

Finance Decision Council

Finance Decision Council - Key Decisions

In this Page you will find:

- [1. Introduction to CISO Decision Council Deck](#)
- [2. Templates - Prioritization Matrix & Roadmap](#)
- [3. Templates - 2026 Budget, 2026 Resources & 2026 Contracts](#)
- [4. Key Decisions](#)
 - [4.1. Key Decisions - Quarter 4](#)
 - [4.2. Key Decisions - Quarter 2](#)
 - [4.3. Key Decisions - Quarter 3](#)
 - [4.4. Key Decisions - Quarter 4](#)

1. Introduction to CISO Decision Council Deck

In the presentation below, you will find all the details related to your Quarterly Council Meeting. This deck is specifically prepared for your Council—CISO Decision Council.

For your reference:

- **Slide 3:** Timeline
- **Slides 4 & 5:** Key guidance on the steps to follow

Please review the relevant sections for comprehensive information.

2. Templates - Prioritization Matrix & Roadmap

On the following slides, you will find two ready-to-use templates—one for each quarter:

- **Template 1:** Domain Roadmap (see Slide 8 for Quarter 1)
- **Template 2:** Portfolio Prioritization Matrix (see Slide 7 for Quarter 1)

Product Managers are expected to complete each template prior to the Quarterly Council Meeting. During the meeting, these templates will be reviewed, discussed, and prioritized.

Key decisions should be documented in the table provided below. If you wish to capture more detailed information, you may optionally use the [Meeting Minutes](#) Template available in your dedicated folder.

3. Templates - 2026 Budget, 2026 Resources & 2026 Contracts

The following templates will serve as our primary working files for 2026:

1. [2026 Initiatives](#)
2. [2026 Resources](#)
3. [2026 Contracts](#)

These templates are essential for preparing the **2026 Budget Exercise** and will continue to be used throughout 2026. Please ensure they are reviewed, updated, and prioritized at each Quarterly Decision Council Meeting.

4. Key Decisions

Please ensure that the table below is completed for each Quarterly Decision Council Meeting, capturing the [key decisions](#) and topics discussed. If you wish to provide additional details, you may use the [Meeting Minutes template](#); please click in the link.

4.1. Key Decisions - Quarter 4

Meeting Date: 05 Sept 2025 (Please enter the correct date)

Initiative Name	People Involved - IT	People Involved - Business/GBS	Key Decision (GO/NO-GO) (Quarter to start)	Comments (Please include any comments you consider necessary and relevant)
Brazil Tax Reform – Phase 0	Jean Andrade, Marcela Anido	Belinda Petitpas, Frances Zhang	GO (Ongoing, must complete by Jan 2026)	OSS Notes blocked by customizations; fallback = manual customization
E-Invoicing Belgium	Jean Andrade, Marcela Anido	Belinda Petitpas	GO (Start September 2025)	Mandatory compliance; Edicom provider; reuse for FR/DE
Japan Bank Change (MUFGBoA)	Gianni Lamia, Marcela Anido	Gérald Vandenbroucke	GO (Planned Q4 2025)	Treat as Change request. KYC & account opening ongoing; ensure payment continuity
Bhaltazar or Customer Collections Improvements	Gianni Lamia, Marcela Anido	François Paulus	Business Decision Pending	Options: new solution (preferred) vs enhancement; large cashflow impact
Catalyst - Moody's integration	Gianni Lamia, Marcela Anido	François Paulus	GO (Start Q2 2026)	Replaces COFACE; cost savings
EOLE (Economic Organization of Legal Entities)	David Burton (PM IT); Sofia Pintado	Mario Tondo (IT Finance)	GO (Start Q4 2025)	Large transversal program; budget €500k
IFRS 18 & US APM	Guillaume Thevenet, Sofia Pintado, Julio Leal	Mario Tondo (IT Finance)	GO (Start Q2 2026)	Compliance-driven; solutionsin BFC + possible ECC changes
Suppliers' Risk Monitoring (SentRisk POC)	Ines Narciso (Proc), Marcela Anido	Laure Dubreuil (Insurance/Finance, not present in the Council), Thomas Warnotte (Proc)	GO (POC ongoing)	Confirm tool fit and budget owner; ensure SyWay alignment
E-Invoicing France	Jean Andrade, Marcela Anido	Belinda Petitpas	GO Q1 2026	Reuse Belgium integration; Edicom provider
E-Invoicing Germany	Jean Andrade, Marcela Anido	Belinda Petitpas	GO Q3 2026	Reuse Belgium integration; Edicom provider
Pillar II (Global Minimum Tax)	Jean Andrade, Marcela Anido	Belinda Petitpas	Waiting for Governments' regulations	Wait-and-see; €50k placeholder; Brazil most likely in scope
Brazil Tax Reform – 2026 phases	Jean Andrade, Marcela Anido	Belinda Petitpas	GO (Start Q1 2026)	IT €150k + €15k/yr run
Energy CRMS	Gianni Lamia, Marcela Anido	Gérald Vandenbroucke (Treasury), Giuseppe Fiorentino (Procurement)	Business Decision Pending	Alignment needed Treasury vs Procurement
EMIR Reporting	Gianni Lamia, Marcela Anido	Gérald Vandenbroucke (Treasury)	GO (Start Q4 2025)	Non-compliance for >1yr; €25k IT cost
Quantum Upgrade	Gianni Lamia, Marcela Anido	N/A	GO (Start Q1 2026)	Vendor FIS risk; IT cost €220k

4.2. Key Decisions - Quarter 2

Meeting Date: 01 Jul 2025 (Please enter the correct date)

Initiative Name	People Involved - IT	People Involved - Business /GBS	Key Decision (GO/NO-GO) (Quarter to start)	Comments (Please include any comments you consider necessary and relevant)
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