3	Group 1 & Group 2	Group 3 & Group 4	Group 5 & Group 6	Group 7 & Group 8
	CIRCLE Room (10 groups)	CROSS Room (10 groups)	LINES Room (11 groups)	AUDITORIUM Room (11 groups)



# **BNP PARIBAS SECURITIES SERVICES**

02 february 2026

**HOBART HACK QUEST WITH ALBERTSCHOOL**



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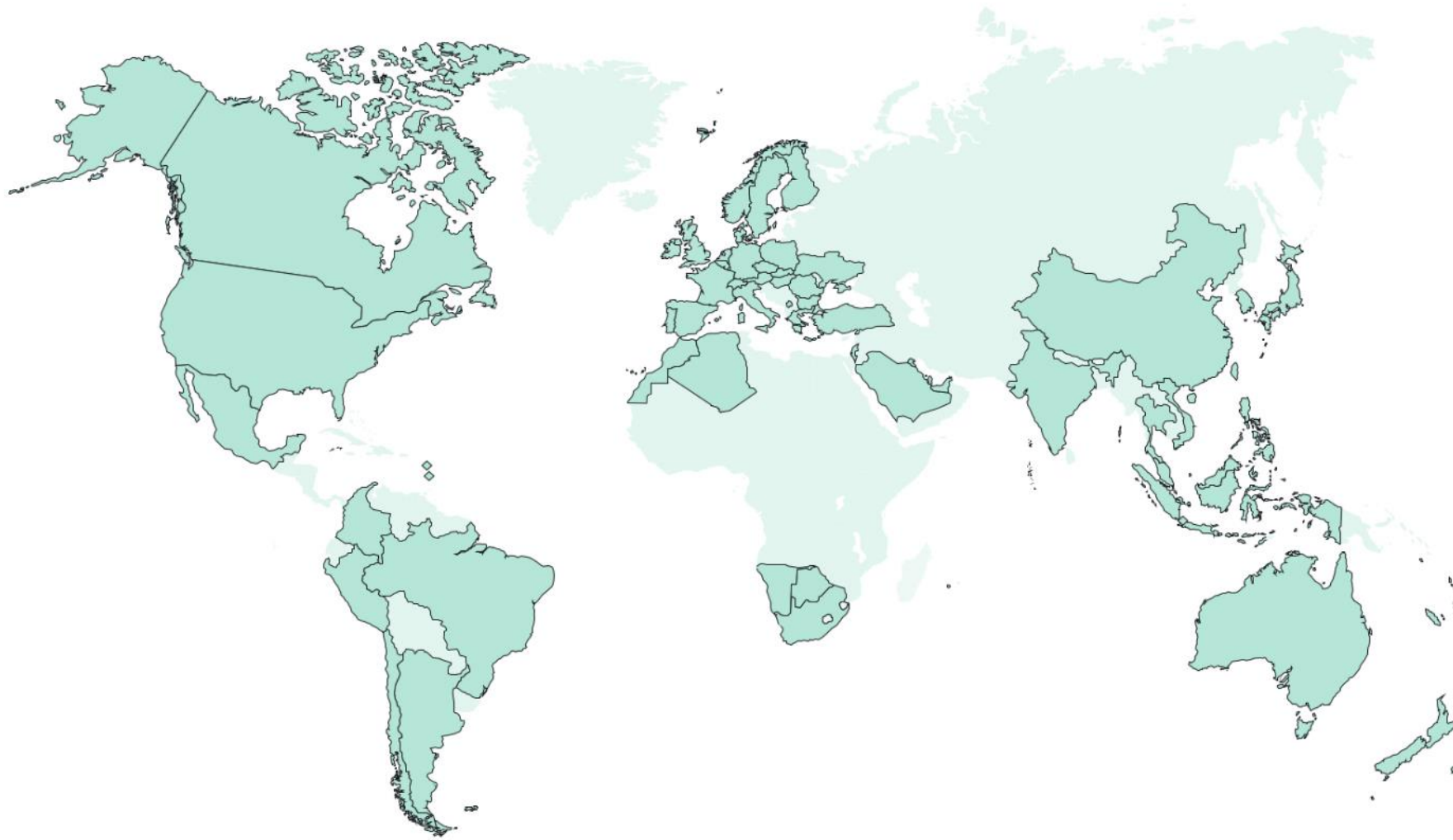


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# BNP Paribas supports its clients on all continents



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# LEADER IN BANKING AND FINANCIAL SERVICES IN EUROPE

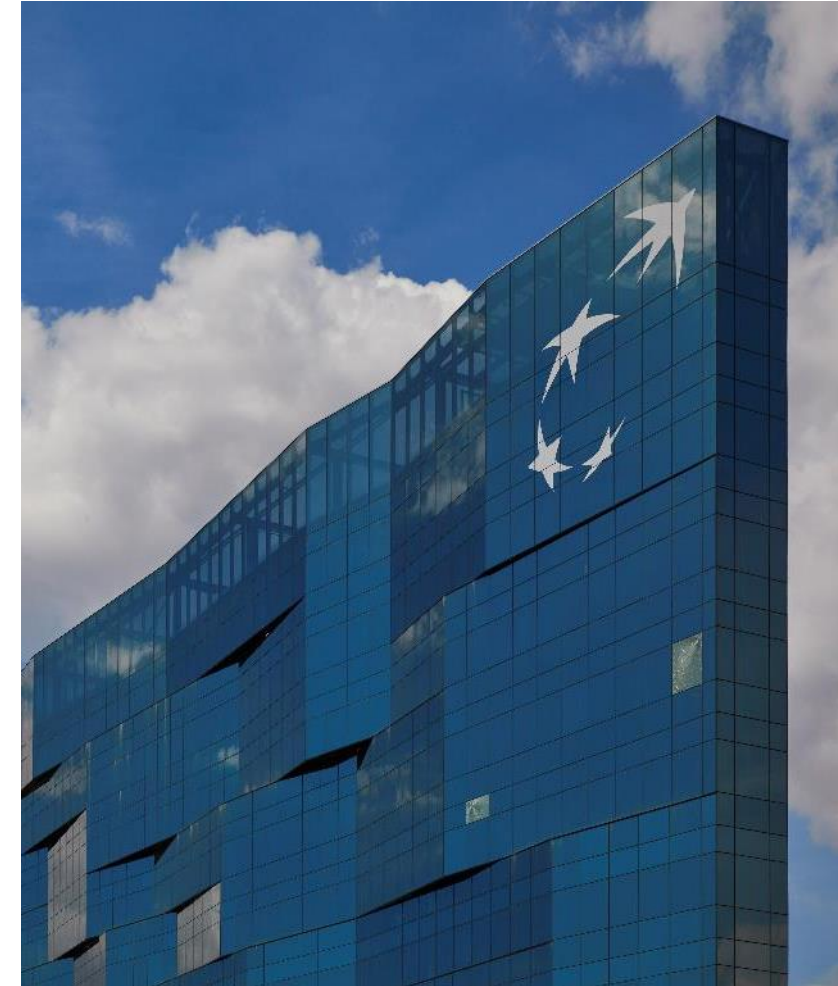
BNP Paribas has a presence in **64\* countries and territories**, with nearly **178,000\* employees**, including more than 144,000 in Europe.

