

BANK OF ISRAEL

May 6, 2025

**The Supervisor of banks remarks at the farewell event for Oded Salomy**

A lot has been said about Oded Salomy today, and surely more will be said, so I'll add my part as well.

Oded came to the Bank of Israel as a payments market expert. Before his arrival, the payments market was perceived as merely an infrastructure domain without significant impact on the financial world. Oded showed us that the payments world can be a foundation for substantial changes in the financial sector. I'm sure many of you are familiar with Oded's two triangles—one where the payment entity is at the base of the triangle, as that's where most customer transactions occur, representing the connection with the customer, and the second, inverted triangle, indicating that revenues from this market are the lowest compared to other financial sectors like credit. Oded was among the first at the bank to highlight this connection and essentially the ability to promote innovation, competition, and high value for the customer through the payments domain, not just in payments but in the entire financial world.

For those specializing in payments, the past few years have been incredibly interesting. I’ll mention just a few of the changes we've seen in the market, mainly due to technological developments—bank payment apps, the transition to EMV, open banking and payment initiation, the activity of big tech and fintech in payments, developments in cryptocurrencies and stablecoins, and more. In this changing world, Oded positioned the Bank of Israel as a leading force in the market, driving processes and innovation, a force to be reckoned with and whose opinion is important to hear.

**Oded's Working Method:**

As someone who was also a partner in many cases at the discussion table during the payment world changes I mentioned, I can attest that Oded brought not only knowledge from the payments world but a much broader perspective—competition aspects, market behavior, economic incentives—topics that sometimes overlap with the Banking Supervision Department's areas of activity. This perspective created a shared and enriching professional dialogue, sharpening positions on various issues.

The second aspect was the understanding that collaboration is necessary—with the Banking Supervision Department, other entities within the Bank of Israel, and with other public and private sector bodies. My professional relationship with Oded began when he took on his role while I was still in my previous position as Deputy Supervisor and Head of the Technology and Innovation Division in the Banking Supervision Department. We quickly realized that to advance significant issues, it was important to maintain open communication between the Banking Supervision and the Payment and Settlement Systems Departments, especially since the key entities in the payments world are supervised by the Banking Supervision Department. In this context, we worked together efficiently because with Oded, the discussion is substantive, the arguments are professional, and the goal is the public and economic good.

Due to time constraints, I'll only headline a few examples of joint projects—the transition to EMV, which began with a directive from the Supervisor of Banks, but the implementation and guidance of the transition for all entities in the economy were accompanied by the Payment and Settlement Systems Department; the work in a joint team on stablecoins, including thinking about the developing payments world, which is our future vision; the digital check—another component in the digital transformation we are experiencing in the economy; and of course, a range of steps to strengthen the stability of payment systems.

**Oded's Strengths:**

The first is strategic thinking on how to lead the market—two examples in this context that Oded often repeated—the importance of standardization to promote processes and the importance of promoting international integration—a task Oded's successor will need to continue, and we at the Banking Supervision Department will continue to support.

The second is a high commitment to lead initiatives despite all the challenges along the way, including an understanding of the public sector, how it operates, and what is needed to advance things with it. Even I, who grew up in the public sector, still discover new things from time to time, so kudos for that.

The third is the genuine desire to contribute to the public, the economy, and the Bank of Israel, reflected in the vision he set for himself and the Bank of Israel to create an efficient payments market with a variety of entities offering value propositions to customers. This is also evident in how Oded represented and marketed the State of Israel and the Bank of Israel—anyone who has heard Oded in various lectures or in front of external entities knows what I mean.

So thank you for everything, Oded. I wish you great success in your future endeavors. I'm sure that wherever you go, you will continue to contribute to the strength and resilience of Israel's financial system.