



# Annual Review 2022

# Empowering the financial community to create an inclusive digital economy



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# 01

A bit about us



If you've ever sent money across borders, we've probably met before. We're the ones that keep funds flowing, supply chains moving and the world's economies turning.

As the global specialist in financial transactions, we were founded to enable the financial community to move value quickly, securely and with unrivalled precision. We're a neutral cooperative spanning over 200 countries and territories, with a community comprising over 11,500 banks, securities players, market infrastructures and corporates.

Together with our community we're driving digital innovation, to help financial institutions to grow and improve their customers' experience – today and for the future.

For more information, visit [www.swift.com/about-us](https://www.swift.com/about-us)

# 02

## 2022 in numbers

**11,500+**  
institutions connected to Swift

**200+**  
countries & territories

**40,000**  
active payment routes

**4 billion**  
accounts

**235+**  
market infrastructures connected

# Reach

**11.2 billion+**  
FIN messages

**44.8 million**  
average daily FIN messages

**1.3 billion**  
API calls made over the Swift platform

# Volume

**6.2%**  
FIN traffic volume growth vs 2021

**3x**  
growth in Swift Go sign-ups

**50%**  
growth in banks providing data for Swift Payment Pre-validation

# Growth

**48%**  
Swift payments credited to end beneficiaries within 5 minutes

**60%**  
within 30 minutes

**80%**  
within 6 hours

**almost 100%**  
within 24 hours

# Speed

**100%**  
SwiftNet availability

**99.999%**  
FIN availability

**540+**  
business continuity exercises

# Resilience

# 03

## Letter from the Chair and Deputy Chair



**Graeme Munro**  
Chair of the Board



**Samantha Emery**  
Deputy Chair of the Board

We were elected Chair and Deputy Chair of Swift in March this year and it is certainly an honour and privilege to serve such a unique organisation that has had so much impact all around the world. For 50 years, the Swift community has been helping businesses, communities and economies realise new opportunities by tackling the challenges of moving value across borders.

Swift has grown from small beginnings into a global, neutral cooperative of more than 11,500 institutions – commercial banks, central banks, market infrastructures, fintechs and more – that connects 4 billion accounts across more than 200 markets and works continually to make the cross-border experience better. That payments

today can reach end beneficiaries in a matter of seconds truly underscores just how far we have come since those early days.

Swift supports the industry in managing the complexity of connecting across different time zones, systems, currencies and technologies – and in the current climate this is all the more important. Geopolitical shifts, macroeconomic headwinds and the acceleration of technological disruption have created a new era of fragmentation and volatility. Across the community this is driving an increased focus on efficiency, security and agility whilst underlining the importance of interoperability.

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**Swift's commitment to operational excellence is central to everything it does, including raising the bar on security, reliability and resilience**

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### **A year of transition**

2022 has been an important year of transition for Swift and continuity through this change has been paramount. The Board has remained focused on ensuring expectations of shareholders, overseers and the community itself are met throughout.

Swift's commitment to operational excellence is central to everything it does, including raising the bar on security, reliability and resilience whilst innovating to enable fast, secure and transparent cross-border transactions to more and more business segments across the financial industry.

### **Innovating responsibly**

Swift constantly looks over the horizon at what comes next – from the prospect of digital currencies and tokenisation to the potential of AI and quantum computing. The pace of innovation is truly exciting, and as it has always done, Swift continues to innovate responsibly and collaboratively.

Indeed, it is in times of complexity and uncertainty that collaboration matters most, and the Swift community is well placed in this regard – a symbol of what can be achieved together when focusing on shared challenges and opportunities.

The role our global community's diversity plays in our ability to purposefully innovate should not be underestimated and, as a Board, we too are committed to leveraging

diversity of thought and persons to best represent and serve the community. We have welcomed in new directors and, with your support, will continue to focus on how we blend fresh perspectives with experience to drive the best outcomes for our cooperative.

### **Collaborative engagement**

Our thanks go to Javier and his executive team for working with us so collaboratively in that shared mission. The year has seen the arrival of some fantastic new hires, and we enjoy the constructive challenge and engagement at Board level that supports us in delivering value for the community safely and at pace. Thanks also to the Swift staff for their continued commitment and support in such a pivotal year.

Finally, we would like to thank the entire Swift community for their ongoing engagement. The Swift Board is committed to ensuring that the cooperative maintains its strong focus on operational excellence while continuing to look forward to meet the needs of our diverse community today and beyond.

We look forward to continuing to engage with you over the months and years ahead.

**Graeme Munro**  
Chair of the Board

**Samantha Emery**  
Deputy Chair of the Board

May 2023

# 04

## Letter from the CEO

The last year served as a stark reminder that change is rapid and constant. On the heels of Covid-19, the onset of the war in Ukraine has far-reaching implications that continue to have knock on effects globally — from social and humanitarian impacts, to increased economic fragmentation and higher inflation and, in some parts of the world, the prospect of recession. Our industry has been impacted too, as Swift and our community were brought into the spotlight like never before. Alongside these challenges and extraordinary events in 2022, as an industry, we have continued to accelerate technological innovation and digitalization.

Against this backdrop, Swift has maintained, first and foremost, a strong focus on operational excellence. We understand that in times of turbulence your customers look to you for stability, and as a critical service provider to the financial community the trust you place in us is crucial. In 2022 we continued to maintain the highest levels of system availability, while messaging traffic volumes on our network grew by 6.2%. We completed more than 500 business continuity exercises to help maintain our operational track record, and we continue

to innovate and evolve our models for security and resilience to ensure a strong foundation for future services.

We also continued to work closely with the community to raise the bar on end-point security. In its seventh year, the Customer Security Programme remains a model of industry collaboration to tackle cyber threats. In 2022, 87% of Swift customers, representing more than 99% of traffic, attested to their compliance with the cybersecurity controls in the CSP – and 96% of those attestations included an independent assessment, demonstrating their reliability.

This strong core is a foundation for our ability to support industry transformation.

### Delivering on our strategy

We've been on a strategic journey since 2020 to enable instant, frictionless transactions worldwide, aligned with the G20's goals for improving speed, cost, transparency, choice and access in the cross-border experience. And together with our community, we've made significant progress.

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**No matter the speed or complexity of future change, I believe our community has a crucial role to play and is well positioned to continue making a positive impact on the world around us**

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Nearly half of Swift transactions today reach end beneficiaries within five minutes and two thirds within an hour, putting us well on track for the G20's target of 75% of international payments settling within an hour by 2027. We've taken out industry costs through friction-reducing capabilities like Payment Pre-validation, which we significantly enhanced in 2022 with centralised account verification. This service uses aggregated and pseudonymised data from 9 billion messages each year to predict potential problems before payments are sent – providing a level of real-time insight no single financial institution has on its own.

On transparency, we have brought to securities transactions the same visibility that the gpi tracker created for international payments. Following a successful collaborative pilot in 2022, we launched Swift Securities View in early 2023, enabling firms to track securities transactions end to end to better serve their customers and prevent costly settlement fails. And in the intensely competitive small business and consumer payments segments, we've transformed capabilities for low-value international payments, providing a compelling and



competitive offering for banks to deliver new benefits to their end customers. Adoption of Swift Go increased threefold in 2022 to over 600 banks, extending the benefits of a quick, easy and predictable way of sending money to more than 120 countries around the world, creating a new global standard for international consumer payments.

### Innovations in data and interoperability

Looking ahead, we're helping our community meet future needs of their customers as well.

The financial industry took a collective step forward in March with the start of the ISO 20022 migration and MT coexistence period for cross-border payments and reporting. The rich, structured data enabled by ISO 20022 is essential to the next generation of payments and will fuel our new transaction management capabilities that will drive a step change in how cross-border transactions are processed.

As we continue to invest in community innovation, last year we conducted some breakthrough experiments demonstrating how Central Bank Digital Currencies

(CBDCs) can be seamlessly exchanged across blockchain and fiat-based systems. We have more innovation underway in this space and in areas such as tokenisation, AI and data services that will shape the future of value and how it moves and interconnects.

### Embracing the strength of community

For cross-border trade and the international transactions behind it, seamless interconnection is everything, and that relies on global cooperation. The Swift community has always been a great example of this, and we were delighted to bring the community back together for the first time in person after the pandemic at Sibos in Amsterdam. That collaborative spirit guides how we operate as an organisation more broadly, and is also demonstrated in our refreshed brand introduced in 2022, as well as through the ways in which we drive climate, sustainability and other aspects of ESG for Swift and its ecosystem.

