

How AI and GenAI will transform Finance at ABN AMRO

From foundation to future impact

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Agenda

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Brief overview of the bank
- 2** **Our Journey**
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How Intelligent Technologies Will Redefine Finance

ABN AMRO at a glance

Personal & Business Banking



Premium touch in attractive segments

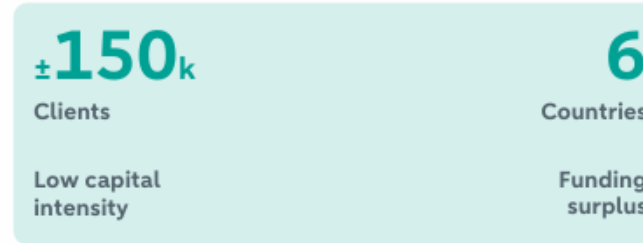
c.25%
market share in high-end mortgages NL ¹⁾

1m
affluent clients

500
annual client upstream to Wealth

>60%
SMEs with dual client relationship

Wealth Management



Full-service private bank

c.35%
new clients aged between 40-60

c.65%
share of wallet dual client relationships ²⁾

Corporate Banking



Leading sector & product expertise

Clearing
top 3 global position

>55%
dual client relationships

Digital & Energy Transition
top 3 Project & Infrastructure Finance European lender

- Upstream clients to higher value segments
- Capture valuable NextGen clients
- Leverage shared platforms and digital capabilities

- Serve entrepreneurs & enterprises holistically
- Drive cross-segment client acquisition and cross-sell
- Leverage product capabilities

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Our Journey

Foundations, building capabilities and organizational principles

Early investments in building capabilities

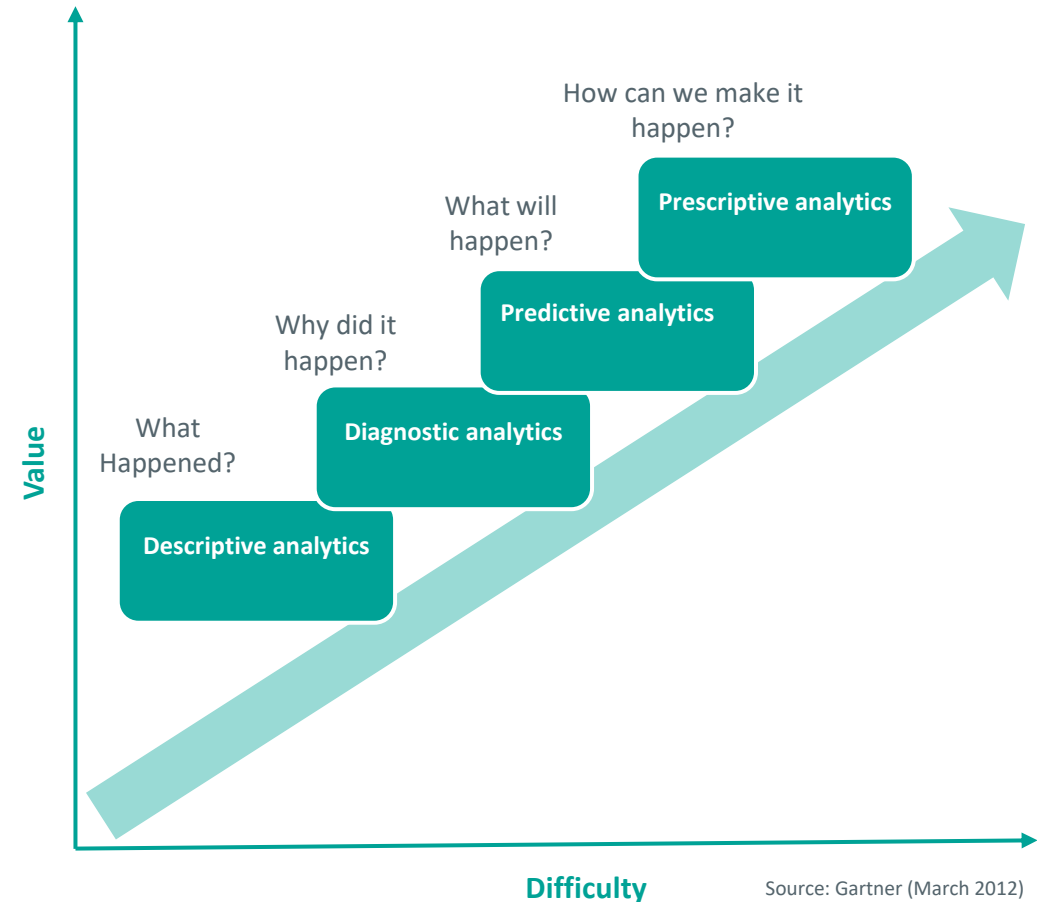
Formation of Analytics & Innovation Team

The team was founded in 2019 to improve data-driven decisions and shift finance from retrospective reports to proactive analytics. The AI journey in Finance began before the launch of ChatGPT in 2022.

