

BBVA's AI Strategy

October, 2026

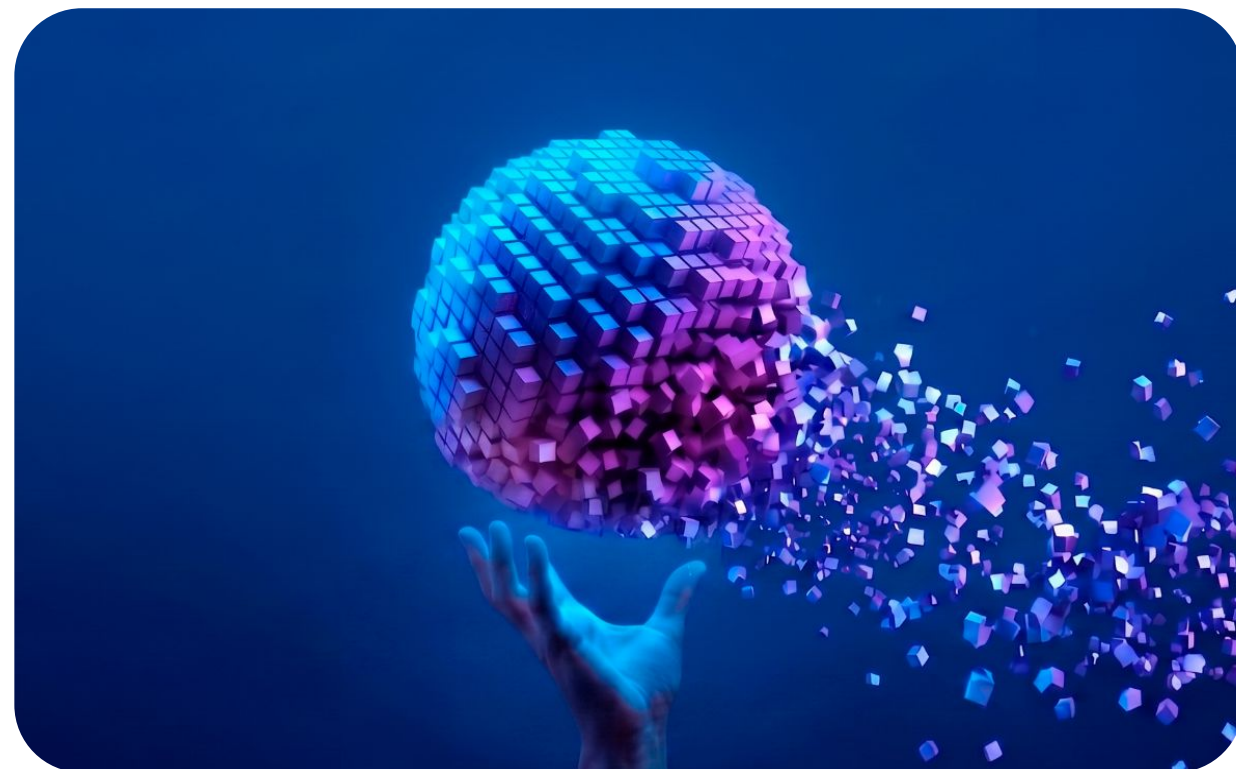


Antonio Bravo

HEAD OF AI TRANSFORMATION

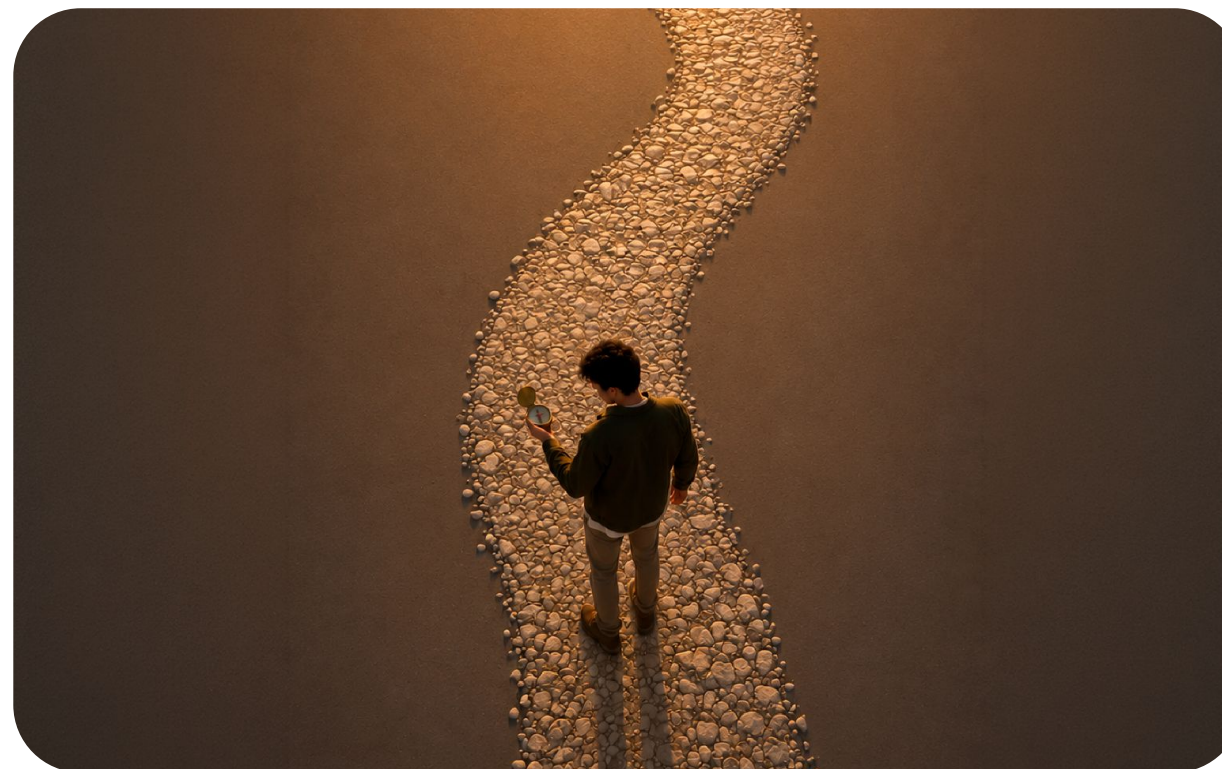


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to transform
banking**



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can lead**



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01

An opportunity to transform banking



AI Can Transform Every Part of Banking

DATA & ANALYTICAL MODELS HAVE TRADITIONALLY BEEN KEY ENABLERS ACROSS THE BANKING VALUE CHAIN

Customer journey

Onboarding



- ID verification
- KYC models
- Next best offer models

Risk Assessment



- Credit scoring models
- Credit risk analysis tools
- Behavioral risk models

Servicing & Advice



- Customer assistant
- Handling of customer queries
- Pricing & product models

Operations



- Document processing
- Customer personalization
- Fraud / AML detection models

Engagement



- Customer lifetime value models
- Personalized loyalty campaigns
- Churn models

AI Expands what Banking Can Do

CLIENTS

NEW STANDARD IN VALUE PROPOSITION

- Personalized
- Proactive 24/7 advice
- Clients empowered, better pricing



**Broader reach,
deeper engagement**

PROCESSES

NEW OPERATING MODEL

- Faster time to market
- Fewer errors
- More control
- Better insights for decisions



**More efficiency
and client satisfaction**

EMPLOYEES

NEW WAYS OF WORKING

- Empowered with AI
- *Strategising* & supervising vs. executing
- Focus on higher value work