The Group supports all its customers - **individuals, entrepreneurs, SMEs and institutions, associations** – in the implementation of their projects through its financing, investment, savings and protection solutions.

Our organisation is structured around **three operating divisions**. Their business lines cooperate closely, as part of our integrated model, to meet the needs of all our clients in a coordinated manner:

- **Corporate & Institutional Banking**, which supports corporate and institutional clients;
- **Commercial, Personal Banking & Services**, which brings together all the Group's commercial & personal banking and several specialised businesses;
- **Investment & Protection Services**, which offers a unique continuum of products and services across protection, saving, investment and real-estate.

\*Figures as at 31/12/2024, not taking into account data from AXA Investment managers who joined the Group in July 2025.



# A Diversified AND INTEGRATED BUSINESS model

## OUR ASSETS



A European leader with global reach operating in **64 countries and territories**.



Nearly **178,000** committed employees, worldwide.



**Broad diversification** by customer segment, geography, sector and business line.



**A solid financial structure** with **€134.1bn** in shareholder's equity.



**Cooperation between business lines**, to meet all our customers' needs.



**Technology and innovation at the heart of our model** with **more than 800** AI use cases in production in 2024.



**A leading group in sustainable finance**, #1 worldwide in ESG bonds and loans with **US\$69.2bn** in 2024 (source Dealogic).

We are here



## Our three operating divisions

Corporate & Institutional Banking

Commercial, Personal Banking & Services

Investment & Protection Services

## Our solutions

- Everyday banking
- Payments
- Advice
- Financing
- Investments
- Savings
- Protection

Figures as at 31/12/2024, not taking into account data from AXA Investment Managers who joined the Group in July 2025