I'm particularly proud that in 2022 we firmed up our commitments to the Science Based Targets initiative (SBTi) and set clear carbon reduction targets to achieve by 2030. These include reducing absolute

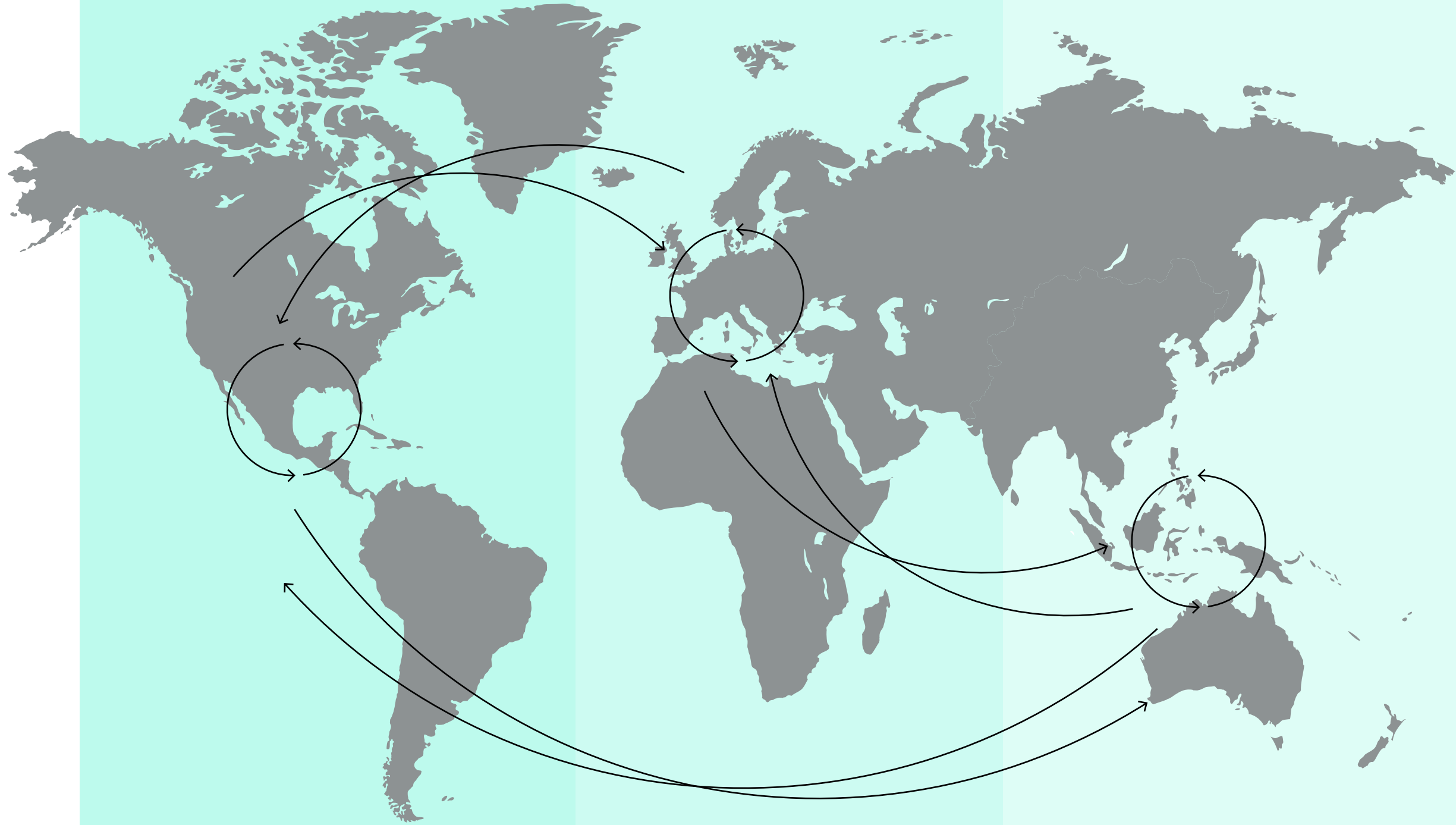
scope 1 and 2 greenhouse gas (GHG) emissions by 53.7%; reducing absolute scope 3 GHG emissions from business travel and commuting by 27.5%; and ensuring 67% of our suppliers commit to Science Based Targets by 2027. We're already on our way to achieving these objectives, reducing our reliance on fossil fuels by selecting green electricity providers across 65% of our offices and transitioning our leased car fleet to electric vehicles. We also launched a Swift Tech Scholarship to invest in broadening diverse talent pipelines and to upskill those looking to train or re-train for technology careers within our industry.

No matter the speed or complexity of future change, I believe our community has a crucial role to play and is well positioned to continue making a positive impact on the world around us. I welcome the opportunity to work together with our Board, the financial industry, and teams across the world to further drive our vision of an inclusive global economy.

**Javier Pérez-Tasso**  
CEO  
May 2023

# 05

## Regional payments traffic



This traffic compares year-on-year growth rates for regional payment flows in 2022.

Swift observed traffic growth in most regions and routes between regions. Positive intra-regional traffic growth is recorded in AME and APAC. EMEA intra-region payments traffic is impacted by Russia sanctions.

Figures are based on user-to-user live payment traffic.

### Americas

Sent: 4,383 Kmsgs (+8.0%)

Received: 3,950 Kmsgs (+6.5%)

Intra-Americas: 2,046 Kmsgs (+9.2%)

Sent to APAC: 760 Kmsgs (+0.2%)

Sent to EMEA: 1,576 Kmsgs (+10.4%)

### EMEA

Sent: 8,664 Kmsgs (-0.2%)

Received: 9,112 Kmsgs (+1.4%)

Intra-EMEA: 6,956 Kmsgs (-1.3%)

Sent to APAC: 369 Kmsgs (+6.9%)

Sent to Americas: 1,338 Kmsgs (+4.2%)

### APAC

Sent: 2,095 Kmsgs (+7.1%)

Received: 2,079 Kmsgs (+4.1%)

Intra-APAC: 949 Kmsgs (+6.4%)

Sent to EMEA: 580 Kmsgs (+12.8%)

Sent to Americas: 566 Kmsgs (+2.8%)

# 06

## Building a brighter financial future for all



We are constantly innovating with our community across payments, securities, compliance, cybersecurity and technology to keep transactions flowing, supply chains moving and the world's economies turning. In 2022 we made significant progress on many fronts.

We believe that moving value around the globe should be instant and frictionless – no matter what form it takes or who's sending it. This vision sits at the heart of everything we do, and alongside our community, we're making it a reality. We're not only transforming financial services as we know it today, but preparing for the innovations of tomorrow.

This vision is all the more pertinent in a world facing increased fragmentation. Enabling interoperability between systems, technologies, countries and currencies is more important than ever, and we're working with our community to meet the G20's goals for improving speed, cost, transparency and access to cross-border transactions.

We have been busy upgrading our infrastructure and services to achieve this vision. That includes transforming banks' low-value payments offerings to provide a simpler way for consumers and small and medium-sized enterprises (SMEs) to send money around the world, introducing up-front payment pre-validation to get transactions moving faster with accurate data, conducting valuable experiments to shape the future of new forms of value and helping to prevent securities settlement fails with clear end-to-end tracking. Through these actions and more, we're helping to drive digital innovation, inclusivity and growth in financial services. Both for today, and the future.

And all of these positive developments come while never sacrificing the security and control of our core architecture. Operational excellence, security and control are hallmarks of Swift's approach to business and will never be compromised.

### **Instant, frictionless, interoperable: Here's how**

Nobody likes waiting for a payment to arrive. Or not knowing where it is in transit, or finally receiving it only to find that it's less than they were expecting. We're putting these problems in the past with Swift Go, empowering banks to transform the cross-border payments experience they offer their consumer and SME customers. In 2022, the Swift Go community more than trebled to more than 600 banks, expanding into over 120 countries. And with this progress, it's quickly becoming the new standard in international low-value payments.

We're also tackling payments friction head on, enabling banks to check for errors upfront and reduce the number of transactions that fail due to avoidable mistakes like typos or misspellings. This solution is called Payment Pre-validation, and in 2022 we made it even better through the introduction of our Central Beneficiary Account Verification feature. Using historic transaction data on our network – that's over 9 billion messages between 4 billion accounts, every year – financial institutions can now verify that message information is correct before hitting send, even if they've never done business with the beneficiary bank before.

If a transaction has been sent and the data doesn't look right, we're also providing our community with the tools they need to stop payments in their tracks and streamline investigations. In 2022, we combined two powerful solutions to keep funds flowing fast. Stop and Recall and Case Resolution became Case Management – a key part of our strategy to reduce payments friction and ensure end-customers get the best experience possible.





### Progress against the G20's targets for cross-border payments

The G20 has set targets for improving speed, cost, transparency, choice and access to cross-border payments. Our strategy is aligned to these goals and we're making strong progress against each of them.

- Speed: The Financial Stability Board has set a 2027 target of 75% of cross-border payments being with the end beneficiary within an hour. We are on track to meet that goal, with around 50% of Swift payments reaching the beneficiary within five minutes
- Cost: We are removing friction-related costs to the industry through our data and screening services, as well as through Payment Pre-validation, which removes millions of costs to the industry around failed transactions while improving the cross-border experience
- Transparency: Swift gpi made the end-to-end payment chain completely transparent, and Swift Go is bringing that benefit to small businesses and consumers. Swift Securities View is enabling end-to-end tracking of a securities transaction, preventing the costly challenge of settlement fails
- Choice and access: We're opening up new ways to access Swift with our Cloud and API-based connectivity options, both for messaging and full transaction services powered by Swift's new transaction manager

Our frictionless vision extends beyond just payments, reaching into the world of securities to save market participants billions in operational overhead and fees. Piloted in 2022, Swift Securities View introduces unparalleled transparency and end-to-end tracking to securities transactions, empowering firms to detect trades at risk of failing and to resolve them before they do. In 2023 we've made this innovative service available to the whole community.