**Higher productivity,
stronger commitment**

**AI brings abundance to banking, removing bottlenecks
and creating a competitive edge for first movers**

02

Why BBVA can lead

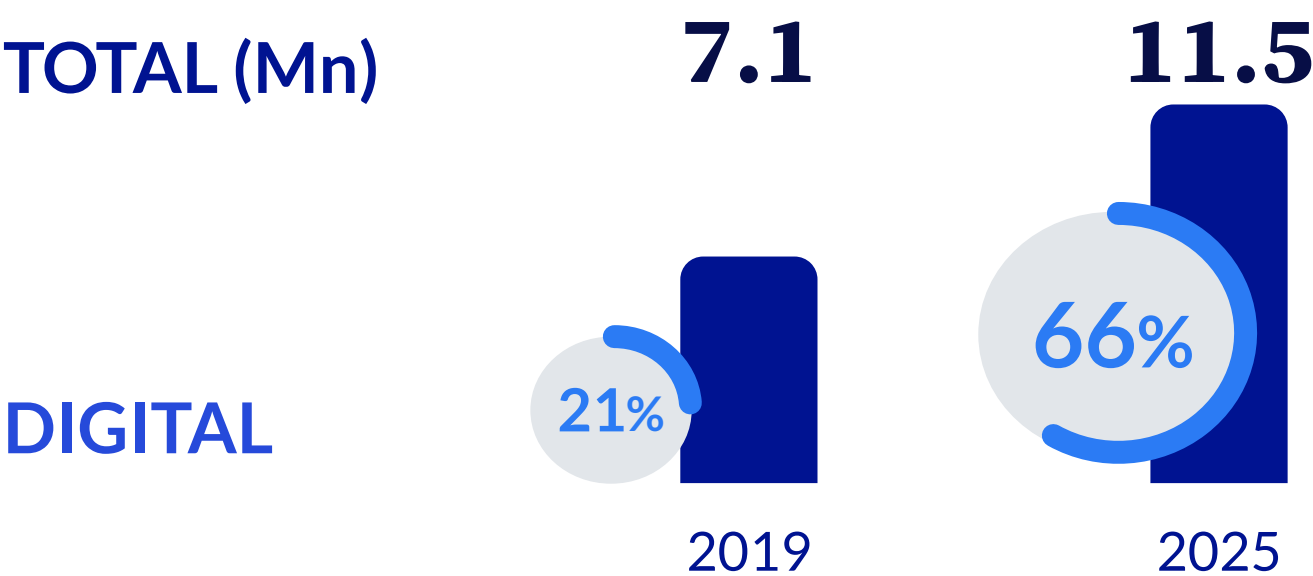


Innovation Has Always Been in BBVA's DNA

Successful Track-Record in Digitization

Pioneer in digitization

New customers, BBVA Group, % acquired through digital



Gross customer acquisition through own channels for retail segment. Excluding the US business sold to PNC for comparison purposes.

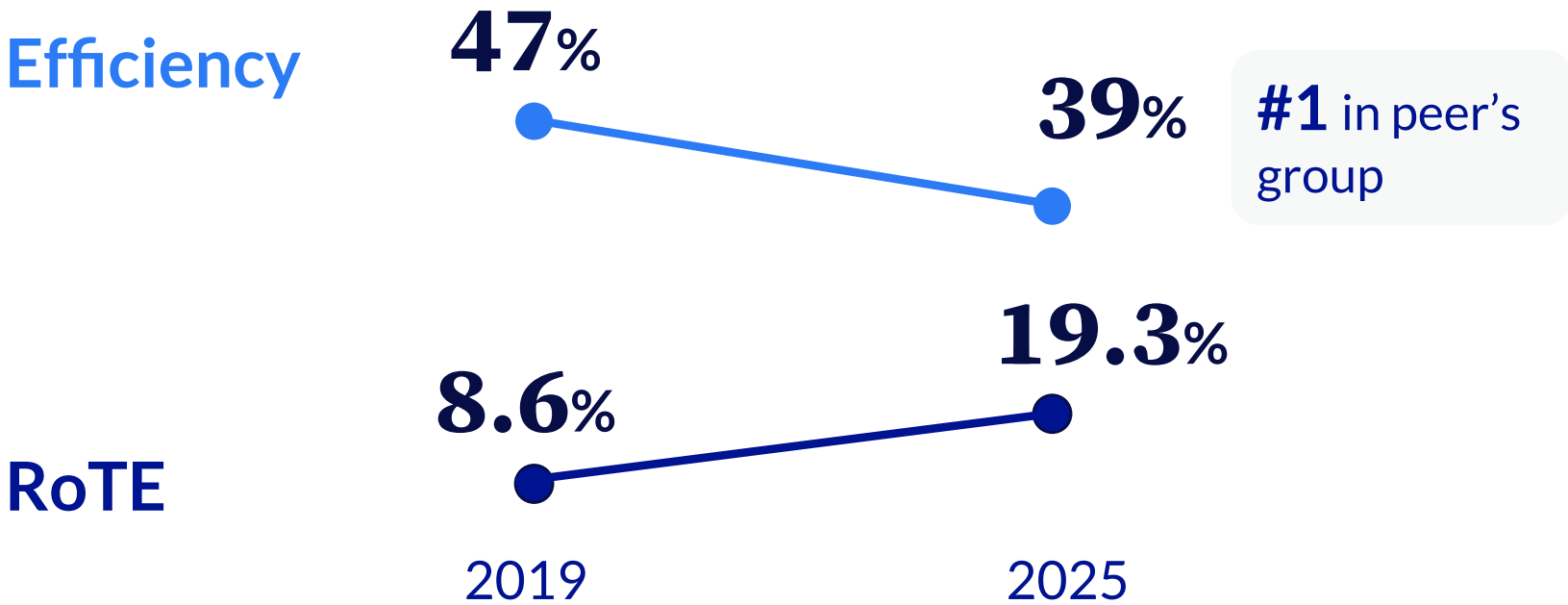
Best customer experience

Leading NPS position in all countries



Peers: Spain: ING, SAN, SAB, CBK, UNI; Mexico: BNT, BMX, SAN, HSBC; Turkey: ISB, AKB, YAPI; Argentina: GAL, HSBC, SAN, MACRO; Colombia: BOGOTA, DAV, BANCOLOMBIA; Peru: BCP, INT, SCOTIA; Uruguay: ITAU, SAN, SCOTIA