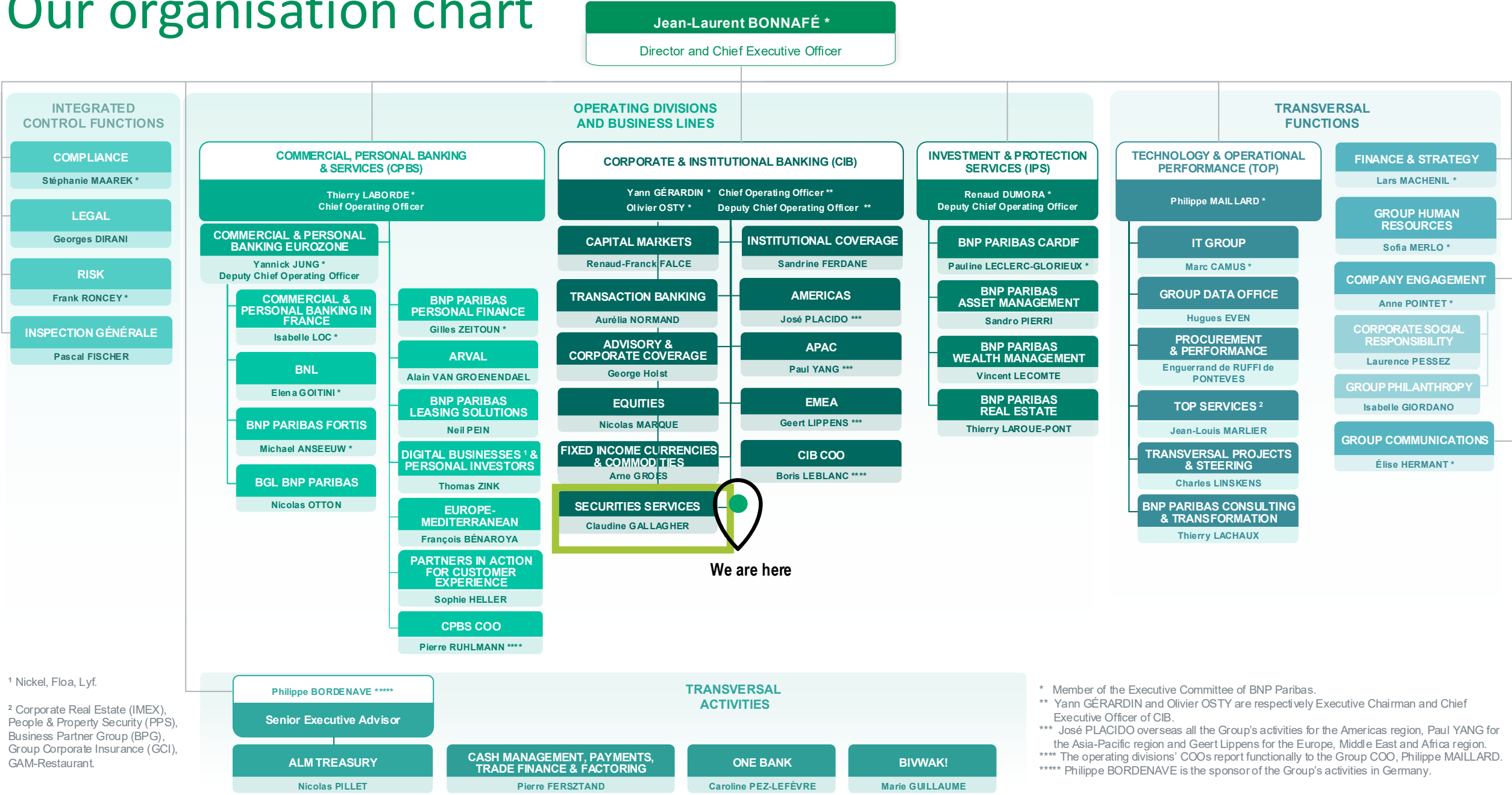


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Classification : Internal

# Our organisation chart



<sup>1</sup> Nickel, Floa, Lyf.

<sup>2</sup> Corporate Real Estate (IMEX), People & Property Security (PPS), Business Partner Group (BPG), Group Corporate Insurance (GCI), GAM-Restaurant.

\* Member of the Executive Committee of BNP Paribas.  
\*\* Yann GÉRARDIN and Olivier OSTY are respectively Executive Chairman and Chief Executive Officer of CIB.  
\*\*\* José PLACIDO overseas all the Group's activities for the Americas region, Paul YANG for the Asia-Pacific region and Geert Lippens for the Europe, Middle East and Africa region.  
\*\*\*\* The operating divisions' COOs report functionally to the Group COO, Philippe MAILLARD.  
\*\*\*\*\* Philippe BORDENAVE is the sponsor of the Group's activities in Germany.



# BNP Paribas – Securities Services

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Introducing **BNP Paribas Securities Services**, a BNP Paribas Business line, in CIB pole



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Classification : Internal



# Securities Services activities

We are a multi-asset servicing specialist supporting clients in investments and cross-border distribution. With a focus on innovation, and integrated solutions, our organization is designed to efficiently manage a

## A Full Suite OF INTEGRATED SOLUTIONS

### CUSTODY, CLEARING AND SETTLEMENT

- Global custody in **90+ markets**
- Local custody in **27 markets**
- Sub custody
- Equities and bonds clearing
- Derivatives clearing
- Proxy voting
- Tax services
- Class action settlement
- Cash management and liquidity solutions
- Continuous linked settlement

### ASSET AND FUND SERVICES

- Fund accounting/administration for all asset classes, investment strategies and vehicles
- Depositary and trustee services across **17 fund domiciles**
- Investment accounting and compliance
- Transfer agency
- Middle and back office
- Fund distribution services
- Independent OTC valuation
- Bilateral collateral management
- Debt funds services
- Dealing services

### MARKET AND FINANCING SERVICES

- Triparty collateral management
- Cash financing solutions
- FX services and passive currency overlay
- Securities lending

### CORPORATE TRUST SOLUTIONS

- Debt solutions:**
- Conventional and structured debt issuance agency services

### REPORTING

- Risk monitoring and performance measurement
- Investment reporting
- Data management
- Regulatory reporting



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# Securities Services in numbers

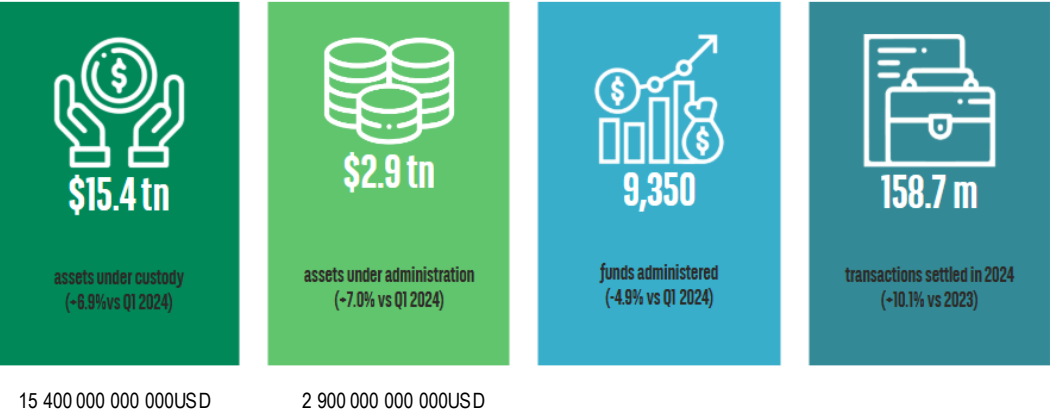
A leading global custodian

Ambition: To be the leading positive-impact asset servicer and partner of

#5 Worldwide\*

#1 European player\*

## Robust results



## Extensive global presence



Find out more : <https://securities.cib.bnpparibas/>

All figures as of 31/03/2025  
\* Fifth global custodian globally and first European global custodian by assets under custody



# Our Digital Strategy

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Hobart is a cornerstone of our digital strategy. As the central interface between our complex internal organisation and the clients we serve, connecting diverse operational teams tailored to each client's specific setup. By centralising all interactions and workflows, Hobart ensures consistency, transparency, and a seamless client experience across the organisation.