These new and improved solutions are all helping us move closer to the G20's 2027 target of 75% of cross-border payments being delivered to the beneficiary within an hour. Currently, 60% of Swift payments are credited within half an hour; almost half within just five minutes.

Of course, it's not enough for transactions to move fast. They must also be compliant and secure. Within financial crime compliance, we know that keeping up to date with evolving sanctions lists is only getting more complicated. Our Screening Utility platform includes both Transaction Screening and Payment Controls, providing peace of mind for users when doing business and screening outgoing Swift messages for suspicious patterns and anomalies. We enhanced our Screening Utility in 2022 to cater for additional data granularity and flexibility, and to support ISO 20022.

A foundation of rich data is paramount to future innovation in cross-border transactions, and in this regard our community has made significant progress. In March 2023, the payments industry began its migration to the ISO 20022 standard, unlocking the ability to send data-rich transactions across borders. In the months and years ahead, the benefits of adopting ISO 20022 will begin to permeate our industry, including enhancing services that businesses and consumers use on a daily basis, driving data analytics and compliance, and serving as a platform for future innovation.

Swift's transaction manager, which was successfully piloted and tested in 2022, orchestrates transactions end to end and enables the community to realise the benefits of adopting ISO 20022. Centrally maintained transaction data ensures that no data gets lost, overwritten or corrupted during the transaction lifecycle.

We will support our community throughout the coexistence period, which runs to November 2025, when both MT and ISO 20022 messages can be used. Our enhanced platform supports this migration and facilitates interoperability between different messaging formats. And through our In-flow Translation service, we'll centrally maintain and share ISO 20022 data with all institutions in the payment process so that they can benefit from rich data while completing their adoption at their own pace. Over the course of next year and beyond, we'll continue to evolve our platform to include more value-added services and support our vision for an instant, frictionless and interoperable future.

In addition to simplifying the world of transactions today, we also know future forms of value will need to coexist with those we already know. As different central banks begin creating their own digital currencies domestically, we're working hard to ensure that they can seamlessly interoperate to prevent fragmentation throughout the global financial system. Most notably, through our ground-breaking central bank digital currency experiments that enabled CBDCs to move between DLT-based and fiat-based systems using existing financial infrastructure (see 'Innovation' for more information).

Similarly, in our tokenised assets experiments, we successfully demonstrated how our infrastructure can support market participants to create, transfer, and redeem tokens – as well as update balances between multiple client wallets. We are agnostic on the form that future currencies take, but, along with our community, will be ready for whatever form they come in.

# 07

## Collaborative innovation in action



Swift has been delivering innovation at scale for 50 years. By collaborating with our community, and partnering with some of the most cutting-edge technology firms from around the world, we continually co-create new initiatives that transform the way our industry works.

Our ability to tackle shared challenges came to the fore in 2022, as we conducted numerous innovation sprints – which aim to deliver rapid product or technology opportunities through incremental innovation – and six large scale experiments that explored more disruptive solutions to industry-wide challenges.

Our 2022 experimentation included important projects in the areas of central bank digital currencies (CBDCs), tokenised assets, artificial intelligence (AI) and corporate actions – all in support of our strategy to enable instant and frictionless transactions across our network. We also hosted the annual Swift Hackathon, which aims to crowd-source new solutions in the world of digital assets.

### **CBDCs: Ensuring global interoperability**

Interest in CBDCs gathered significant momentum in 2022, with the number of central banks actively exploring a digital currency rising to more than 100, representing more than 95% of GDP. Eighteen of the G20 countries are now in the advanced stages of digital currency development. Yet, with central banks trying to solve different use cases, and employing a wide variety of technologies, standards and protocols in their implementations, a global CBDC ecosystem risks becoming fragmented.

Swift does not advocate for or against CBDCs – our role is to bring the financial community together to ensure that these emerging forms of value are able to interoperate with each other at the global level. We have been investigating how we can do this for several years, and in 2022 completed a series of successful experiments with Capgemini that demonstrated an important CBDC interlinking solution capable of connecting CBDC networks and existing fiat payments systems for cross-border transactions. Swift's solution is based on providing users

with a single point of access, with our transaction manager serving as a gateway to the world's payments systems.

Following the publication of the results of the experiments in October, Swift led a project with 18 central and commercial banks in which we brought the community together to successfully test our solution in a sandbox environment. We will now develop a beta version of our interlinking solution that we and central banks will use for further testing.

### **Tokenised assets: Enabling a market to grow**

While the current market capitalisation of tokenised assets is relatively small, some analysts predict that volumes could grow to USD 24 trillion by 2027. However, a number of challenges need to be overcome before the tokenised assets market can truly scale. Above all, the emergence of numerous unconnected platforms, technologies and regulatory environments across the globe is leading to fragmentation and connectivity challenges.

In collaboration with leading securities players we ran a series of successful experiments in 2022, together with banks in our ecosystem, to explore the feasibility and benefits of using Swift to link multiple tokenisation platforms and various cash leg payment types. The work showed how Swift's enhanced platform could support market participants when creating, transferring and redeeming tokens, and update balances between multiple client wallets.

The results demonstrated how our customers could benefit from using Swift as a single access point to transact with multiple asset classes and with multiple payment options, co-existing with new assets and processes linked to tokenisation. A set of follow-up experiments is planned for 2023.

### **Leveraging AI to deliver instant and frictionless transactions**

Lying at the heart of cross-border transactions, Swift is uniquely positioned to leverage the power of AI for the benefit of our global community. We believe that AI can become a crucial enabler of our strategy to deliver instant and frictionless transactions by helping our customers to better detect fraud and errors in transactions.

In 2022, Swift continued to work closely with leading technology partners to develop and test our new enterprise AI platform, which will provide the underlying computing infrastructure needed to enhance anomaly detection across a range of use cases.

The first objective of our new AI capability will be to help our customers to better detect financial crime, increase automation and significantly reduce costs in their fraud detection businesses.

### **Innovating to remove frictions in corporate actions**

The process of communicating corporate actions – i.e., notifying investors, creditors and all other stakeholders that an event at a publicly listed company has taken place – is a complex and resource intense business. Indeed, Swift network activity shows that an asset manager can receive corporate action notifications from 100 sources for the same event – and the data they receive is often inconsistent or inaccurate.

In 2022 we kicked off a pilot collaborating with six securities players representing different parts of the securities ecosystem

to explore a new approach to this longstanding challenge. The pilot tested a solution based on blockchain technology that has demonstrated the potential to give all participants a single, accurate view of a given corporate action event, delivering an immutable shared audit trail of all data updates and ensuring data privacy. We announced in March 2023 that the pilot had been successful, and we will now work alongside our community to assess the most appropriate technology to implement, and the full requirements needed for a viable solution capable of being rolled-out across the industry.

### **Swift Hackathon 2022: Digital assets innovation**

The annual Swift Hackathon returned in 2022, harnessing the brightest minds in the tech world to drive innovation in digital assets. Teams were set two Hackathon challenges: the first focused on ‘interoperability’ and how the industry can connect to multiple platforms to enable the scalable and secure exchange of digital assets; the second centered on ‘ownership’ and how to enable the traceability of digital assets across multiple ledgers using various technologies.

With 20 submissions in total – from more than 150 participants from around the world – the Hackathon judges were left with the difficult job of choosing two winning ideas from the unique selection of innovative and creative solutions put forward. During a dedicated Innotribe session at Sibos, BNY Mellon was announced the winner of the interoperability challenge, while Exactpro collected the award for the digital asset ownership challenge.



# 08

## Highlights from the year



**Bringing the financial community together**

**Keeping the core resilient and secure**

Swift continues its unwavering focus on the availability and security of our network, concluding 2022 with 99.999% availability on our core messaging service and with no incidents affecting the service throughout the year.

We successfully completed 543 business continuity exercises in 2022, covering regular resilience testing at system and network levels, and simulation exercises validating our plans and processes. We also carried out end-to-end recovery tests with our community, including the annual exercise in which we activate our disaster recovery infrastructure.

We are committed to maintaining our strong track record of service availability and security, to keep evolving our messaging infrastructure and to executing our operational transformation plan. This includes improving application management, evolving our application hosting towards zero-trust, and deploying proactive issue prevention and recovery capabilities in our data centres. We continue to innovate our security measures responsibly, preparing for the post quantum cryptography transition and investigating the use of privacy-enhancing technology.

### **Customer Security Programme**

Since 2016 Swift's Customer Security Programme (CSP) has evolved into a mature, globally-recognised security programme with the goal of preventing cyberattacks in financial institutions' local environments. The community remains highly engaged with consistently high attestation rates.

In 2022, 87% of our customers, representing over 99% of Swift traffic, attested to their compliance with the cybersecurity controls mandated by the latest version of the Customer Security Controls Framework. Over 96% of attested customers submitted an independent assessment, helping to ensure the quality and reliability of attestations. There was also a notable uptake in attestation data consumption for inclusion in counterparty risk management processes.

During the year we introduced two changes to simplify the annual attestation process. Users that are 'receive only' – and do not send over the Swift network – have lighter CSP requirements, with no need for an annual independent assessment. We also approved a simplified method to identify compliance.

