

BBVA's Technology Strategy

October, 2026



Carlos Casas

HEAD OF ENGINEERING

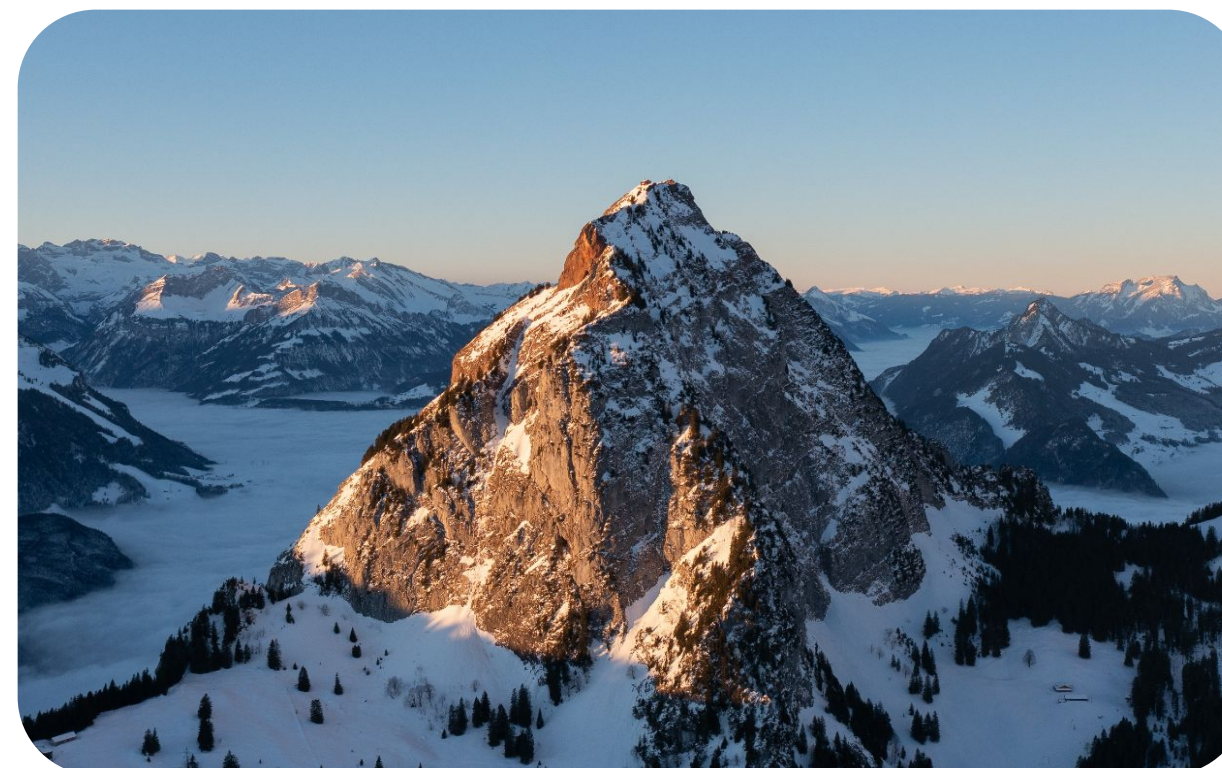


Index



1

**Leading digital
transformation**