The Analytics & Innovation team started with these topics in mind:

- 1) **Building capabilities**
- 2) **Standardise processes**
- 3) **Fix the basis first**

Gartner's Analytics Ascendancy model



Organizational principles to make this a success



Balanced Team



Investment Board



Tooling Availability



Early investments gave us 2 critical capabilities

1. Strong analytical skills within the finance team
2. A clear grasp of data and machine learning capabilities and limitations

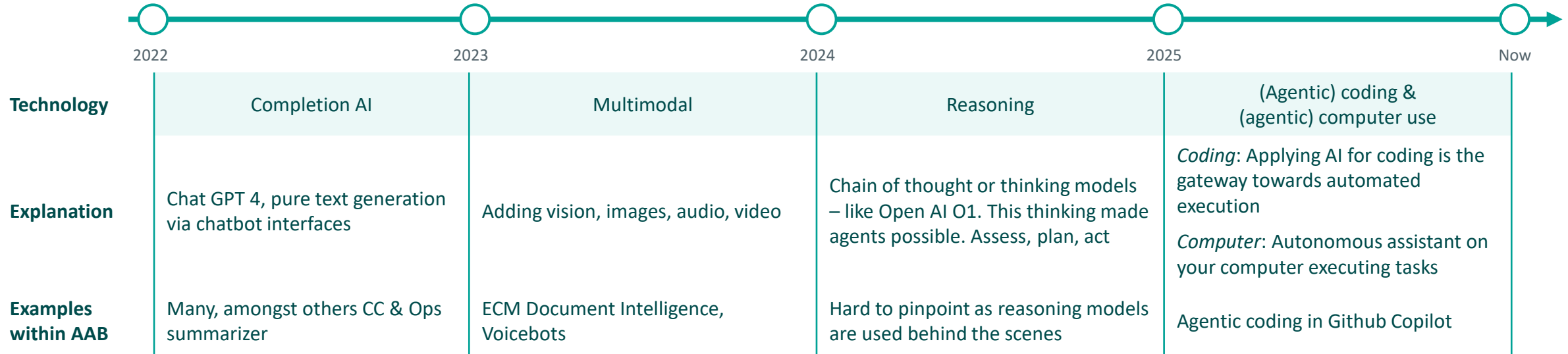
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State of AI at ABN AMRO and in Finance

AI Tools can be powerful in a banking environment.

In the last 3 years AI models have become increasingly powerful

AI development timeline





GenAI in Finance – example; machine learning for forecasting



WHAT: Transitioning the forecasting process from driver-based to data-driven.



WHY: To automate forecasting, minimise the need for expert input, save time, and enhance accuracy.



HOW: By developing and iterating on advanced analytics models for forecasting different elements of the P&L.

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Challenges in AI and GenAI Adoption

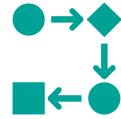
From experiments to enterprise: navigating AI adoption challenges

Challenges in AI and GenAI Adoption



1. Data Fragmentation and inconsistency

- Finance data is fragmented across systems and local adjustments (e.g. excel).
- Inconsistent definitions and structures create multiple “versions of the truth”.
- AI effectiveness depends on clean and unified data inputs.



2. Process Complexity and Standardization

- Finance Processes are complex, combining, mixing manual and automate steps.
- Variation across business units leads to lack of standardization.
- Commentary is unstructured and scattered across emails and chats, limiting analysis.



3. Governance, Risk Control and Auditability

- AI systems require formal registration, risk rating, explainability, and monitoring. GenAI funnel ensures alignment with strategy.
- Forecast must be transparent and ensure auditability and accountability.
- Automated insights need full traceability and logging.
- GenAI outputs must be validated and have hallucination controls, especially in regulatory reports.

Challenges in AI and GenAI Adoption



4. Skill Gap

- Finance professionals lack training in AI-assisted decision-making
- Struggle with prompt engineering and model logic review.



5. Behavioural Resistance

- Some teams resist automation fearing job loss, regulatory issues, and loss of craftsmanship, preferring manual workflows.
- Adoption varies between early and late adopters.