### **Supporting the move to ISO 20022 in payments**

The move to the ISO 20022 standard gathered pace in 2022. Its rich data message format provides many benefits, including greater operational efficiency, improved data analytics and compliance, as well as innovation opportunities and enhanced customer experience.

We continued to support this major transition, with work focused on the March 2023 go-live date for ISO 20022 for cross border payments and reporting (CBPR+), and the start of the coexistence of MT and ISO 20022 message formats, which will run until November 2025.

Our ISO 20022 programme for CBPR+ helped banks and vendors with both operational readiness and the adoption of increased and better structured data. This included a critical step, which was to complete testing to ensure readiness to receive ISO 20022 messages and to be able to process either the ISO 20022 message, or the translated MT embedded within it, using our in-flow translation service.

Meanwhile our adoption programme for market infrastructures (MIs) continues to support real-time gross settlement systems (RTGSs) adopting ISO 20022. Several major MIs have already migrated or are preparing to adopt the standard. Swift offers an ISO Accelerator Pack, including a range of services to help MIs and their communities with the transition.



Swift will continue to offer users the choice between using ISO 15022 and ISO 20022 in the securities market and to support our customers in dealing with coexistence and interoperability by leveraging our existing product portfolio.

The official go-live for CBPR+, and the start of the coexistence period, took place on 20 March 2023 – a new era in payments that has been years in the making. Also on 20 March, RTGSs in a number of key domestic markets – Australia (RITS), Canada (LYNX), Europe (EURO 1 and T2), and New Zealand (ESAS) – started their migration to ISO 20022. The community is now working towards the full and strategic collective adoption of ISO 20022 and its rich and structured data for payments by November 2025.

#### Sibos

After two digital editions, Sibos returned to an in-person event in 2022, while keeping the best of the digital experience. Almost 10,000 participants came together online and at the RAI conference centre in Amsterdam, along with more than 220 exhibitors, to debate, gain insights and network with peers and industry leaders from around the world.

Under the theme ‘progressive finance for a changing world’, more than 500 speakers discussed major industry trends, including embracing the digital landscape, succeeding in uncertain times, and driving sustainability and ethics.

Participants addressed key issues such as global fragmentation as well as the ongoing drive towards digital and future economic opportunities. Sessions looked at how the Swift community is collaborating, innovating and adapting to overcome fragmentation and build a more inclusive digital economy.

#### The Swift Brand

##### Empowering the financial community to create an inclusive digital economy

In 2022 Swift underwent a brand refresh, with a new visual identity accompanying a new mission, which represents Swift’s focus on ensuring that cross-border payments are accessible to all: Empowering the financial community to create an inclusive digital economy.

Since the brand identity was unveiled in Q4, we’ve embarked on an extensive advertising campaign to build awareness of the community and our role in driving innovation in cross-border payments. A print advertising campaign in titles such as the Financial Times, The Economist, Global Custodian and Euromoney has been accompanied by ‘external’ advertising, with Swift’s messaging prominently displayed in key financial districts around the world, including at events such as Sibos, Money 2020 and the Singapore Fintech Festival.

##### Purpose-led thought leadership

Swift has delivered at pace to enable an instant and frictionless cross-border experience, and we continue to look to the future to what comes next. In addition to our robust innovation agenda, we engage with our community on thought leadership themes to bring information and insight on what that future may hold. Here is a selection of pieces from across the year.

- [Read](#): Solving the post-trade transparency challenge – the case for a unique transaction identifier in securities
- [Read](#): Is Asia ready for international post-trade evolution?
- [Read](#): Instant treasury for an instant world
- [Watch](#): The cross-border journey with The Banker
- [Watch](#): The future of cross-border payments: achieving instant and frictionless payments with OMFIF
- [Listen](#): View from Sibos: the role of Swift Go in the treasury space with Treasury Management International
- [Watch](#): Swift LinkedIn Live events

# 09

## Swift's commitment to sustainability



Our business is global. We work with and for the financial industry right across the globe. We know this is a privilege as well as a responsibility, and we are committed to making a positive impact on the communities in which we operate and do business as well as towards our employees.

We integrate environmental and social governance considerations into our strategy and we promote and facilitate education, diversity, sustainability and community outreach.

Our unique role in the financial industry also puts us in a great position to facilitate dialogue about these topics. We are collaborating with our customer community of 11,500+ financial institutions to help drive sustainability through the entire financial ecosystem.

Swift's ESG team works around the following three focus areas:

### **Our company – the planet & community**

We aim to embed sustainability throughout Swift's operations by achieving Science Based Targets for reducing our emissions, while also investing in our local communities to support the United Nations Sustainable Development Goals.

Having committed to joining the Science Based Targets initiative (SBTi) in November 2021, we submitted our Science Based Targets in July 2022. The SBTi – which is a collaboration between the Carbon Disclosure Project, the UN Global Compact, the World Resources Institute and the World Wide Fund for Nature – validated our carbon reduction targets in April 2023:

- To reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions by 53.7% by 2030
- To reduce absolute scope 3 GHG emissions from business travel and commuting by 27.5% before 2030
- To ensure 67% of our suppliers commit to Science Based Targets by 2027, which will provide us with more transparency on their overall emissions, linked to our purchased goods and services and capital goods

We have created a robust roadmap to achieve these targets by 2030. We've already begun reducing our reliance on fossil fuels by selecting green electricity

providers across 65% of our offices, and are transitioning our leased car fleet to electric vehicles – 26% of our fleet has already transitioned, and we have a goal to reach 37% by the end of 2023. In addition to investing in multiple environmental efficiency efforts across our organisation, we use carbon credits to compensate for our remaining CO2 emissions based on calculations made using the Green House Gas Protocol.

Swift has been a United Nations Global Compact participant since 2012. The initiative aims to create a sustainable and inclusive global economy by calling on companies to align their strategies and operations with 10 principles in the areas of human rights, labour, the environment and anti-corruption.

We support our local communities, and in 2022 donated to humanitarian relief organisations and matched staff donations to various charities. We also funded more than 100 charitable organisations, social enterprises and schools for underprivileged communities around the world, in support of the UN's Sustainable Development Goals. Our employees continue to engage in local philanthropic activities including mentoring, blood donation, and donation of materials such as furniture and technology equipment.

### **Our talent**

We value the differences each one of our colleagues brings to work every day. We firmly believe our staff's rich array of talents, skills and perspectives makes our company stronger, and allows us to provide the best possible service for our community. We foster a culture that enables people of all backgrounds to feel confident in bringing their whole selves to work, where they feel included, and where they know that their unique talents and viewpoints are respected and supported.



71% of employees responded to our staff engagement survey in 2022, and the results showed upwards trends in engagement with the business. Pride in the brand, wellbeing, and employees' view on Swift's competitiveness in the marketplace all increased. Scores around diversity and inclusion (83% favourable response), and pride in the brand (81%) scored highly, and employees overwhelmingly agree that Swift has a strong security culture (97%). There were more positive responses to questions around workload and empowerment, which were specifically targeted for improvement following previous survey results.

However, the results also show us that we have more to do. There's room for improvement in areas including retaining our best talent. We are continuing our efforts to improve staff wellbeing, providing people leaders with a toolkit for preventing and dealing with stress in their teams, and increasing awareness of the 'right to disconnect' from work.

We are working to achieve a target of having 40% of leadership positions held by women and are making progress towards this goal, with targets tied to our senior leadership and executive bonus plans. Our mentorship programme attracted over 200 mentors from across the organisation last year, and 60% of the 2022 mentee cohort were women.

We are actively involved in external diversity organisations around the world, including Women in Payments, Women in Technology, Financial Alliance

for Women and Women in Finance Belgium, providing speakers and helping to run networking events and job fairs. Additionally, we host sessions with historically underrepresented groups, led by independent experts, to help us gain authentic and actionable insight to improve the experiences of these colleagues.

In 2022 we also qualified as a Disability Confident Employer. We have integrated guidance for hiring managers on inclusive recruitment, so that they have clear advice to improve the recruitment experience for people with a range of disabilities and neurodiversity.

To help enrich our internal data and further develop our diversity goals, we launched a pilot in 2023 to gather voluntary diversity information from employees.

#### **Our ecosystem**

We are collaborating with our customer community of 11,500+ financial institutions to discover how we can help drive sustainability through the entire financial ecosystem.

We are working together to reduce the environmental impact of Sibos, our annual flagship industry event. Our aim is to help lead change across the industry across three pillars: protecting our environment, caring for the community and promoting diversity, equity and inclusion. Sibos in 2022 was the most sustainable Sibos ever, surpassing all of our pre-event sustainability targets - including reducing waste per participant by 84% and energy consumption by 66%. This was achieved

through the deliberate reduction in the volume of materials used, and choosing options that were reusable, hireable or recyclable. The host venue collected usable donations from exhibitors and donated them to local charities.

In 2022, we signed the Inclusive Panels charter, demonstrating our ongoing commitment to conference programmes for all Swift events, including Sibos, that feature speakers from a broad range of regions, cultures and backgrounds.

At Sibos, 40% of speakers were female. We held several high-profile discussions on the subject of diversity, including a workshop for leading DE&I professionals to discuss how we as a community can come together to improve diversity and inclusion.