Outstanding profitability and leading efficiency



Peers: Europe: BARC, BNPP, CABK, CASA, DB, HSBC, ING, ISP, LBG, NDA, SAN, SG, UCG, UBS

Our successful performance is underpinned by innovation

Strong Foundations for AI at Scale

GLOBAL DATA AVAILABILITY

Leveraging Cloud, to fully harness AI in a cloudified, real-time ready environment



 **ONE GLOBAL DATA PLATFORM**
for all countries

 **LARGE DATA SET**
ready to be leveraged by agents

 **CLOUD NATIVE ARCHITECTURE**
enabling faster feature integration

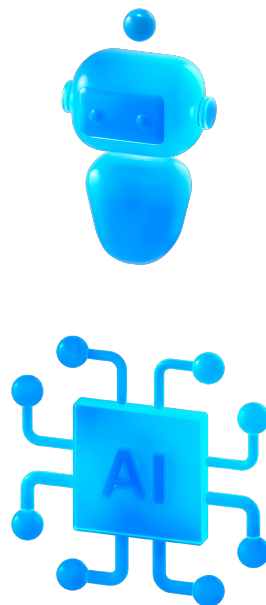
TOP PARTNERS TO ACCELERATE OUR STRATEGY

Access to best-in-class talent, technology knowledge and model excellence

 **ACCESS TO AI TOOLS**
for all employees

 **TOP AI PLAYERS**
involved in the CO-CREATION of agents

 **THIRD PARTY AGENTS**
testing and piloting best-in-class agents



SPECIALIZED TEAMS DEPLOYED ACROSS THE ORGANIZATION

SPAIN¹

1,352

MEXICO

1,228

SOUTH AMERICA²
797

TURKEY
634



(1) Spain data includes CIB and Holding
(2) Includes Peru, Colombia, Argentina, Uruguay, Venezuela & Chile
(3) Machine Learning Engineers

AI Is a Bank-Wide Strategic Priority



Radical client perspective



Sustainability



Enterprises



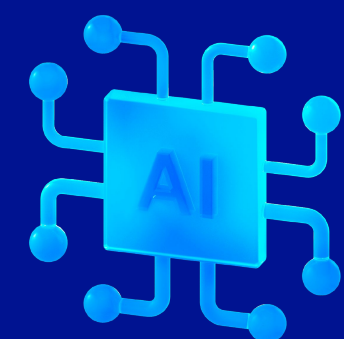
Value creation



AI, Data & Tech



Team



A transformation agenda well beyond technology

TO CAPTURE AI'S POTENTIAL

A top down transformation agenda across all areas

AI Transformation sits at the highest executive level, bringing together BBVA's data and critical AI capabilities

Co-designs and coordinates the new management model, where people and intelligent agents work together

The Eight - Our 1st Bank Wide Agentic Agenda

Clients



1 PERSONAL ADVISOR (BLUE)

24/7, personalized multimodal AI agent



2 AI BANKER

Better insights.
More time with customers



Processes



3 AI RISK MANAGEMENT

Faster and better-informed decisions
with up-to-date information and
smart risk engines



4 REDESIGN BANK'S PROCESSES

Enhanced productivity & customer
experience



Employees



5 SOFTWARE DEVELOPMENT

Acceleration of the entire software
lifecycle



6 AI FOR EVERY EMPLOYEE

AI Alter Ego for each employee to
maximize impact



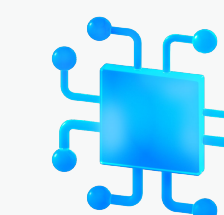
7 A "DATA-RICH" COMPANY

Unlocking the power of real-time, reliable data



8 AI ARCHITECTURE & TECH CAPABILITIES

The bank's agentic operating system:
where intelligent agents come to life



Early Deployments Show Tangible Benefits



Better customer experience

Network workload is shifting towards higher-value interactions

c.90%

Successful resolution rate in pilot voice interactions (C.Center)

>50%

of in-app chat interactions between clients and their relationship manager filtered by Blue