2

**Scaling our
innovation edge**



3

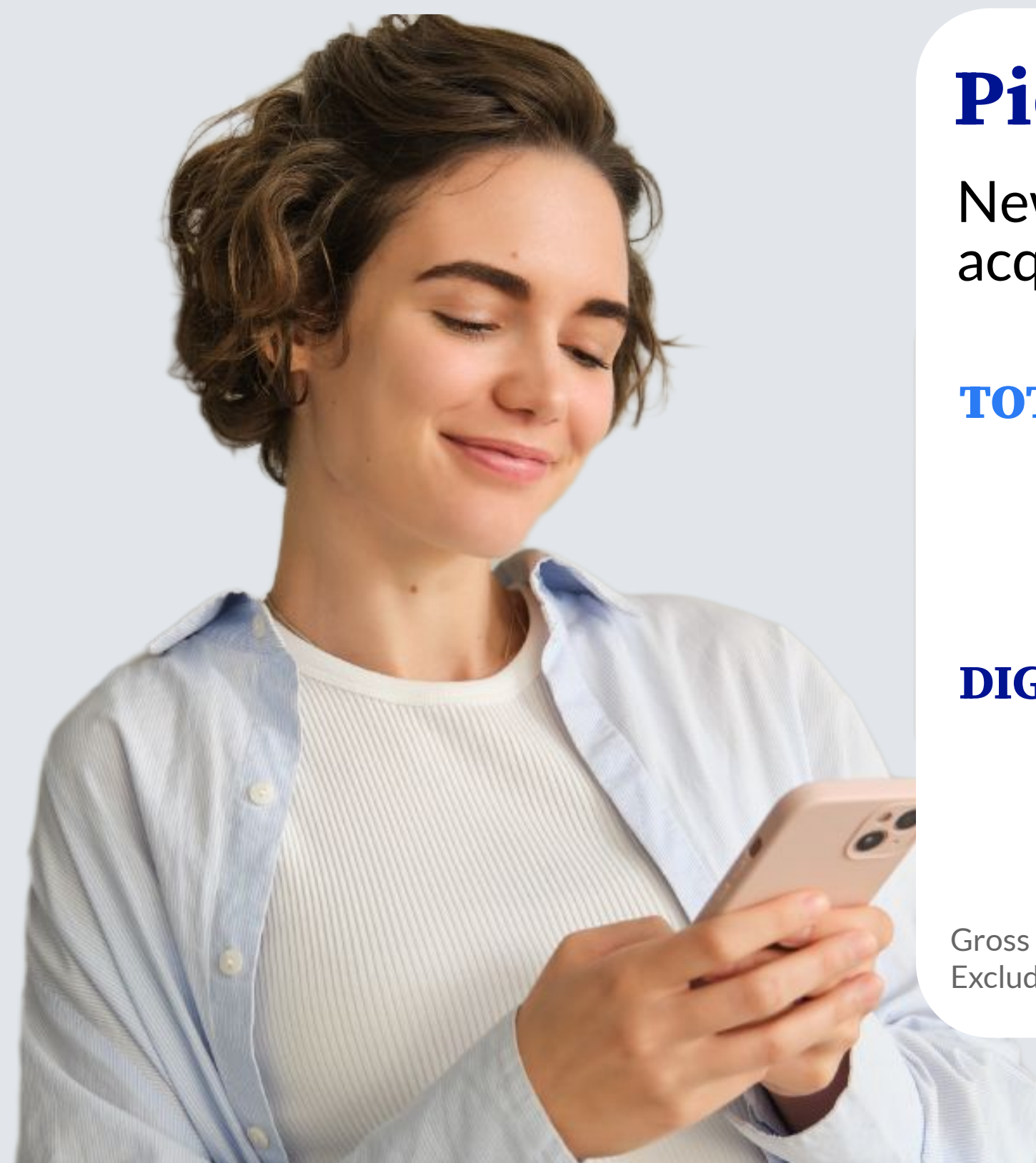
Key insights

01

Leading digital transformation

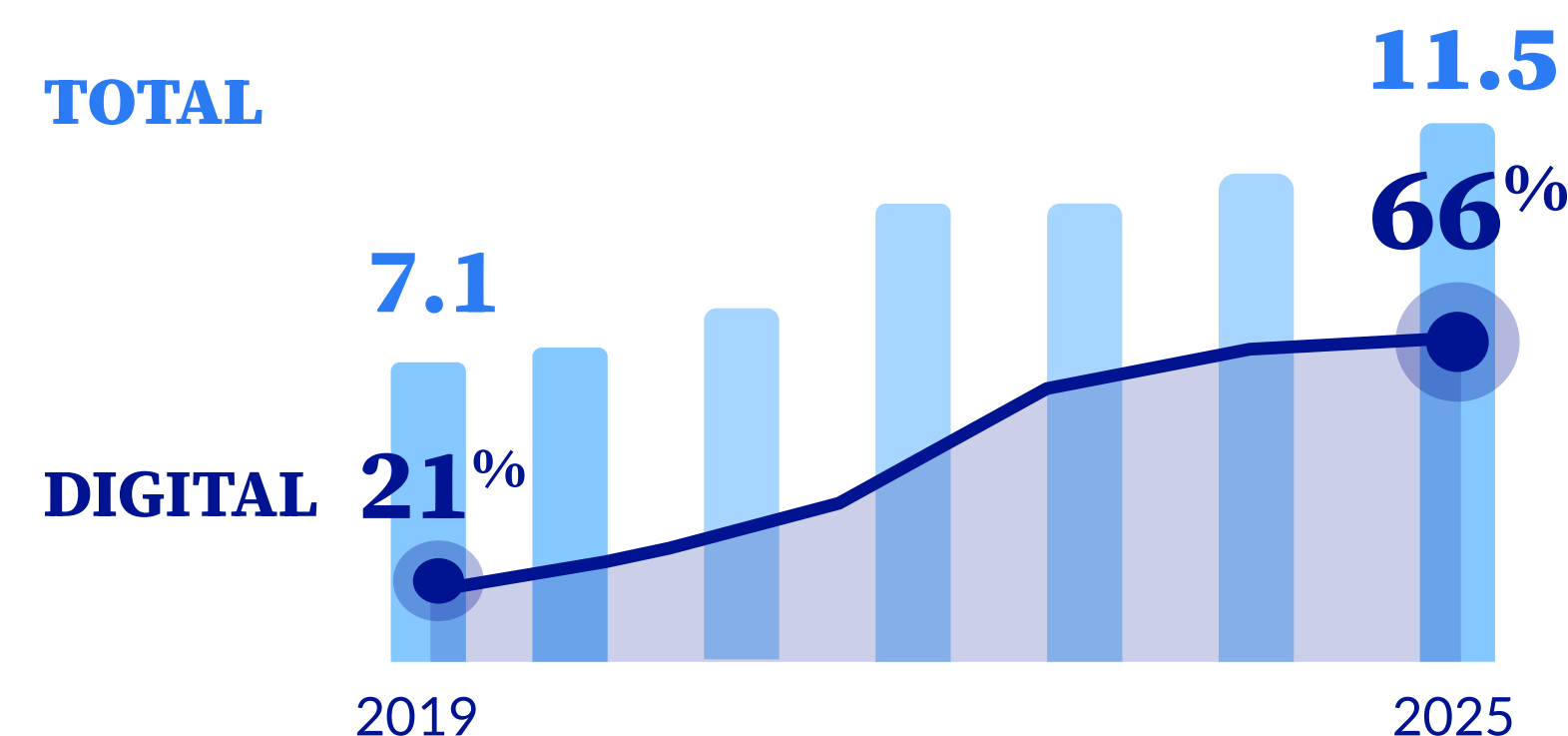