#### **STAR Scholarship Scheme**

Sibos in Amsterdam saw the fourth year of the Sibos Talent Accelerator Route (STAR), a programme created to support the diversification of the financial industry and encourage the next generation of female leaders.

25 women from 16 countries came together in Amsterdam to network, learn and discuss professional development. Former STAR participants discussed the importance of sponsors and mentors, with participants unanimous in saying they would recommend the programme to others.

A total of 96 women have now participated in the programme since it was first held in London in 2019.

# 10

## Messaging facts & figures

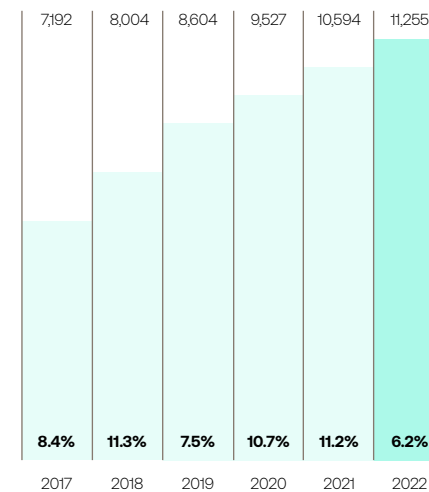
Financial institutions use FIN for individual, richly featured messaging which requires the highest levels of security and resilience. Features include validation to ensure messages conform to Swift message standards, delivery monitoring and prioritisation, message storage and retrieval.

In 2022, more than 11.2 billion FIN messages, or an average of 44.8 million messages per day, were sent over the Swift network - an increase in total FIN volume of 6.2% over 2021.

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### FIN Messages - growth

FIN Messages (millions)  
Annual growth (%)

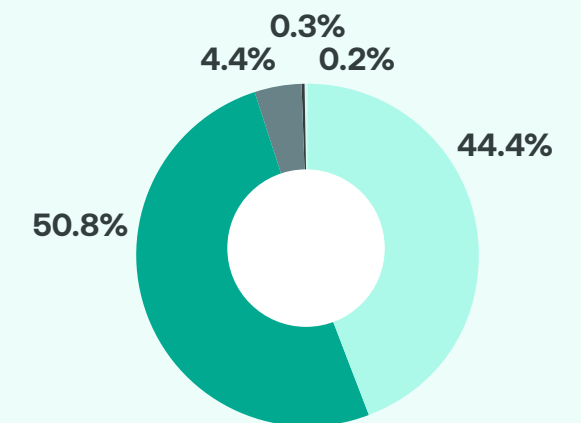


### FIN share by market

	2022 volume millions
Payments (*)	4,993
Securities	5,715
Treasury	492
Trade	33
System	22

(\*) Including FIN copy messages

Payments Messages (millions)



Reporting messages grew by 8.6% in 2022. Non-reporting messages grew by 3.9%. The weight of reporting messages over the total FIN traffic was 50% in 2022.



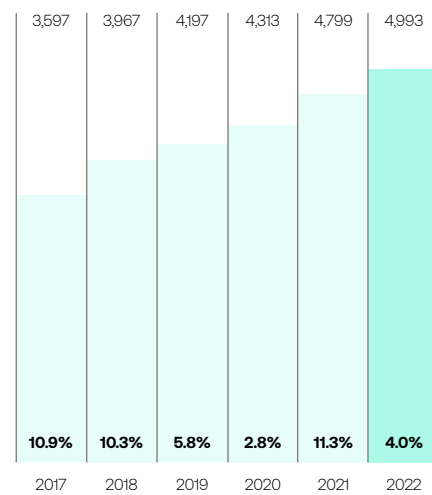
### Payments messages

Payments volume recorded a 4.0% increase. This performance was below the historical average driven by the overall macro economic context and impacts from Russia sanctions.

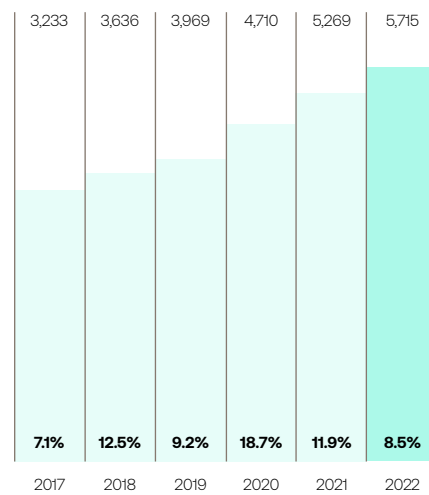
### Securities messages

Securities traffic grew by 8.5%. March 2022 was the highest performing month of the year in terms of volume, where Securities traffic recorded 24.6 million messages/day on average.

Payments messages (millions)  
Annual growth (%)



Securities Messages (millions)  
Annual growth (%)



### FileAct

FileAct is an advanced, secured and resilient file transfer protocol tailored to the need of customers to exchange freely formatted transactions in bulk mode. It is primarily used to exchange large batches of low-value payments and the corresponding reporting.

FileAct recorded 13% traffic growth in 2022, when on average over 38 million characters were sent over the Swift network per day. Nearly two thirds of the growth was driven by low-value payments in line with historical statistics. Besides this trend, TARGET2-Securities traffic reported a growth due to migration of traffic from InterAct to FileAct.

FileAct volume in billions of characters	9,743
FileAct volume in millions of files	253
Live and pilot users	3,434
Services using FileAct	59

### InterAct

InterAct is a versatile protocol that supports different types of usage and business. It is primarily used by market infrastructures to support ISO 20022 messaging. Our Store & Forward version of InterAct has been enriched to provide the same level of functionalities as FIN.

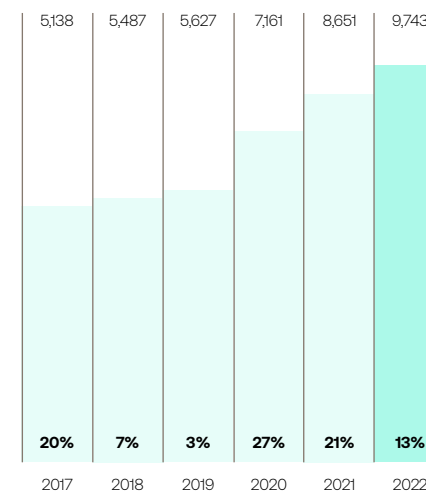
InterAct traffic growth dropped 23% in 2022, when on average approximately 6.1 million messages were sent over Swift network per day. The decline is mainly due to the migration of TARGET2-Securities flows from InterAct to FileAct. TARGET2-Securities still represented close to one-third of the total InterAct traffic in 2022.

InterAct messages (*)	1520 million
Live and pilot users (**)	5,307
Services using InterAct (*)	77

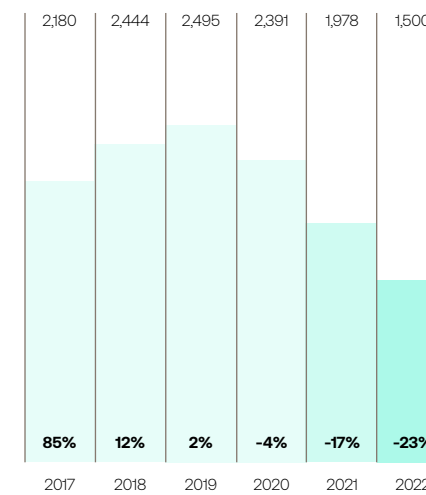
(\*) including CREST

(\*\*) including CREST, excluding RMA

Number of characters (billions)  
Annual growth (%)



Messages (millions)  
Annual growth (%)





## Swift Board

### **Graeme Munro**

Chair of the Board since 29 March 2023\*  
Managing Director and Chief Controls  
Manager, Corporate & Investment Bank,  
J.P. Morgan,  
USA

### **Samantha Emery**

Deputy Chair of the Board since 29 March  
2023  
Payments Industry & Development  
Director, Lloyds Banking Group,  
United Kingdom

### **Artie Ambrose**

Managing Director, Global Head of  
Treasury and Trade Solutions Operations,  
Citi,  
USA

### **Mark Buitenhek**

Swift Board Member,  
The Netherlands

### **José Luís Calderón**

Managing Director, Global Head of GTB,  
Santander Corporate and Investment  
Banking (SCIB), Member of SCIB Executive  
Committee, Santander,  
Spain

### **Bernard Carless**

Head of Payment Market Infrastructures,  
FirstRand Group Treasury,  
South Africa

### **Fabrice Denèle**

Chief Executive Officer, BPCE Payment  
Services,  
France

### **Marc De Rycke**

Managing Director, Euroclear,  
Belgium

### **Yaosheng Fan**

General Manager, Head Office Clearing  
Department, Bank of China,  
China

### **Stefano Favale**

Global Head of Global Transaction  
Banking, Intesa Sanpaolo,  
Italy

### **Goran Fors**

Deputy Head of Investor Services, SEB,  
Sweden

### **Mark Gem**

Member of the Executive Board,  
Clearstream,  
Luxembourg

### **Martin Kobler**

Managing Director, Head of Financial  
Institutions, Credit Suisse (Switzerland) Ltd,  
Institutional Clients,  
Switzerland