Faster processes

First agents deployed are reducing the time to answer customers

c.30%

Reduction in the time to produce Enterprise Financial Programs

c.80%

Reduction in the time to register customer claims



More productive teams

AI tools are reaching broad usage and improving productivity

75%

Employees recurrently using the tools¹

2.4h

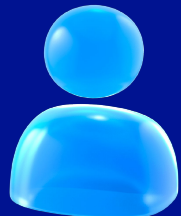
Saved per user/week¹

+28%

Increase in developers productivity

(1) ChatGPT and Gemini licenses

Our Scale Creates a Significant Opportunity

 Contact Centers	 Bankers	 Processes	 Developers
50 M monthly calls	2.2 K Wholesale Bankers 37 K Retail Bankers	10 K FTEs in Banking Ops	12 K Developers
5-8 min Average handling time	c.50 % of client-facing time spent on servicing activities	150 M Operations processed annually	75 K Features per year
  	  	  	  



Clients



Processes



Employees

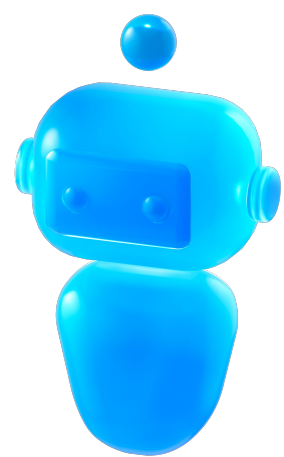
Scaling Deployment through 2027

Clients 	AGENTIC BLUE - Already available for Friends & Family - Gradual rollout to retail & commercial customers in SP & MX in 2027	CONTACT CENTER - Client pilots across markets; Peru already in production, Mexico in Q4 2026, others in 2027	AI RETAIL BANKER - Already deployed in core markets - New features to expand capabilities in 2027	AI WHOLESALE BANKER - AI Banker capabilities already live at scale across Commercial and CIB - 2027: scaling differentiated client value and pitch-building across Commercial and CIB
Processes 	RISK - 100% deployment to risk analysts of CIB and Commercial segments in 2026 and 2027 respectively	AI PROCESSES - AI agents already across key processes, with proven impact in Claims, Recoveries and Financial Crime	- AI Finance agents across Liquidity management (ALM), Asset mobilization (SRT) and Accounting reconciliations	- Scale reusable AI capabilities across processes and countries, while beginning AI-first redesign of selected E2E processes
Employees 	SOFTWARE DEVELOPMENT - Global agents already in use coding & testing - Pilots in the design phase for selected projects, followed by a phased rollout in 2027		ALTER EGO - Secure enterprise AI, skills and agents are already live at scale, powering daily work across BBVA	- Agents will evolve into personal Alter Egos and area agents that redesign end-to-end processes in 2027

From Proving Value to Scaling AI across the Bank

1. PROVE VALUE

The Eight: Build & Operate AI Agents



Turning context and instructions into action, with humans in the loop

2. INDUSTRIALIZE - THE FRAME

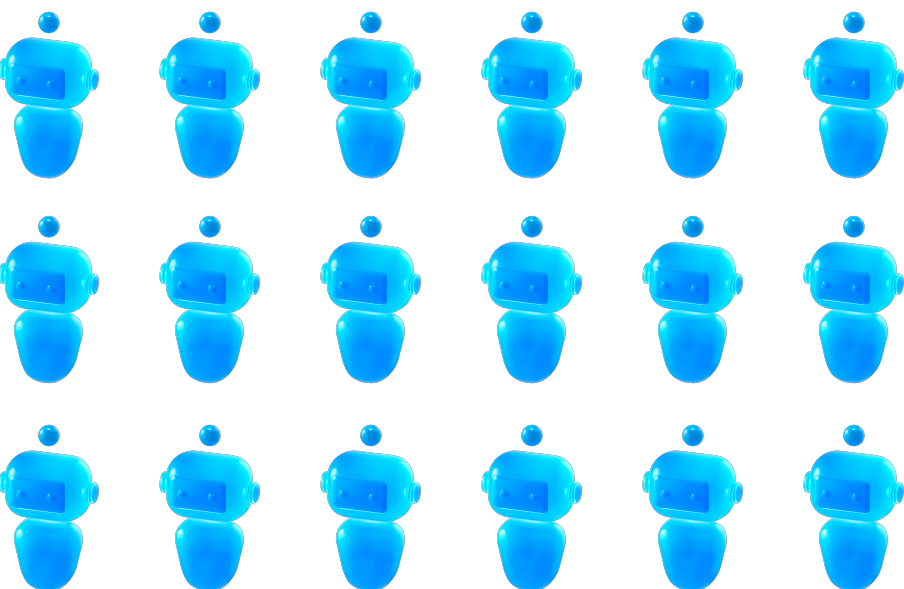
Transform Our Operating Model to Build, Deploy, Manage and Govern AI Agents at Scale



Establish the capabilities, governance and ways of working required

3. SCALE IMPACT

Extend Proven Agents at Scale to Maximize AI Value



Harness AI at scale to transform BBVA

‘The Frame’: Industrializing Agent Development and Management Model

WHAT IS IT?