Our Digital Capabilities Drive Customer Growth



Pioneering digitalization

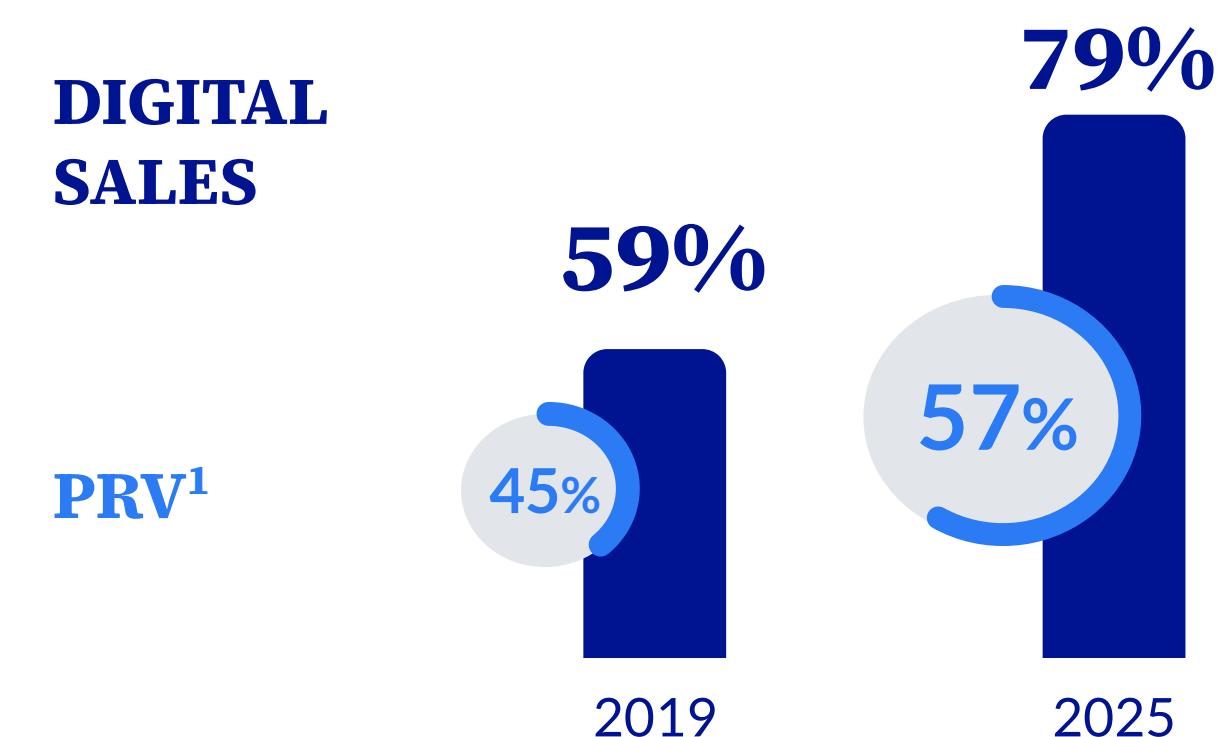
New customers Mn, BBVA Group, % acquired through digital



