AMLA
Anti-Money Laundering Authority

Introductory statement of AMLA Chair Bruna Szego at the hearing of the ECON and LIBE Committees

Brussels, 2 December 2025

Dear Chairs Lalucq and Zarzalejos,

Honourable Members of the ECON and LIBE Committees,

It is an honour to be here with you today.

When I appeared before you last year, I outlined my vision to build AMLA around five long-term goals: ambition, cooperation, technology, communication, and global leadership. Today I would like to update you on our progress on some of them and to share our plans moving forward.

Our first goal is ambition—to deliver a robust AML/CFT framework across Europe incorporating best practices while mindful of compliance costs. To do that, in 2026 we will focus on four priorities:

First, **key mandates:** AMLA is entrusted with many mandates, so a strong prioritization was needed. We are starting with those most impactful for the industry, including the Customer Due Diligence and self-assessment.

The second priority, **direct supervision.** Preparing for direct supervision in 2028 requires critical steps in 2026–2027, all in parallel:

- finalize and validate the risk assessment model inherited from EBA,
- secure and process the data to test and calibrate the model,
- implement robust IT tools to support the selection process,
- develop a supervisory manual that will instruct teams on how to run direct supervision,
- and ultimately execute the selection itself.

This is a highly complex and sensitive work, and the choices we make will shape our supervisory approach for years to come. We will need a strong analytical framework, experienced teams, and advanced technology working in concert. In parallel, we will develop similar tools – a risk assessment model and a supervisory manual - for

The Authority for Anti-Money Laundering and Countering the Financing of Terrorism (AMLA)
Messeturm Frankfurt, Friedrich-Ebert-Anlage 49, 60308 Frankfurt am Main, GERMANY
Email: media@amla.europa.eu | amla.europa.eu

national supervisors so that AML/CFT supervision can be run in the same robust way across Europe.

The third priority: we will continue developing standards and tools to **strengthen FIUs' effectiveness and cross-border cooperation**. Next year we will be launching the first peer reviews and working on the first pilot joint analyses.

And finally, we are building AMLA's **risk analysis capability** to deepen our understanding of ML and FT risks and to better steer risk-based approaches at Member State and EU level.

My second long-term goal is **cooperation**. AMLA is part of a broader European AML system, and success critically depends on collaboration. We have established constant interaction with national authorities and the European Commission, signed MoUs with the ECB and ESAs, and are developing arrangements with European Law enforcement agencies.

Engaging with the private sector has been one of my first priorities as well. I have visited 25 Member States to date and met supervisors, FIUs, and industry representatives. My takeaway? While the financial sector understands its role, the non-financial sector lags behind. The landscape there is fragmented, with many obliged entities facing real challenges in applying even basic controls due to cost and lack of reliable information. I've been telling stakeholders that building awareness and preparedness at national level is essential, but we also know that designing a system that is both effective and realistic will take time.

Another long-term goal is for AMLA to be **technologically forward-looking**—both tackling risks coming from new technologies and ensuring AMLA's own digital capability. On the first front, our initial step will be to deep dive into the European crypto-asset market. On the second front, we are developing the IT solutions that address AMLA's needs in the short term and help us become a centre of excellence in the use of digital technology in the long term.

My final goal is for AMLA to achieve **global leadership.** Money laundering does not stop at borders, and we need Europe to be a reference point, especially at a time of shifting priorities in other parts of the world.

We have already engaged with the Chairs of the Financial Action Task Force and the Egmont Group and are now considering how to actively contribute to their work and to start engaging with third-country supervisors and FIUs.

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Now let me share where we stand today in building the Authority and the constraints we are managing as a newly created organisation.

When I joined, AMLA had only a handful of staff. Today, we are about 100, but 70 joined in the last three months. Recruitment takes around eight months, and this naturally limits delivery speed.

Technology is another constraint. We are the first EU agency created in the AI era, with no legacy systems and an IT infrastructure to build from scratch. It's key to delivering effectively, but it requires time. And getting it right, with best-in-class solutions, will shape AMLA for years.

Beyond these start-up realities, achieving convergence across Europe is itself a challenge. Twenty-seven different legal frameworks, supervisory practices and FIU approaches exist today. Aligning them into a common robust framework will not happen overnight, but we will get there.

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To conclude, AMLA has made meaningful progress, yet we remain a start-up. We have to balance the dual challenge of setting up the Authority while quickly delivering on our mandates. We are, as it were, flying a plane while building it.

Despite these challenges, I am confident that, with the foundation now in place, a clear roadmap ahead, and a growing team of dedicated professionals, we are building the robust framework Europe needs—step by step, and with determination. I am grateful for the continued support of this Parliament as we work to fulfil the mandate you have entrusted to us.

Thank you for your attention.

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