### **Niklas Lemberg**

Head Industry Engagement, Nordea Bank  
Abp,  
Finland

### **Ole Matthiessen**

Managing Director, Global Head of Cash  
Management, Deutsche Bank,  
Germany

### **Noritoshi Murakami**

Managing Director, Head of Transaction  
Banking Division, MUFG,  
Japan

### **Bock Cheng Neo**

Executive Vice President, Head of Global  
Transaction Banking, OCBC Bank,  
Singapore

### **Alain Pochet**

Head of Client Delivery BNP Paribas  
Securities Services,  
France

### **Ian Povey**

CIO Payments Services & Technology,  
NatWest Banking Group,  
United Kingdom

### **Giacinto Provenzano**

Chief Business Officer, Chief Digital  
and Information Office for Personal  
& Corporate Banking and Global  
Wealth Management, Switzerland and  
International organization, UBS,  
Switzerland

### **Brigitte Réthier**

Managing Director, Divisional Board  
Member Institutional Clients & Transaction  
Banking Sales, Commerzbank,  
Germany

### **Jason Storsley**

Senior Vice President, Everyday Banking &  
Client Acquisition, Royal Bank of Canada,  
Canada

### **Patrick Tans**

Senior General Manager, Banking Products  
and Transformation, KBC,  
Belgium

### **Ethan Teas**

Executive General Manager Payments,  
Commonwealth Bank of Australia  
Australia

### **Yvonne Yiu**

Managing Director, Regional Co-Head of  
Global Payments Solutions, Asia Pacific,  
HSBC,  
Hong Kong SAR

*\*Yawar Shah stepped down from the Board on  
16 December 2022. In his capacity as Deputy  
Chair, Mark Buitenhek served as Interim Chair  
in the period to 29 March 2023.*

# 12

## Swift Executive

### Javier Pérez-Tasso

Chief Executive Officer, Swift

Javier Pérez-Tasso was appointed Chief Executive Officer at Swift in July 2019. In this position, he has led the company's new strategy for instant and frictionless payments and securities processing. Prior to this role, he was Chief Executive, Americas & UK region since September 2015. In this position, he significantly deepened Swift's engagement model with global transaction banks and successfully delivered business development results in high-growth markets. He was also an Executive sponsor of Swift's Customer Security Programme (CSP) from 2016 to 2018, helping to formulate and lead Swift's response to the growing cyber challenge facing the community. Javier joined Swift in 1995 and held a number of positions, including Chief Marketing Officer. Earlier in his career, he held a number of technology and leadership positions in business development in regional offices in Europe, the Middle East and Africa.

### Pat Antonacci

Chief Customer Experience Officer, Swift

Pat was appointed Chief Customer Experience Officer in May 2021, with responsibility for ensuring a persistent focus on customer needs to remove friction and deliver value across the organisation's portfolio of services. He oversees all customer operations, service delivery and support teams as well as standards development, training and customer security, and leads a transformation programme that is reinforcing a customer-centric culture across the company.

Before assuming this role, Pat held a number of leadership positions at Swift in professional services, project management, service management, training and support. He also has led Swift's Customer Security Programme (CSP), which actively supports the global banking community in the fight against cyber-attacks, and represents Swift regularly at events and on industry committees.

Pat's career spans nearly 30 years in financial services with global experience delivering against complex strategies, developing and implementing new technologies, leading business reengineering projects, and supporting business and technical operations. Prior to joining Swift in 2007, he worked for a number of banks including JP Morgan Chase, State Street, Deutsche Bank and Bankers' Trust in payments, securities, custody, private banking, and programme management.

### Thierry Chilosi

Chief Strategy Officer, Swift

Thierry Chilosi was appointed Chief Strategy Officer in December 2022. The Strategy group is responsible for market and competitive intelligence, strategic planning, thought leadership, and execution of key strategic initiatives for the company.

Thierry has been with the company for more than fifteen years, and was most recently Chief Executive Officer, Europe. He started his career in robotics at General Electric before moving to the financial sector where he worked in fintech startups and in designing and implementing payment systems. He joined Swift in 2007.

Thierry holds a BS in Mechanical Engineering from The University of Texas at Austin, an MBA from University of Illinois Urbana-Champaign, and followed the programme for Leadership Development at Harvard Business School.

### Max Mamondez

Chief Financial Officer, Swift

Max was appointed Chief Financial Officer in October 2022 and oversees all financial operations of Swift, including accounting, financial reporting, and strategic risk assessment.

Originally from Argentina, Max brings more than 25 years of experience in finance and executive leadership at international organisations. Previously, he was Group Head, Corporate Financial Planning and Analysis, at The London Stock Exchange and has held senior roles at Mastercard, Rockwell Automation, and Diebold Inc. Max started his career as a Financial Analyst for Indefor S.A.

### Cheri McGuire

Chief Technology Officer, Swift

Cheri was appointed Chief Technology Officer in August 2021, with responsibility for the vision, strategy and security of Swift's technology platform. As CTO, she oversees all aspects of the platform, network, cloud capabilities and security, with a focus on resilience, trust and innovation.

Cheri brings more than 30 years of experience in strategy, policy, and operations, spanning the financial, software, consulting and government sectors. Previously, she was Managing

Director and Group Chief Information Security Officer for Standard Chartered PLC in London, and held senior roles at Microsoft, Symantec, US Department of Homeland Security and Booz Allen Hamilton.

### Jérôme Piens

Chief Product Officer, Swift

Jérôme was appointed Chief Product Officer in March 2023. The Product group brings together Swift's technology and product development, and delivers all the products and services aimed at responding to the needs of our banking, securities, market infrastructure and corporate customers.

Jérôme joined Swift in 2002 and has worked in various leadership roles across our commercial and marketing organisations. Most recently, he was Head of Transaction Management, where he led the implementation of our transaction management capabilities with overall responsibility for product delivery of strategic services such as Swift Go and Payment Pre-validation. His previous roles at Swift include Head of Platform Services and Head of Central Platform in Marketing, as well as Programme Manager for the cooperative's Australia NPP instant payment solution.

Prior to Swift, Jérôme was a researcher in the Crypto Group of the University of Louvain-La-Neuve, focusing on security and cryptography. He holds a Masters in Applied mathematics engineering from the Louvain's Polytechnic School and a Masters in Management from Louvain's School of Management.

### Rosemary Stone

Chief Business Development Officer, Swift

Rosemary was appointed Chief Business Development Officer in May 2021, with responsibility for business development and communications. Previously, Rosemary was Swift's Chief Corporate Officer. Prior to that, she was Global Head of Human Resources, Managing Director for the UK, Ireland and Nordics, and held senior management positions within Swift in the US and Belgium. Earlier in her career, she held a variety of senior roles in corporate and public affairs in both London and Brussels.

### David Woerndl

Chief Risk and Control Officer, Swift

David was appointed Chief Risk and Control Officer in December 2022, with responsibility for building on Swift's strong foundations to further support the organisation's continuing risk maturity as it executes on its strategy. Previously, David was the Deputy Chief Risk and Control Officer. Prior to joining Swift, David served in a number of leadership roles at PwC. During that 20+ years in professional services, he supported the financial services industry working with a number of the world's largest banks, market infrastructures and payment providers on risk, compliance and control matters.

### Peter De Koninck

Chief Auditor

### Patrick Krekels

General Counsel and Board Secretary

### Wendy Zidan

Head of Human Resources

# 13

## Swift Governance

Swift is a cooperative society under Belgian law and is owned and controlled by its shareholders. Swift shareholders elect a Board composed of 25 directors which governs the Company and oversees management. The Executive Committee is a group of full time employees led by the Chief Executive Officer.

### **Board Director nominations**

Swift's Board composition is designed to reflect usage of Swift messaging services, ensure Swift's global relevance, support its international reach and uphold its strict neutrality.

Each nation's usage of Swift's messaging services determines both Swift shareholding allocations and the number of Board Directors that each nation is entitled to.

Swift shareholdings are determined by a set formula, and the nomination process and the composition of the Board follow rules set out in Swift's by-laws. Shares are reallocated based on the financial contribution of shareholders for network-based services. This ensures that the composition of the Board reflects Swift's shareholders around the world. Depending on a nation's shareholder ranking, it may propose one or two Directors to the Board or join other nations to collectively propose a Director. **a.** For each of the first six nations ranked by number of shares, the shareholders of each nation may collectively propose two Directors for election. The number of Directors proposed in this way must not exceed 12. **b.** For each of the ten following nations ranked by number of shares, the shareholders of each nation may collectively propose one Director for election. The number of Directors proposed in this way must not exceed 10. **c.** The shareholders of those nations which do not qualify under 1. or 2. above may join the shareholders of one or more other nations to propose a Director for election. The number of Directors proposed in this way must not exceed 3. The total number of Directors cannot exceed 25.

### **Director elections**

Once the proposed Director nominees have been vetted, they are elected as Board Directors by Swift shareholders at the Annual General Meeting for a renewable three-year term. Every year the Board elects a Chair and a Deputy Chair from among its members. It meets at least four times a year.

### **Director remuneration**

Members of the Board do not receive any remuneration from Swift. They are reimbursed for the travel costs incurred in the performance of their mandate. Swift reimburses the employer of the Chair of the Board for the share of the Chair's payroll and related costs that represent the portion of the time dedicated to Swift.