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

Boosting value creation

% of global sales acquired through digital



(1) Product Relative Value (PRV) is an indicator of the economic weight represented by the units sold

2026 Global Recognition

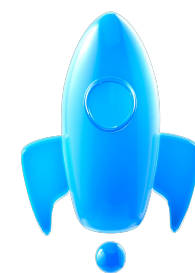
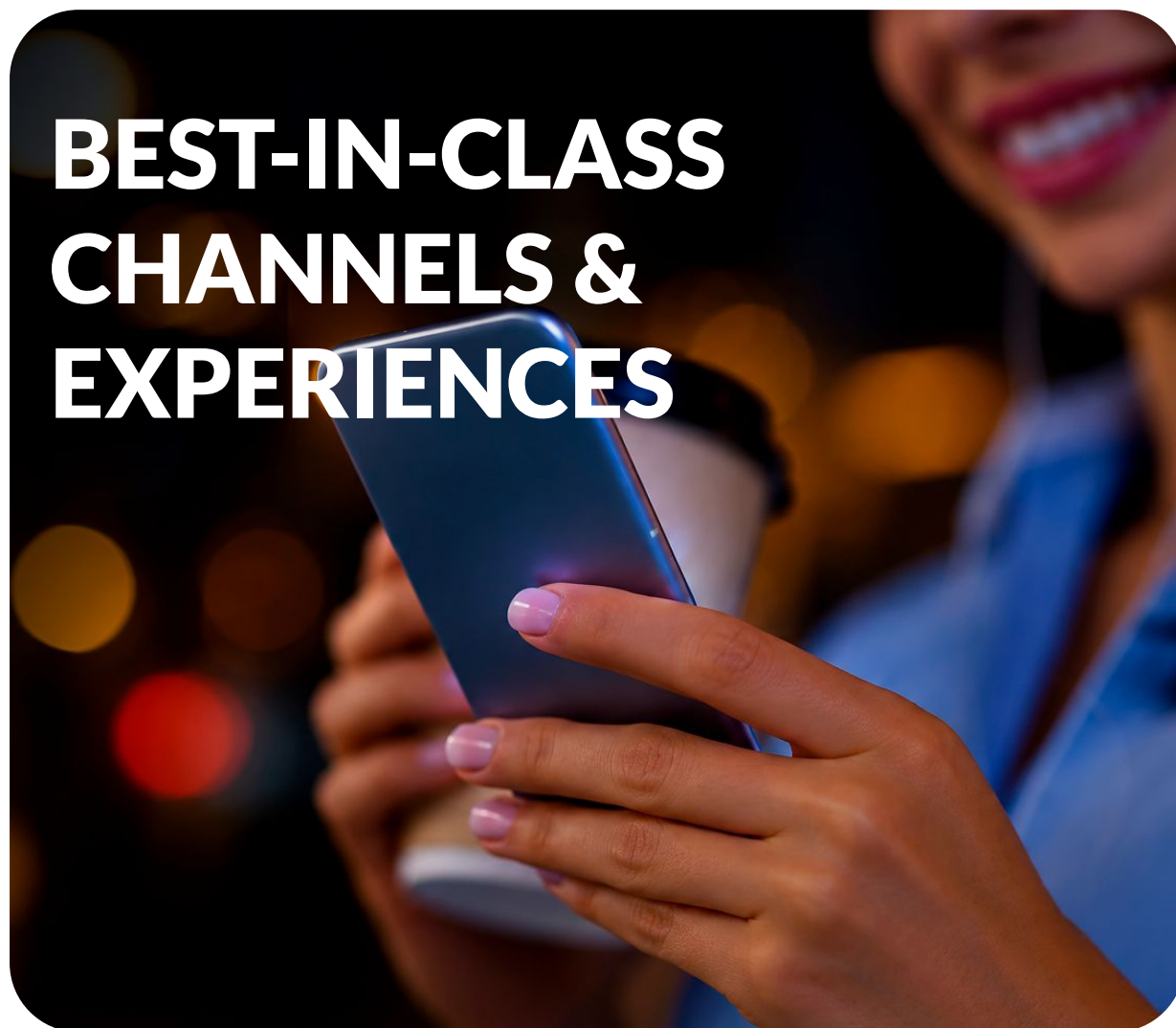
Best Bank in
Technology in Europe
THE BANKER