6. Quality of GenAI Outputs

- Poor inputs cause inconsistent or inappropriate AI outputs
- Output can lack Finance tone-of-voice and structured approval workflows.



7. Scaling PoCs

- PoCs rely on clean, curated datasets. Not the case for real-world production data.
- Integrating into enterprise systems involves significant technical difficulty and customization.
- Models often require rebuilding when transitioning from experiments to BAU, risking performance drops across units.

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Transformation in Finance

Skills and Culture

Required Skills and Cultural Shift



AI-Literate Finance Leaders

Future finance professionals must be skilled in AI and able to critically evaluate model outputs.

Curiosity and Experimentation

Finance culture should prioritize curiosity and experimentation over fear and perfection.

Collaboration over Silos

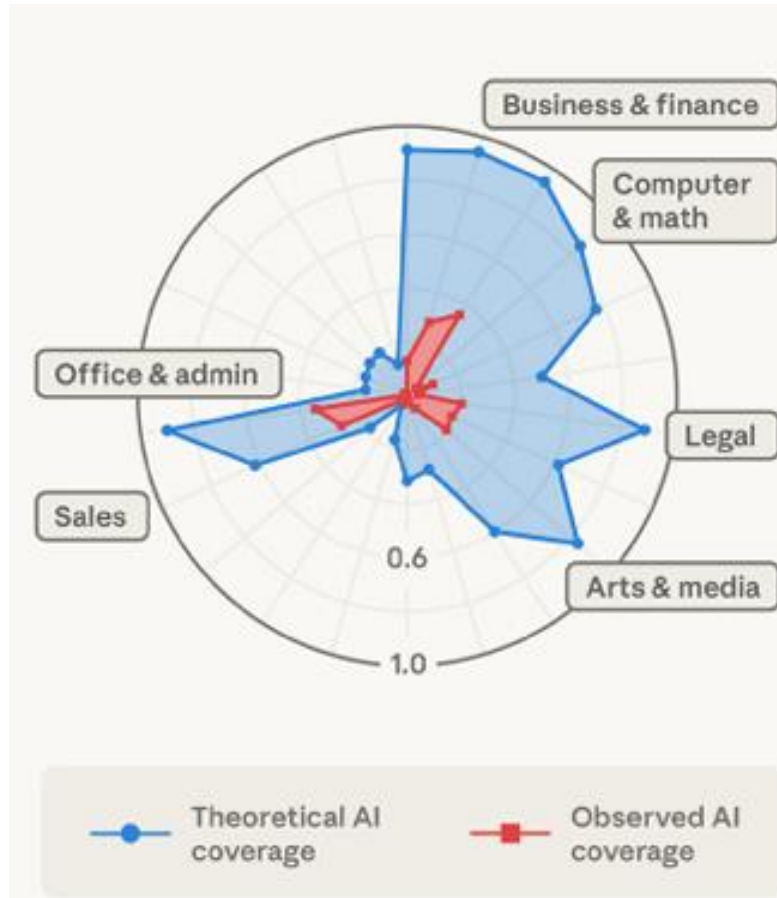
Breaking down silos to foster collaboration is essential for future finance success.

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Future Impact of AI and GenAI on Finance

How Intelligent Technologies Will Redefine Finance

AI Capability and Opportunities



Foreseen Opportunities

- *AI-Supported Close Cycle*
- *Forecasting with AI*
- *Regulatory Intelligence Automation*
- *RWA & Capital Steering Assistants*
- *Treasury and Liquidity Intelligence*
- *AI Enhancing Financial Insights*

Expected Improvements

*It's not just faster or cheaper — it's **better insights, stronger control, and a more strategic role for Finance.***

Much more confidence in decision-making

Improved forecasts means fewer surprises and better planning.

Earlier insight into performance

Financial close cycles are accelerated, reducing time and increasing operational efficiency.

Numbers explained more easily

Improved audit trails and stronger regulatory compliance ensure transparency and risk management.

More time for strategic, value-adding work

Automating repetitive and manual work means more time spent on strategic, value-adding work and innovation.

Conclusion

Modernizing Workflows

AI and GenAI streamline finance workflows, increasing efficiency and reducing manual effort.

Building Capabilities

These technologies enhance skills and capabilities within finance teams, enabling smarter decisions.

Driving Innovation

AI fosters innovation, introducing new solutions and improving financial services continuously.

AI and GenAI will not replace Finance. They will elevate Finance.