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# Securities services actors - Your sponsor team for the challenge



Jean-Marc Friess

*Chief Digital Officer*



Anne-Laure Villanova

*Innovation promotion*



William Aumont

*Head of Query Management  
Transformation*



Suzana Tadic

*Head of Hobart &  
Symphony*



Amanda Guardiola

*Deputy Head of  
Hobart*



Doudja Atmani

*Hobart Team*



Sofia Rocha

*Hobart Team  
Lisbon*



Patricia Fernandes

*Hobart Team  
Lisbon*



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# Digital achievements and next move



## ACHIEVEMENTS

Breakthrough in both the **delivery of new digital services** and in the **market recognition**

### 1. PLATFORM RENEWAL

#### CHANNELS

WEB PORTAL, APIs

#### PRODUCT DOMAINS SERVICES

Custody, Cash, FA, TA, MO, ETF, Private Cap, FX, Fin ...

#### TRANSVERSAL SERVICES

UX, Reporting, Enablement, Monitoring

MARKET TRENDS 20 JUNE 2024

**BNP Paribas' Securities Services business unveils the next generation of its NeoLink platform**



### 2. MARKET RECOGNITION

#### Usage development

+10% in av. monthly active users

#### Client verbatims & CSAT

"A clear improvement. A much more user-friendly interface."

#### Award

Innovation in Custody 2024 Award - Asset Servicing Times



## NEXT MOVE (2026 ONWARDS)

**In-depth transformation of 2S/clients' connectivity**

### 3. SELF SERVICING

- **MORE EQUIPMENT**  
(e.g. NEOLINK for all clients)
- **MORE EFFICIENT INTERACTIONS WITH DIGITAL USAGE**  
(e.g. NEOLINK WEB PORTAL, APIs, NOA)

### 4. QUERY MGT TRANSFORMATION

- **MONITORING & OPTIMISATION**  
(e.g. Queries Monit; & Dboards, Quality & Streamlining, Process Mining Anal.)
- **AUTOMATION**  
(HOBART Smart Query Manager, NOA Skills extension)

### 5. PLATFORM DE-RISKING

- **ENABLEMENT & ACCESS MANAGEMENT**  
(Entities, Users, Resources, Subscriptions, Legal Framework)
- **IT STABILITY & RESILIENCE**

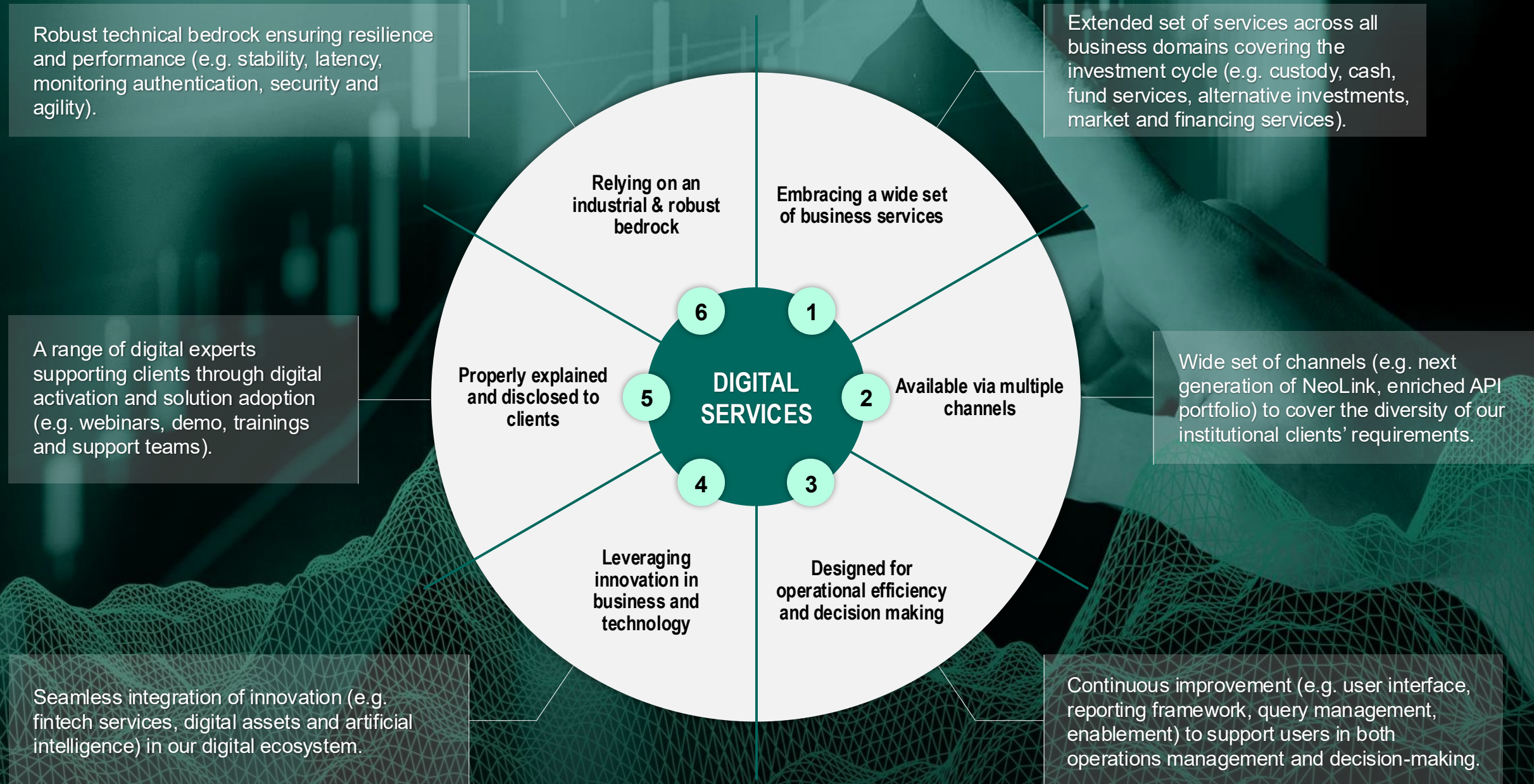


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# Our strategy to support clients through digital services & channels





# QUERY MANAGEMENT TRANSFORMATION Hobart

Digital self servicing development, and best in class mail queries treatment are the two key drivers of the client satisfaction