World's Most
Innovative Bank

**GLOBAL
FINANCE**



Four Technology Strengths Underpin Our Advantage





Better Digital Experiences Deepen Engagement



AN APP THAT ANTICIPATES OUR CLIENTS' NEEDS

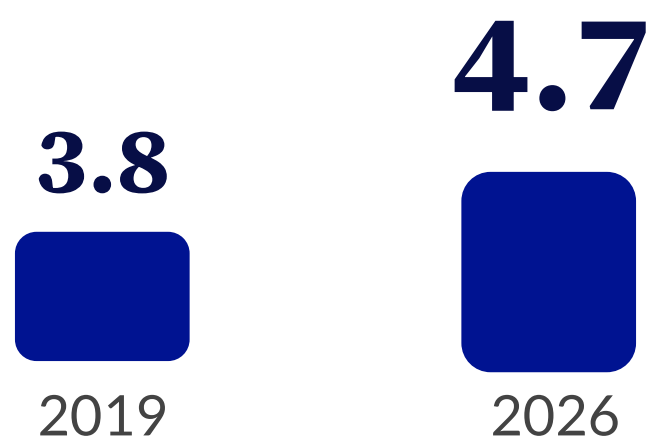
Differential features

-  Customization & Adoption
-  Conversational Assistant “Blue”
-  One-click Bizum¹ & Quick payments
-  Financial Coach
-  Discreet Mode

MOBILE APP RATING EVOLUTION



Daily average rating iOS²



Driving higher customer retention

STRONG CLIENT ENGAGEMENT³

 **+5.3% YoY**
Active Users
monthly average

 **+10.1% YoY**
Sales⁴
monthly average

 **+14.3% YoY**
Transactions
monthly average

EMBEDDED FINANCE

Commercial

A new distribution channel within our clients' business ecosystems



Best Bank for Embedded Finance 2025



FX INFINITY

CIB

Transforming and scaling BBVA's global Foreign Exchange capabilities

Best Bank Digital FX Platform 2026



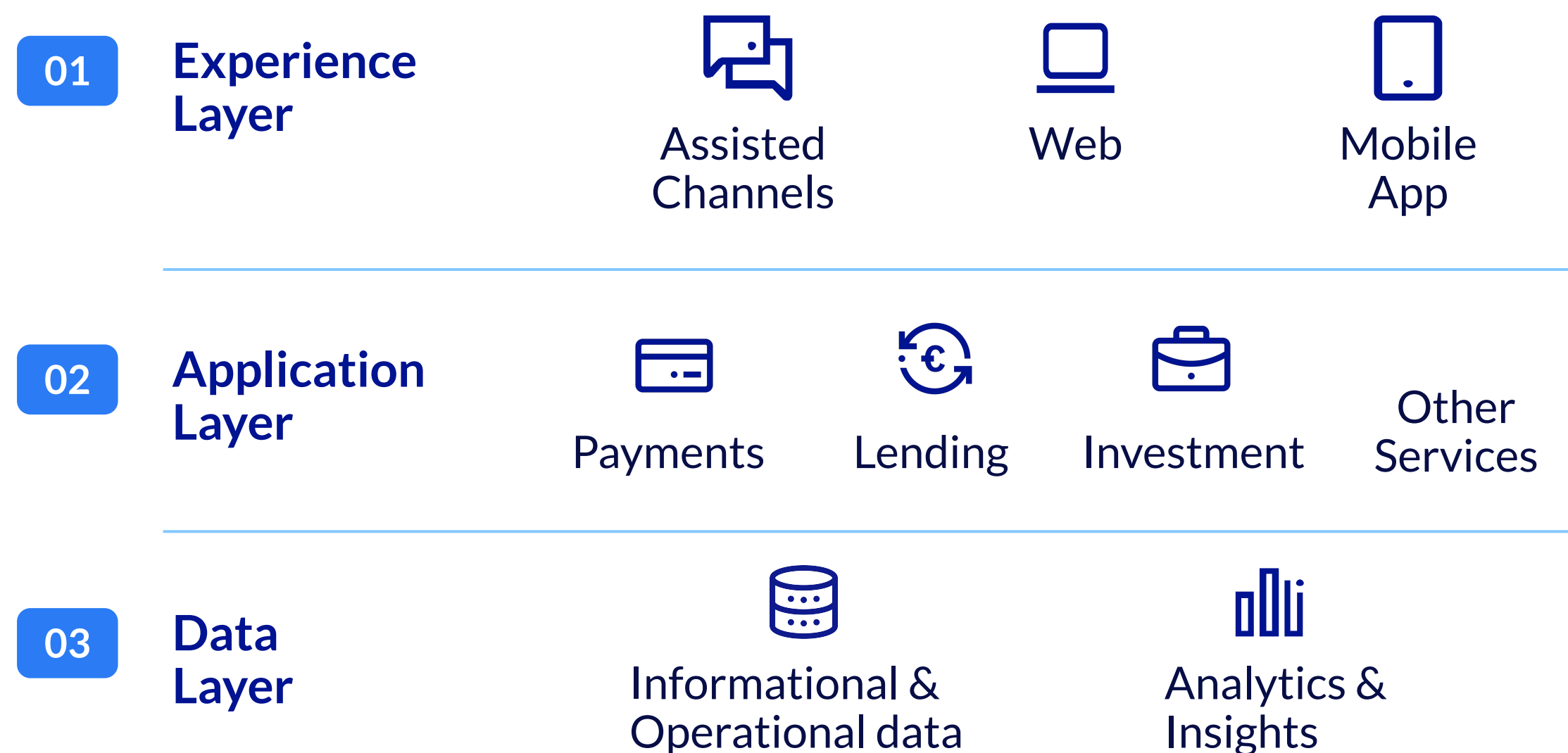
(1) Instant account-to-account payments using a phone number. (2) Spain figures of the App Ranking. (3) August 2026 figures. (4) Sales per month: DIY products Exc. Turkey