### **Board committees**

The Board has seven committees. The Committees provide strategic guidance to the Board and the Executive Committee and review progress on projects in their respective areas.

The Audit and Finance Committee (AFC) is the oversight body for the audit process of Swift's operations and related internal controls. It commits to applying best practice for Audit Committees to ensure best governance and oversight in the following areas:

- Accounting, financial reporting and control
- Legal and regulatory oversight
- Security
- Budget, finance and financial long term planning
- Ethics programme

- Risk management (in cooperation with the Franchise Risk Committee (FRC))
- Audit oversight
- The AFC meets at least four times a year with the CEO, CFO, General Counsel and the Chief Auditor, or their pre-approved delegates.

The AFC may request the presence of any member of Swift staff at its discretion. External auditors are present when their annual statements/opinions are discussed and whenever the AFC deems appropriate.

The Banking & Payments Committee (BPC) and the Swift Securities Committee (SSC) focus on segment specific developments, while the Banking Services Committee (BSC) focuses on Standards, Data and APIs (principles of business architecture). The Franchise Risk Committee (FRC) assists the Board in its oversight of the Company's management of key risks, including strategic and operational risks, as well as the guidelines, policies and processes for monitoring and mitigating such risks. The FRC's role includes oversight of risk management of Swift. The FRC coordinates with the Chairs of the AFC and TPC, and focuses on risks not covered by those committees. The FRC is chaired by the Chair of the Board, and includes the Vice-Chair and the Chairs of the AFC, TPC and BSC. The Committee meets at least three times a year, out of the normal Board cycle.

The Human Resources Committee (HRC) oversees executive compensation. It assesses the Company's performance and decides on the remuneration packages for members of the Executive Committee and other key executives. It monitors employee compensation and benefits

programmes including the provisioning and funding of the pension plans. It also approves appointments to the Executive Committee and assists in the development of the organisation, including succession planning. The Board Chair and Deputy Chair are routinely members of the HRC, which meets at least four times per year with the CEO, the Head of Human Resources and the CFO on financial and performance measures. The HRC has delegated powers from the Board in these matters. The HRC also meets without Swift executives several times a year.

The Technology & Production Committee (TPC) covers technology and production risks and developments.

#### Audit process

Swift's Chief Auditor has a dual reporting line: a direct functional reporting line to the Chair of the AFC and also a direct administrative reporting line to the CEO. Given the sensitivity of external auditors performing consultancy work for management, the AFC annually reviews spending and trends related to external audit firms. To ensure objectivity, the mandates of the external auditors, as well as their remuneration, are approved by the AFC. There are two mandates for external audit:

- Further to their appointment as external financial Auditor in 2021, PwC's financial Audit Report can be found in the 2022 Statutory and Consolidated Financial Statements.
- Deloitte reviewed and examined in 2022 the adequacy and effectiveness of Swift's controls in accordance with the ISAE 3000 standard. For the 2022 calendar year, Swift provided six

standalone ISAE 3000 Type 2 reports for SWIFTNet and FIN, selected on-premise Interface products, Alliance Lite2, T2S, ESMIG and AU-NPP. Each report includes Deloitte's view on design adequacy and operating effectiveness of the control activities that help achieve the control objectives in the areas of risk management, security management, technology management, resilience and user communication (in line with Annex F of CPMI IOSCO's Principles for Financial Market Infrastructures). Deloitte's mandate was renewed until March 2026 and covers the 2023, 2024 and 2025 calendar years.

#### User representation

Swift's National Member Groups and National User Groups help to provide a coherent global focus by ensuring a timely and accurate two-way flow of information between Swift and its users. The National Member Groups comprise all Swift shareholders from a nation, and propose candidates for election to the Swift Board of Directors. They act in a consultative capacity to the Board and Management, and serve the interests of their nation's shareholders by coordinating their views. Each National Member Group is chaired by a representative who is elected by the Swift shareholders of that nation. National User Groups comprise all Swift users from a nation and act as a forum for planning and coordinating operational activities. Each National User Group is chaired by a representative who is a prime line of communication between the national user community and Swift.



# 14

## Swift Oversight

Swift's oversight objectives centre on risk identification and management, information security, reliability and resilience, technology planning, and communication with users.

While Swift is neither a payment nor a settlement system, and is therefore not regulated as such by central banks or bank supervisors, it is subject to central bank oversight as a critical service provider.

A large and growing number of systemically important payment systems are dependent on Swift, which has acquired a systemic character. As a result, Swift is subject to oversight by the central banks of the G-10 countries.

Swift has been subject to oversight since 1998. The arrangement was last reviewed in 2012 when the oversight arrangements were extended and the Swift Oversight Forum was set up.

### **An open and constructive dialogue**

Swift is committed to an open and constructive dialogue with its oversight authorities. The National Bank of Belgium (NBB) acts as the lead overseer, as Swift is incorporated in Belgium. Oversight activity focuses on ensuring that Swift has effective controls and processes to avoid posing a risk to financial stability and the soundness of financial infrastructures.

As well as the G-10 central banks, other central banks also have a legitimate interest in, or responsibility for, the oversight of Swift, given Swift's role in their domestic systems. For this reason, the oversight arrangements were expanded to a larger group of central banks with the creation of the Swift Oversight Forum in 2012.

As is generally the case for payment systems oversight, the main instrument for oversight of Swift is moral suasion.

A protocol signed between the NBB and Swift lays down the common understanding of overseers and Swift. The protocol covers the oversight objectives and the activities that are undertaken to achieve those objectives. The protocol can be revised periodically to reflect evolving oversight arrangements.

### **Objectives, areas of interest and limitations**

Overseers seek assurances that Swift has in place appropriate governance arrangements, structures, processes, risk management procedures and controls that enable it to effectively manage potential risks to financial stability and to the soundness of financial infrastructures, to the extent that they are under Swift's control.

In 2007 the overseers developed specific oversight expectations applicable to Swift, known as the 'High level expectations for the oversight of Swift' (HLEs). The High Level Expectations document the five categories of expectations that overseers have vis-à-vis the services Swift provides to the global financial infrastructure. The five expectations relate to: risk identification and management, information security, reliability and resilience, technology planning, and communication with users.

Overseers review Swift's identification and mitigation of operational risks, including cyber security, and may also review legal risks, transparency of arrangements and customer access policies. The overseers may also discuss Swift's strategic direction with the Swift Board and senior management.

This list of oversight topics is indicative, not exhaustive. Overseers will undertake those activities that provide them comfort that Swift is paying proper attention to the objectives described above. Nevertheless, Swift continues to bear the responsibility for the security and reliability of its systems, products and services. The oversight of Swift does not grant Swift any certification, approval or authorisation.

### **International cooperative oversight**

As lead overseer, the NBB conducts the oversight of Swift together with the G-10 central banks: Banca d'Italia, Bank of Canada, Bank of England, Bank of Japan, Banque de France, De Nederlandsche Bank, Deutsche Bundesbank, European Central Bank, Sveriges Riksbank, Swiss National Bank, and the Federal Reserve System (USA), represented by the Federal Reserve Bank of New York and the Board of Governors of the Federal Reserve System.

In the Swift Oversight Forum, these central banks are joined by other central banks from major economies: Bank of Indonesia, Bank of Korea, Bank of Mexico, Bank of Spain, Central Bank of Brazil, Central Bank of the Argentine Republic, Central Bank of the Republic of Turkey, Central Bank of the Russian Federation, Hong Kong Monetary Authority, Monetary Authority of Singapore, the People's Bank of China, Reserve Bank of Australia, Reserve Bank of India, Saudi Arabian Monetary Agency, and South African Reserve Bank. The Swift Oversight Forum provides a forum for the G-10 central banks to share information on Swift oversight activities with a wider group of central banks.

### **Oversight structure — oversight meetings**

The NBB monitors Swift on an ongoing basis. It identifies issues relevant to Swift oversight through the analysis of documents provided by Swift and through discussions with Swift management. The NBB maintains a close relationship with Swift, with regular ad hoc meetings, and serves as the central banks' entry point for the cooperative oversight of Swift. In this capacity, the NBB chairs the senior policy and technical groups that facilitate the cooperative oversight, provides the secretariat and monitors the follow-up of any decisions taken.

### **Access to information**

In order to achieve their oversight objectives, the overseers need timely access to all information that they consider relevant. Typical sources of information are Swift Board papers, security audit reports, incident reports and incident review reports. Presentations by Swift staff and management represent another important source of information for the overseers.

Finally, Swift assists the overseers in identifying internal Swift documents that might be relevant to address specific oversight questions. Provisions on the confidential treatment of non-public information are included both in the protocol between the NBB and Swift, and in the bilateral Memoranda of Understanding between the NBB and each of the other cooperating central banks. The official description of the NBB's oversight role can be found in the Financial Market Infrastructures and Payment Services Report published by the National Bank of Belgium and is available on its website [www.nbb.be](http://www.nbb.be).