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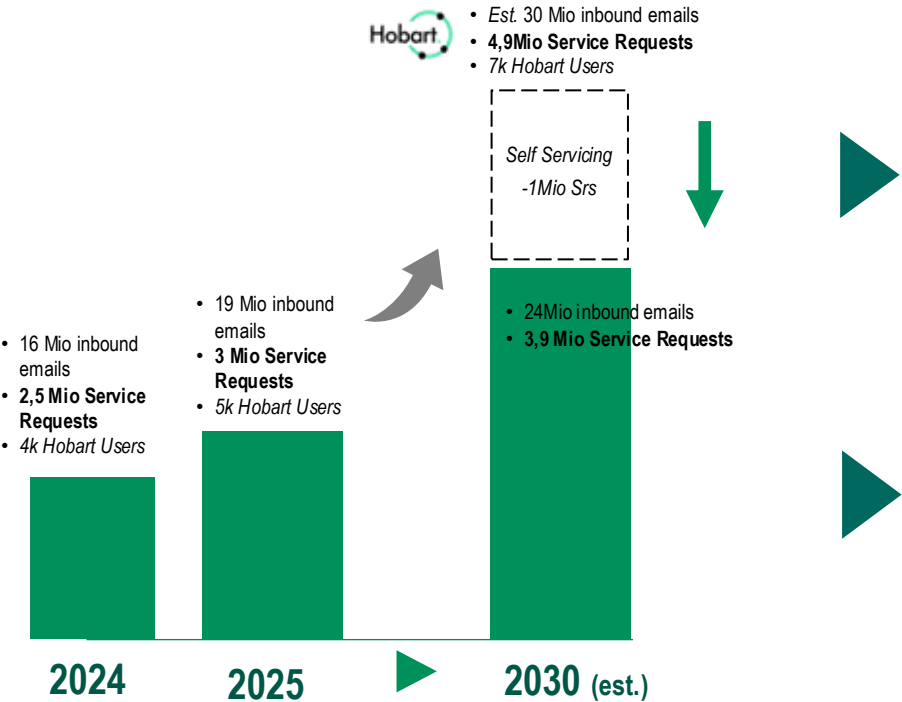
Classification : Internal



# Query Management CIB Securities Services in a nutshell :

Digital self servicing development, and best in class mail queries treatment are the two key drivers of the client satisfaction

A Steady growth of inbound emails & Service Request confirmed in 2025  
(est. x1.3 until 2030)



Volumes of Inbound client emails, Service Requests, and Hobart Users

Query Management Transformation relies on two main pillars

## Leverage our best in class digital capabilities to decrease the volumes of Mail client queries and better serve our clients

- In line with the growth of the activity, we expect the overall volume of queries to continue increasing until 2030.
- Significant share of the mail queries could be avoided as the information is already available on the digital channels

## Better treat the client Mail Queries

- **Standardize** (Hobart Roll out, harmonize usage, ...) > 1300 desks are equipped with Hobart (80% of the operational teams)
- **Steer & Optimize** : Improve monitoring & steering, leverage Hobart Process mining & continuous improvement
- **Automate** (AI Program "Smart Query Manager", ...)