A Scalable Platform Improves Efficiency

3-LAYER PLATFORM

A simpler, smarter bank for what's next



We followed a set of architecture principles...

API enablement
Next Gen & Multicloud
Data & Event driven

... that resulted in differential features

Multichannel
Composable
Scalable
Reusable

TRANSFORMATION IMPACT

Online transactions
processed in Cloud
by 2025

c.2/3

Cost
Avoidance

~€200M
in 2025

Group Cost to
Income

38.8%
2025



Build Once. Deploy Across BBVA.

GLOBAL CLOUD DATA PLATFORM (ADA)



Single &
Accessible
data



Faster
analytics and
insights



Greater
efficiency &
Control

 Best transformation project & best technology bank¹

GLOBAL SOFTWARE DEVELOPMENT (SWD)



Single enterprise
source code
repository



Standard
software delivery
workflows



End-to-end,
reliable, real-time
observability

A global, unified and secure coding environment



We build once...



...and deploy everywhere

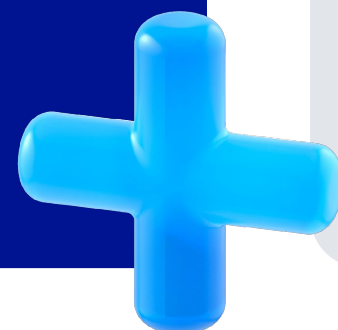
(1) The Banker recognized ADA as Best Transformation Project at the 2025 Technology Awards and Best Technology Bank, alongside Global Finance featuring it among the sector's most innovative initiatives ([Link](#)).



Stronger Resilience Protects Customer Trust



Our clients' trust and the bank's protection are our foundation

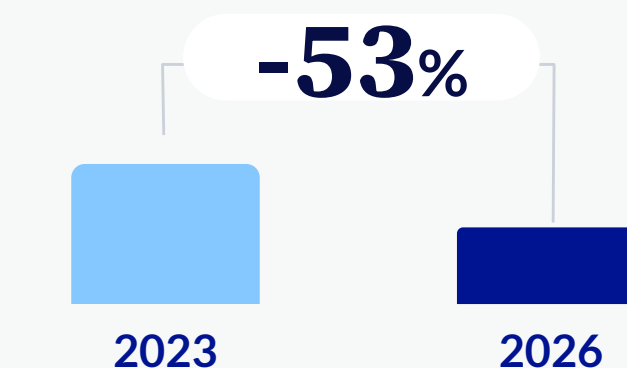


Distinctive capabilities have been built, with resilience by design, as a key differentiating element to preserve

-  Digital Channels Availability
-  Secure Infrastructure Configuration
-  Real-time Financial Crime Prevention
-  Secure Development Principles

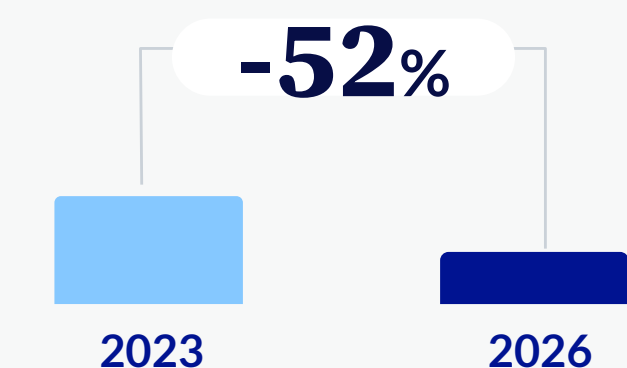
DELIVERING SEAMLESS CLIENT EXPERIENCE, EVERY DAY