# 15

## Security audit & financial performance

### Security audit and financial performance 2022 Security audit statement

The Directors and management acknowledge their responsibility for maintaining an effective system of internal control. Management is satisfied that, for the period 1 January 2022 to 31 December 2022, the control policies and procedures were operating with sufficient effectiveness to ensure that the control objectives were met with regard to risk identification and management, information security, reliability and resilience, technology planning and communication with users. The control objectives were specified by Swift management, in line with the overseers' High Level Expectations for Swift and CMPI-IOSCO's Expectations for Critical Service Providers. Further to their appointment as external security auditor in 2020, Deloitte reviewed and examined in 2022 the adequacy of design and the operating effectiveness of the

manual and computer-based controls and the control policies specified by Swift management for SwiftNet and FIN, Alliance Lite 2, T2S, AUNPP, selected on-premise Interface products and ESMIG ('covered services and products'), covering the period through 1 January 2022 to 31 December 2022. Their examination was made in accordance with the International Standard for Assurance Engagements (ISAE) 3000 (Revised), established by the International Auditing and Assurance Standards Board (IAASB). ISAE 3000 is an international standard enabling service providers, such as Swift, to give independent assurance on their processes and controls to their customers and their auditors. The ISAE 3000 reports provide information and assurance on the security and reliability of the covered services and products.

### Key figures

Year ended 31 December 2022

(in millions)	2022 EUR	2021 EUR	2020 EUR	2019 EUR	2018 EUR
Operating revenue	948	894	905	877	811
Operating expenses	(914)	(827)	(851)	(827)	(760)
Profit before taxation	50	66	45	59	53
Net profit	38	52	36	42	34
Net cash flow from operating activities	8	149	76	196	31
Capital expenditure of which:	46	33	48	46	59
Property, plant and equipment	37	31	37	42	52
Intangibles	9	2	11	4	7
Shareholders' equity	664	616	487	466	408
Total assets	1,238	1,226	1,112	1,006	898
Number of employees at end of year	3,241	3,279	3,300	3,145	2,835

### Consolidated statement of profit and loss

For the year ended 31 December 2022

(in thousands)	Note	2022 EUR	2021 EUR
<b>Revenue</b>			
Traffic revenue	2	394,329	418,670
One-time revenue		2,886	3,924
Recurring revenue	3	322,892	268,368
Interface revenue	4	222,089	198,882
Other operating revenue		5,324	4,145
		947,520	893,989
<b>Expenses</b>			
Royalties and cost of inventory	11	(6,501)	(6,618)
Payroll and related charges	5	(487,401)	(442,619)
Network expenses	6	(11,534)	(11,914)
External services expenses	7	(330,053)	(278,612)
Depreciation of property, plant and equipment	12	(46,454)	(47,846)
Amortisation of intangible assets	13	(8,309)	(7,970)
Depreciation of right-of-use assets	15	(17,820)	(17,761)
Other expenses	8	(6,153)	(13,838)
		(914,225)	(827,178)
		33,295	66,811
<b>Profit from operating activities</b>			
Financing costs	9	(2,312)	(1,765)
Other financial income and expenses	9	19,105	1,294
		50,088	66,340
<b>Profit before tax</b>			
Income tax expense	10	(12,013)	(14,106)
		38,075	52,234
<b>Net profit</b>			
Attributable to:			
Equity holders of the parent	14	36,407	53,371
Non-controlling interests		1,668	(1,137)
		38,075	52,234

**Consolidated statement of comprehensive income**

For the year ended 31 December 2022

(in thousands)	Note	2022 EUR			2021 EUR		
		Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
<b>Profit for the year</b>	(A)	50,088	(12,013)	38,075	66,340	(14,106)	52,234
<b>OCI items that may be reclassified subsequently to profit or loss:</b>							
Foreign currency translation		(1,396)	-	(1,396)	2,157	-	2,157
Cash flow hedges:							
Current year gain / (loss) on financial instruments	30	1,665	416	(1,249)	5,587	(1,397)	4,190
Prior year (gain) / loss transferred to income statement	30	5,587	1,397	(4,190)	5,248	(1,312)	3,936
<b>OCI items that will not be reclassified to profit or loss:</b>							
Recognition of actuarial gains and losses	23	30,567	(8,392)	22,175	87,151	(22,369)	64,782
<b>Other comprehensive income</b>	(B)	21,919	(6,579)	15,340	100,143	(25,078)	75,065
<b>Total comprehensive income for the year</b>	(A) + (B)	72,007	(18,592)	53,415	166,483	(39,184)	127,299
<b>Attributable to:</b>							
Equity holders of the parent				52,101			127,952
Non-controlling interests				1,314			(653)
				53,415			127,299

**Consolidated statement of financial position**

For the year ended 31 December 2022

(in thousands)	Note	2022 EUR	2021 EUR
<b>Non-current assets</b>			
Property, plant and equipment	12	148,894	158,580
Intangible assets	13	15,578	16,687
Right-of-use assets	15	54,145	63,131
Deferred income tax assets	16	70,203	81,640
Other long-term assets	20	13,986	17,654
<b>Total non-current assets</b>		302,806	337,692
<b>Current assets</b>			
Cash and cash equivalents	17	443,253	505,567
Other current financial assets	17	330,942	142,924
Trade receivables	18	60,376	128,373
Other receivables	19	23,562	35,541
Prepayments to suppliers and accrued income	20	52,523	57,652
Inventories	21	2,205	2,911
Recoverable taxes	22	21,841	15,638
<b>Total current assets</b>		934,702	888,606
<b>Total assets</b>		1,237,508	1,226,298

<b>Shareholders' equity</b>		664,092	616,152
Equity attributable to equity holders of the parent		655,684	609,058
Non-controlling interests	14	8,408	7,094
<b>Non-current liabilities</b>			
Long-term employee benefits	23	17,806	47,274
Deferred income tax liabilities	16	6,385	5,498
Long-term provisions	25	40,774	49,757
Contract liabilities	4	98,548	104,087
Lease liabilities	15	43,153	48,386
Other long-term liabilities	26	3,298	2,378
<b>Total non-current liabilities</b>		209,964	257,380
<b>Current liabilities</b>			
Amounts payable to suppliers	26	108,831	99,021
Short-term employee benefits	24	105,481	77,827
Short-term provisions	25	12,366	13,759
Contract liabilities	4	24,179	54,476
Lease liabilities	15	15,015	16,461
Other liabilities	26	95,670	84,554
Accrued taxes	27	1,910	6,668
<b>Total current liabilities</b>		363,452	352,766
<b>Total equity and liabilities</b>		1,237,508	1,226,298



**Consolidated statement of cash flows**

For the year ended 31 December 2022

(in thousands)	Note	2022 EUR	2021 EUR
<b>Cash flow from operating activities</b>			
Profit before taxation		50,088	66,340
Depreciation of property, plant and equipment and right-of-use asset	12-15	64,274	65,607
Amortisation of intangible assets	13	8,309	7,970
Net (gain)/loss and write-off on sale of property, plant and equipment, and intangible assets		2,283	381
Other non-cash operating losses/(gains)			
Increase/(decrease) in provisions, pensions and government grants		18,376	17,342
(Increase)/decrease in other net long-term assets		4,587	(482)
Net financial (income)/costs		(2,260)	4,060
Net unrealized exchange (gain)/loss		2,265	(2,157)
Increase/(decrease) in other non-cash operating items		(24)	396
Changes in net working capital			
(Increase)/decrease in trade and other receivables and prepayments	18-19-20	79,541	(38,464)
(Increase)/decrease in inventories	21	706	(398)
Increase/(decrease) in trade and other payables and contract liabilities		(16,665)	69,329
Investments in other financial assets	17	(188,018)	(9,122)
<b>Net cash flow before interest and tax</b>		<b>23,462</b>	<b>180,802</b>
Interest received		3,389	446
Interest paid		(3,198)	(3,352)
Tax paid		(15,290)	(28,432)
<b>Net cash flow from operating activities</b>		<b>8,363</b>	<b>149,464</b>

(in thousands)

Note 2022 EUR 2021 EUR

<b>Cash flow from investing activities</b>			
Capital expenditures			
Property, plant and equipment	12	(36,995)	(31,049)
Intangibles	13	(9,319)	(1,990)
Proceeds from sale of fixed assets		64	(100)
Capital increase in partly-owned subsidiaries		-	3,382
<b>Net cash flow used in investing activities</b>		<b>(46,250)</b>	<b>(29,757)</b>
<b>Cash flow from financing activities</b>			
Payment of principal portion of lease liabilities	15	(17,672)	(18,786)
Net payments for reimbursement of capital		(5,475)	(1,607)
<b>Net cash flow from (used in) financing activities</b>		<b>(23,147)</b>	<b>(20,393)</b>
<b>Increase/(decrease) of cash and cash equivalents</b>		<b>(61,034)</b>	<b>99,314</b>
<b>Movement in cash and cash equivalents</b>			
At the beginning of the year		505,567	400,919
Increase/(decrease) of cash and cash equivalents		(61,034)	99,314
Effects of exchange rate changes		(1,279)	5,335
<b>At the end of the year</b>	17	<b>443,253</b>	<b>505,567</b>
<b>Cash and cash equivalent components are:</b>			
Cash	17	58,914	89,025
Liquid money market products	17	384,510	416,710
Credit loss allowance	17	(171)	(168)
<b>At the end of the year</b>	17	<b>443,253</b>	<b>505,567</b>

# 16

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