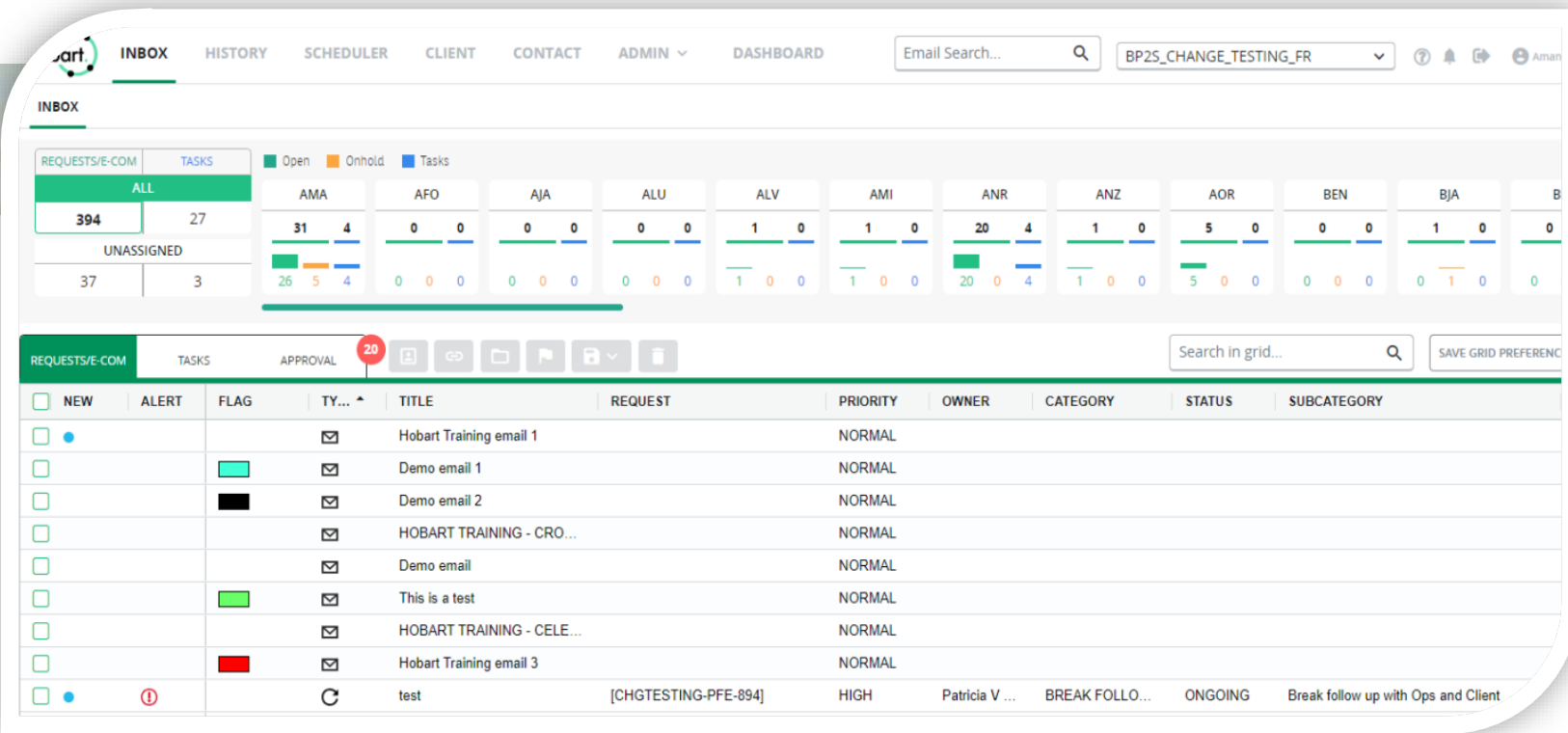
# HOBART QUERY MANAGEMENT SOLUTION


Effective collaboration to answer client requests & provide 1st class Client Service experience


Hobart is an in-house **Query Management Solution** developed with the aim to handle external and internal client queries efficiently.

Hobart enables to ..

- ❑ **Handle client queries by creation of Service request** (tickets) which makes following up more efficient
- ❑ **Organize and collaborate** to make team workflows more interactive and knowledge sharing easier
- ❑ **Monitor & Steer** : with a dedicated statistics portal (Power BI)



 **Improve efficiency across team & locations**

 **Monitor priorities & control**

 **Ensure business continuity**

 **Real time monitoring & deadline achievement**

 **Time Saving**

 **Customised KPIs for useful insights**

- Each SR have an unique reference
- Automatic link done by the tool.
- Tasks feature to communicate internally
- Respect chinese walls

- 4 eyes check
- Data breach alert
- Audit trail option
- External contacts validated in the database
- Dashboards to monitor the activity in real time
- Grid counts

- Facilitates the work in remote mode and back up cases
- Easy reassignment
- Allows the team to share work, tasks and knowledge

- SLA for each client can be displayed, for query time response.
- Reminders and alerts are displayed accordingly

- Scheduler can be set up to create automatic emails
- Signature set up with dynamic tags
- Automatic email classifier based on AI is delivered

- Allow the extraction of all the details about SRs, emails and Tasks.
- Power BI portal available with predefined dashboards



# Hobart

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Introducing **Hobart**, the platform at the heart of our customer request management process.

Hobart serves as our central tool for collecting, organizing, and tracking client requests. It provides a structured environment that allows us to respond efficiently and consistently to the needs of our stakeholders.

The data and insights we'll be sharing with you for the challenge are drawn directly from Hobart.

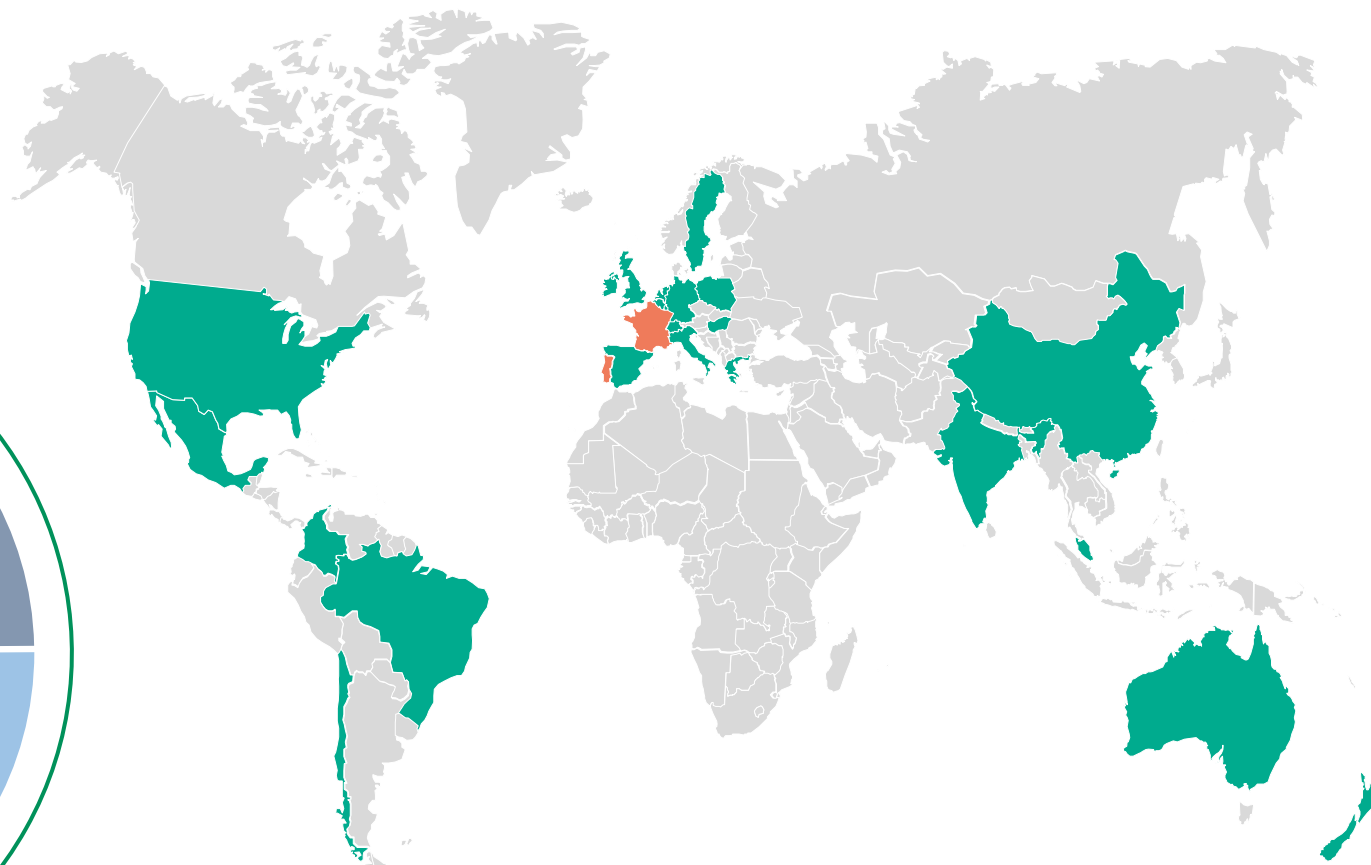


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# A ticketing tool around the World...