Relevant incidents¹



Less incidents

Average time to recovery



Shorter recovery times

99.9%

Retail Digital service levels²



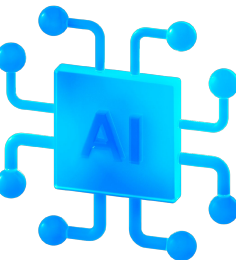
02

Scaling our innovation edge



AI Raises the Bar for Speed and Resilience

...driven by *AI* and
the emergence of *new
computing paradigms*



CLASSICAL COMPUTING	Bits & logical operations
GENERATIVE AI	Learning patterns in language to generate new content
QUANTUM COMPUTING	Computing across exponentially vast variables



TECHNOLOGY AS A STRATEGIC ENABLER

Technology will play a critical role in **banking productivity and differentiation**, reshaping how banks operate and serve clients

UNPRECEDENTED TECHNOLOGY VELOCITY

Accelerating innovation will make the **ability to rapidly adopt and scale** new technologies a key competitive capability

EXPANDING RISK LANDSCAPE

Growing complexity and technology dependence will require **stronger resilience, cybersecurity and safeguards**

Our Technology Strengths Position Us to Scale AI



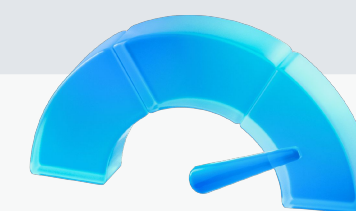
Best-in-class channels & experiences

Empower **seamless agentic customer experiences**, leveraging AI to deliver hyper-personalized interactions and deepen customer engagement



Flexible, productive and scalable Platform

Enable sustainable growth through a **productive and scalable** platform, using **AI** to **accelerate** transformation and boost productivity



Global scale, execution speed & efficiency

Accelerate **development and time-to-market**, enabling faster adaptation to customer needs in a rapidly changing environment



Resilient & secure technology installation

Reinforce **customer trust** and enable **AI** to **scale safely** by anticipating emerging threats through strong **core defenses** and **resilience by design**

OPPORTUNITY



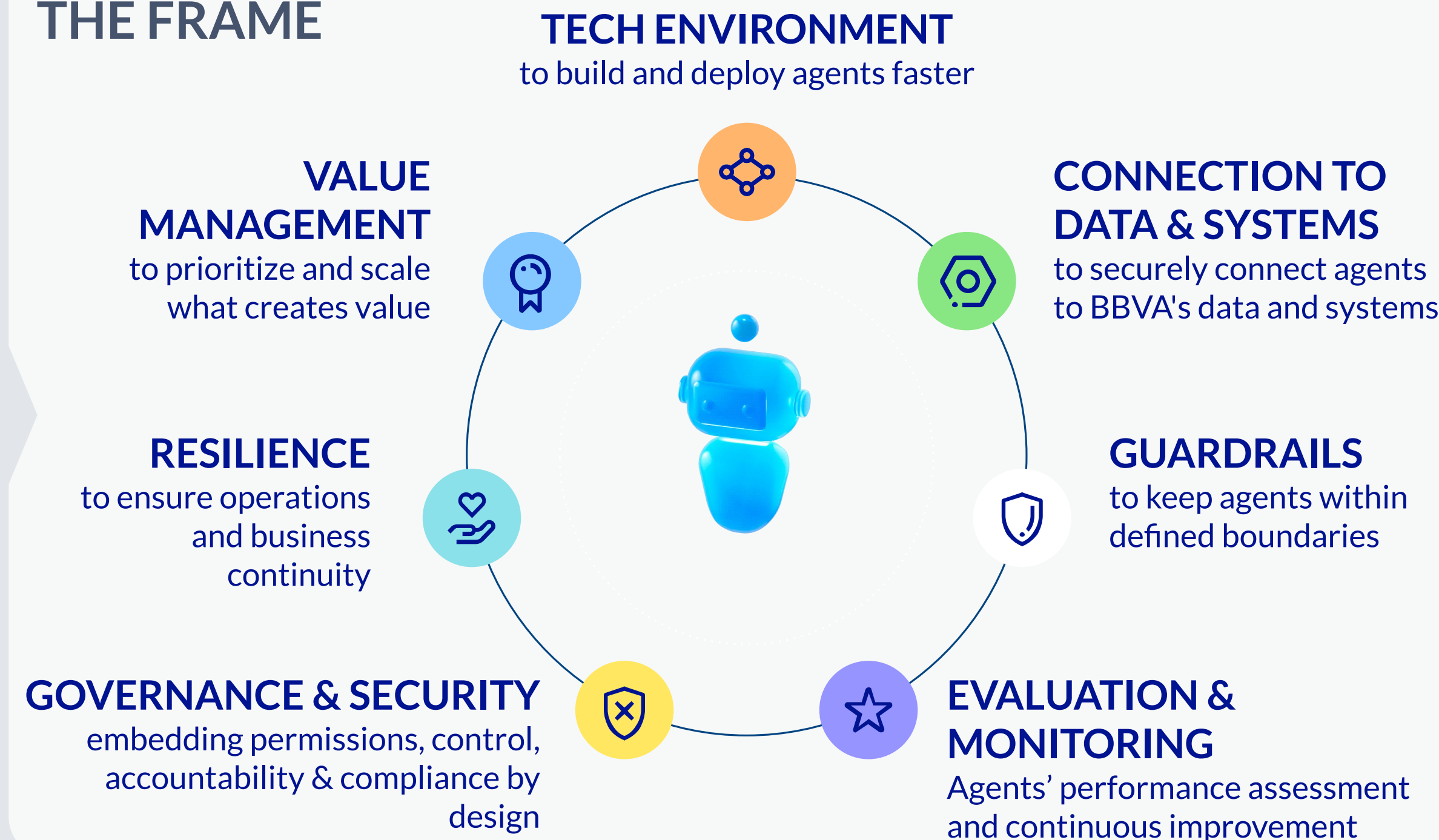
Connecting AI to Deliver Better Customer Experiences