A common **OPERATING MODEL** that allows to **BUILD, DEPLOY, MANAGE & GOVERN** AI solutions faster, safely and at scale.

3 GOALS



BUILD FASTER by industrializing agent development and a new management model

Agents + humans, improving time to market creation



SCALE SAFELY. Governance and control embedded by design

Control is mandatory to scale AI

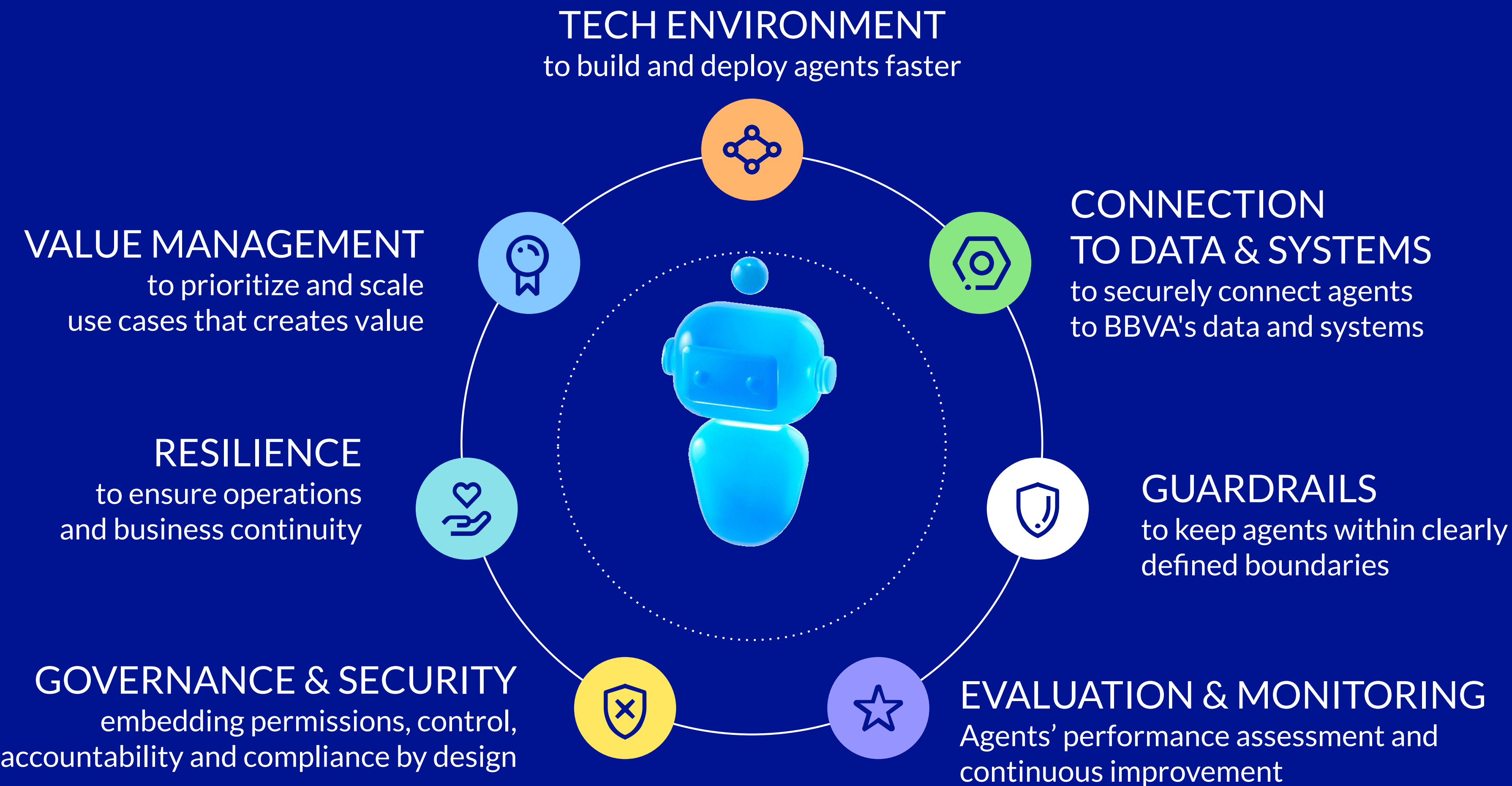


AI SOVEREIGNTY / OPTIONALITY

Retain control of core assets while accessing best-in-class third-party tools, models and infrastructure