Suzana TADIC (FR)  
Doudja ATMANI (FR)  
Amanda GUARDIOLA (FR)  
Patricia FERNANDES (PT)  
Ana ROCHA (PT)

... A team to promote it

**HOBART**  
Central  
Team

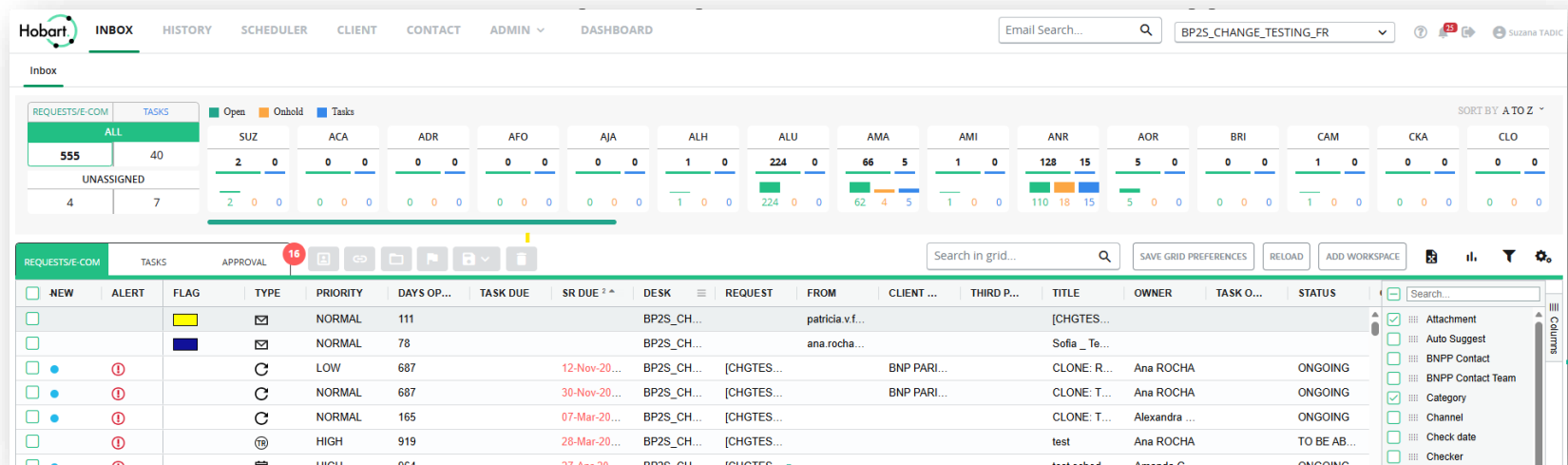


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# What is Hobart ?

A mask with functionalities on an



Your team activity at a glance

Back up and holidays management



Several protective features to reduce data breach  
( 4 eyes check, contact registration, controls & warnings )

All your emails listed with filters

Automated dispatch and rules with flags

Powerful statistics in Power BI



AI enriched features : Smart Classifier (SR prediction), SQM (priorization, summary, drafter )



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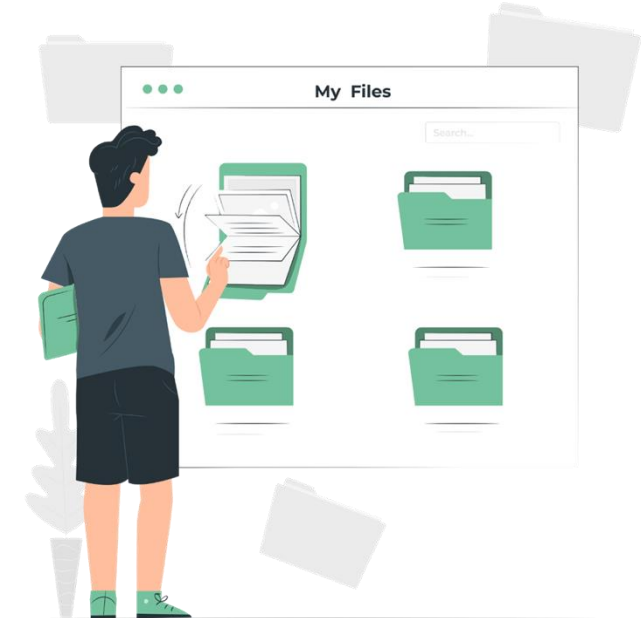
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# What is A Service Request, a Query ?

**Service request (SR)**– It's a ticket and acts as a folder for all the communications taken place on one particular query generated by a client (internal or external).

A Query refers to any question, request, or complaint submitted by an internal contact, client, or third party to the dedicated Securities Services teams. These can be received through various channels such as email, phone, messaging, fax, or the "New My Queries" platform.

A query includes any item received at a Hobart desk that requires action from our teams. Queries can range from simple inquiries handled by Level 1 (L1) teams to more complex cases that may involve escalation to Level 2 (L2), Level 3 (L3), or Level 4 (L4) teams.





# Hobart key concepts : what is in our data sets ?

## Desk

A desk is a common operational digital space shared by a team, just like a work desk in real life

A desk contains all the emails and communications received in the Hobart team mailbox

Each desk has its own mailbox and a desk name. A desk can be customised according to needs during or after onboarding.