The Frame will create a competitive edge to unlock AI's abundance: growth and value creation

The Frame: Core Components & Playbooks



From Individual Agents to End-to-End Transformation

THE 8 EXECUTION

- Deliver value through selected use cases
- Capture key learnings

THE FRAME

- Industrialize and scale AI capabilities
- Remove technical bottlenecks & constraints in resources
- Build a robust enterprise-wide foundation

FULL PROCESS TRANSFORMATION

- Redesign customer journeys and build end to end processes

EXPONENTIAL IMPACT

A better & stronger bank for clients, employees, shareholders and society

Managing AI Risks Is Part of Our Strategy

KEY RISKS

Tougher competition

- New competitors that will disintermediate customer & agents relationship (Dots; Muse; Grok Bot; instinct ...)
- AI empowers customers; more information, less friction costs

Asset quality

- AI reshapes industries and business models
- Transition risk for clients may affect credit quality

Cybersecurity and resilience

- New Cybersecurity vulnerabilities
- Performance & reliability (e.g. hallucinations)

BBVA'S DIFFERENTIAL APPROACH



Differentiation & RCP

- Trusted relationships provide unique customer insights
- Sound foundation for personalized AI and proactive advice



Enhanced risk management

- Better decisions for customers and the bank based on a better knowledge
- Integration of AI transition risk into strategic risk discussions



Responsible AI

- Robust governance, with human oversight and controls
- Secure, reliable and compliant AI deployment

Final Remarks



Final Remarks

BBVA IS UNIQUELY POSITIONED TO CAPITALIZE ON AI'S ABUNDANCE: GROWTH AND VALUE CREATION



Trust

the foundation for personalized
advice, built on years
of deep client relationships



Delivery

early tangible results
from The Eight,
validate our strategic direction



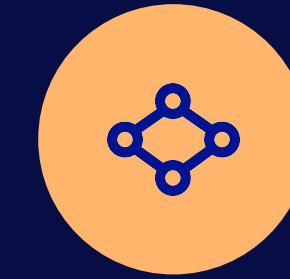
Strategy

a bank-wide agenda, with The
Frame as the foundation for
scaling AI safely across BBVA

BBVA

ANNEX

THE FRAME



Tech Environment

WHAT IS IT?

A shared, secure environment for building and deploying AI agents using reusable tools and components.

WHY IT MATTERS?

Enables teams to **avoid starting from scratch with every agent**, allowing them to bring new solutions from concept to production in a faster, more standardized manner.

THE FRAME



Connection to Data & Systems

WHAT IS IT?

The layer that provides the agent with **authorized access to BBVA's data, services, and core systems**, enabling it to execute actions within them.

WHY IT MATTERS?

Allows the agent to **securely access BBVA data and context** to answer queries with differential value, preventing hallucinations and errors.

THE FRAME



Guardrails

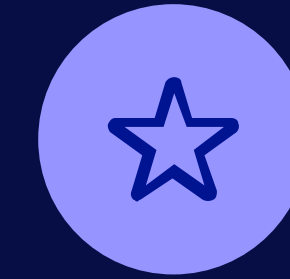
WHAT IS IT?

The rules and boundaries embedded into the agent that determine **what it can do, what it cannot do, and when human intervention is required.**

WHY IT MATTERS?

Ensures that the agent always acts within the **policies and controls** defined by BBVA, helping to build trust and security.

THE FRAME



Evaluation & Monitoring

WHAT IS IT?

The mechanisms that allow for **continuous measurement of the agent's quality and behavior**, both before and after going into production.

WHY IT MATTERS?

Enable early detection of anomalies, benchmarking of performance, and continuous learning to **systematically enhance agents over time**.

THE FRAME



Governance & Security

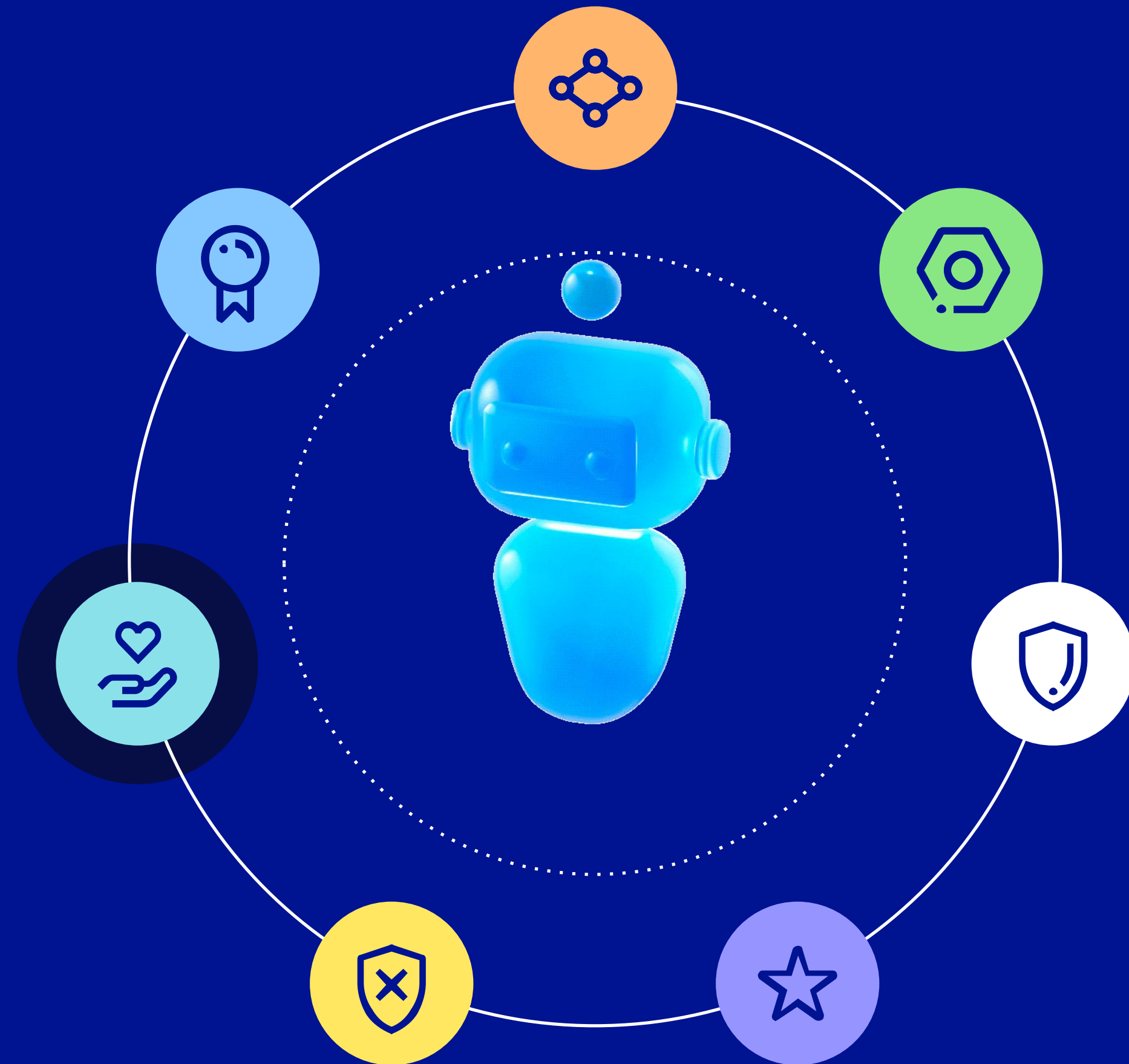
WHAT IS IT?

The unified framework for **identity, permissions, security, traceability, and compliance** under which any agent operates.

WHY IT MATTERS?

Clarifies which agent can perform what actions, using which information, and under whose responsibility, embedding **necessary controls by design** rather than retrofitting them later.

THE FRAME



Resilience

WHAT IS IT?

The operational capabilities that ensure agents function in a **stable and resilient** manner when transitioning from testing to live banking processes.

WHY IT MATTERS?

Instill trust in agents for critical business operations: **maintaining service continuity, managing incidents, and responding effectively when failures or changes occur.**

THE FRAME



Value Management

WHAT IS IT?

The discipline that connects each agentic solution with its execution costs and expected impacts on value creation throughout the entire product lifecycle.

WHY IT MATTERS?

Ensures the economic sustainability of scaling solutions and drives prioritization based on quantitative business cases.

Thank you