One user can be part of multiple desks and can switch between them as per choice

Warning = ACTIVITY DOESN'T  
MEAN ACTIVITY



## Task (other name = Activity)

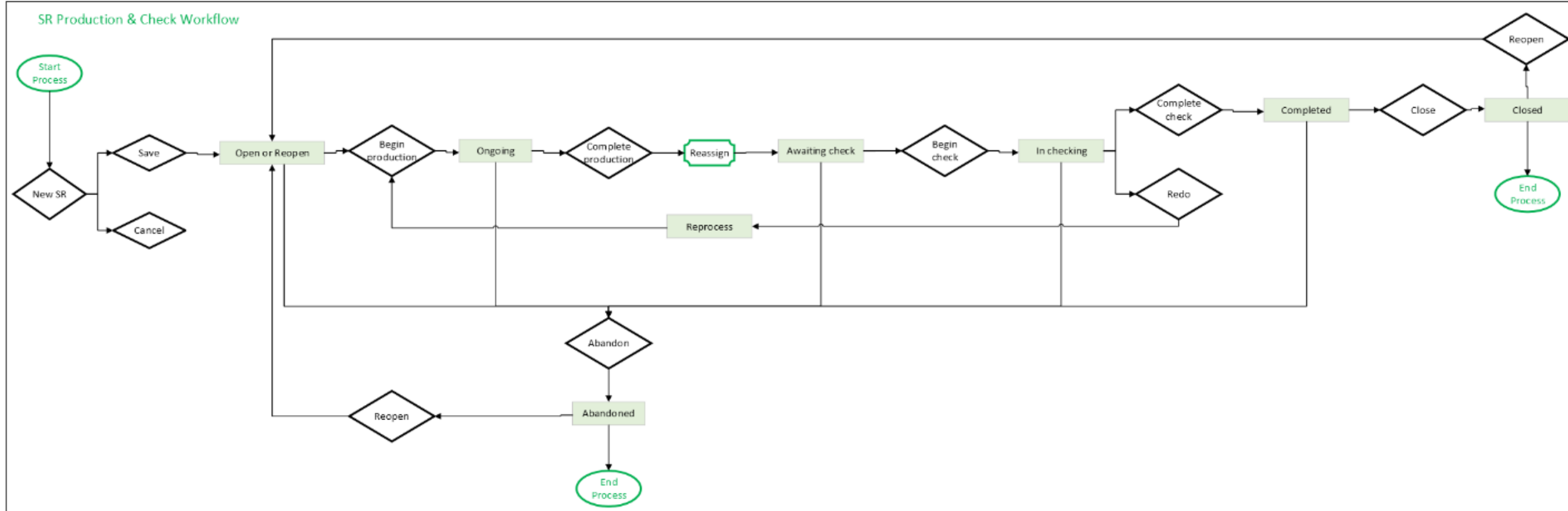
When you create a Service Request but you need another user's or team's contribution or to obtain information from them, you can now create a TASK. A Task acts as a sub folder within SR which contains all the communication with L2 team. It allows you to monitor the status of the action on the task.

The person who receives the task can create a TASK REQUEST (similar to a Service Request)



# Hobart key concepts : what is in our data sets ?

## Workflow statuses



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# Hobart Demo





# The Hobart Hack Quest

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A bold data exploration challenge where your mission is to uncover untapped insights and spark service innovation using the Hobart platform




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Classification : Internal

# Our questions – les défis



## Our head of operations

### **“Are we working as efficiently as possible on our desks?”**

By observing the desks' activities, can we identify areas where productivity can be improved, organisational bottlenecks, and opportunities to streamline workflows?  
From these observations, can we map out the current treatment paths and highlight where optimisation is needed?



## Our client service managers

### **“How can we improve our clients' day-to-day experience?”**

From your observations, what takeaways are most relevant for Client Service Managers? Which desks handle the highest volume or the most sensitive topics? Can we identify clear patterns in how requests are processed and resolved? How can these insights help us better anticipate client needs and enhance service quality?



## Our Hobart Quality monitoring team

### **“Are the inputs accurate enough to support meaningful insights?”**

Looking at the quality of data entered in Hobart, which desks show incomplete or incorrect entries? How do inter-desk transfers reflect the real workflow, and what can we infer from these movements? What do the provided data teach us about working relationships and coordination between desks? Which key data points are essential for capturing the true stakes and constraints of our organisation?



## Our Innovation manager

### **What unexpected patterns in the data could help us reinvent our service?”**

Treating this as our wild card, can we surface hidden patterns and ‘fun facts’ that traditional analyses might miss?  
What surprising insights about client behaviour, workload distribution, or workflow dynamics emerge when we look at the data differently?  
Can our apprentice data scientists showcase novel angles—e.g., weak signals, anomalies, or cross-desk relationships—that suggest new ways to create value?  
Which unconventional data features (or combinations) appear most promising to pilot improvements in our service model?



# The reward

The best teams will get to come at our head office in Paris to pitch their results to our Senior management

Share your ideas,  
shine bright,  
and  
enjoy a unique  
moment with  
our senior  
leadership team



Fabrice Silberzan

**COO**  
*Board Member*



Mathilde Guerin

**Head of Industrial  
transformation**  
*Board Member*



Jean-Marc Friess

**Chief Digital Officer**

*And may be other surprises...*



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# Your data treasure chest

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## The data set

- Complete details on Service Requests and tasks within a one-year period :
  - An initial batch from January 25 to October 25
  - Additional data to extend the historical coverage



## Additional files to understand your data

- A description on an excel spreadsheet, detailing the data points included in your data sets
- The diagram representing the data model



## The business context

- Overview of the Hobart PowerPoint presentation
- The video demonstration
- The bonus track
- Also, remember the key components of Securities Services in today's presentation