NEW EXPERIENCES

- Hyper-personalised
- Real time & Event driven
- Context-based
- Proactive
- Conversational & seamless



THE FRAME



ENABLED BY NEW TECHNICAL CAPABILITIES

- | | |
|--------------------------|-------------------------|
| AI channels | Connection layer |
| Context & Semantic layer | Unified data foundation |
| AI agents runtime | Agents evaluation |
| AI platform security | AI ops & Reliability |

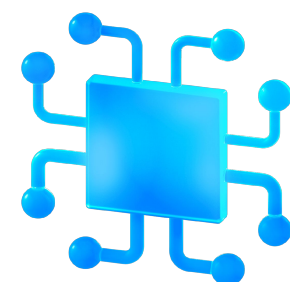


Modernizing Our Platform to Scale at Lower Unit Cost



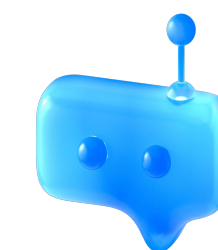
Clear full platform modernization plan

Pragmatic modernization across countries and domains to simplify the technology stack oriented towards value creation



Progressive core banking slim down

Evolve core banking to a deterministic system of record, where technology constraints are less relevant



AI-accelerated transformation

Partnering with leading AI players to radically accelerate modernization and shorten transformation timelines

Our approach has allowed us to turn a traditionally complex, multi-year transformation into a lean and secured accelerated journey



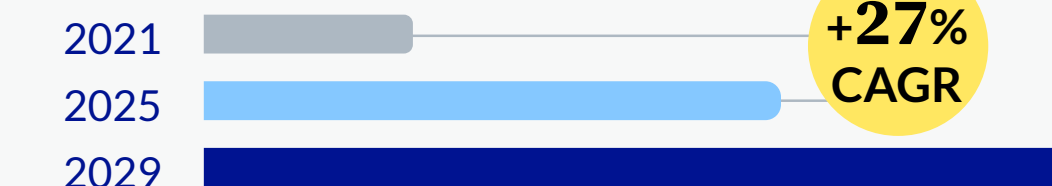
BUSINESS OUTCOME

Online transactions processed in Cloud by 2029

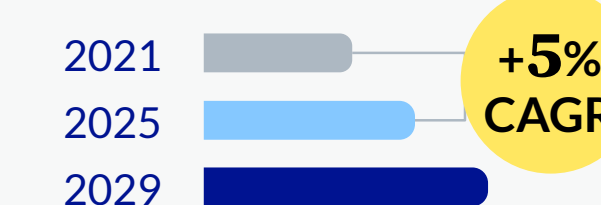
90%

Compounding Operating Leverage

TRANSACTIONALITY



PROCESSING EXPENSES



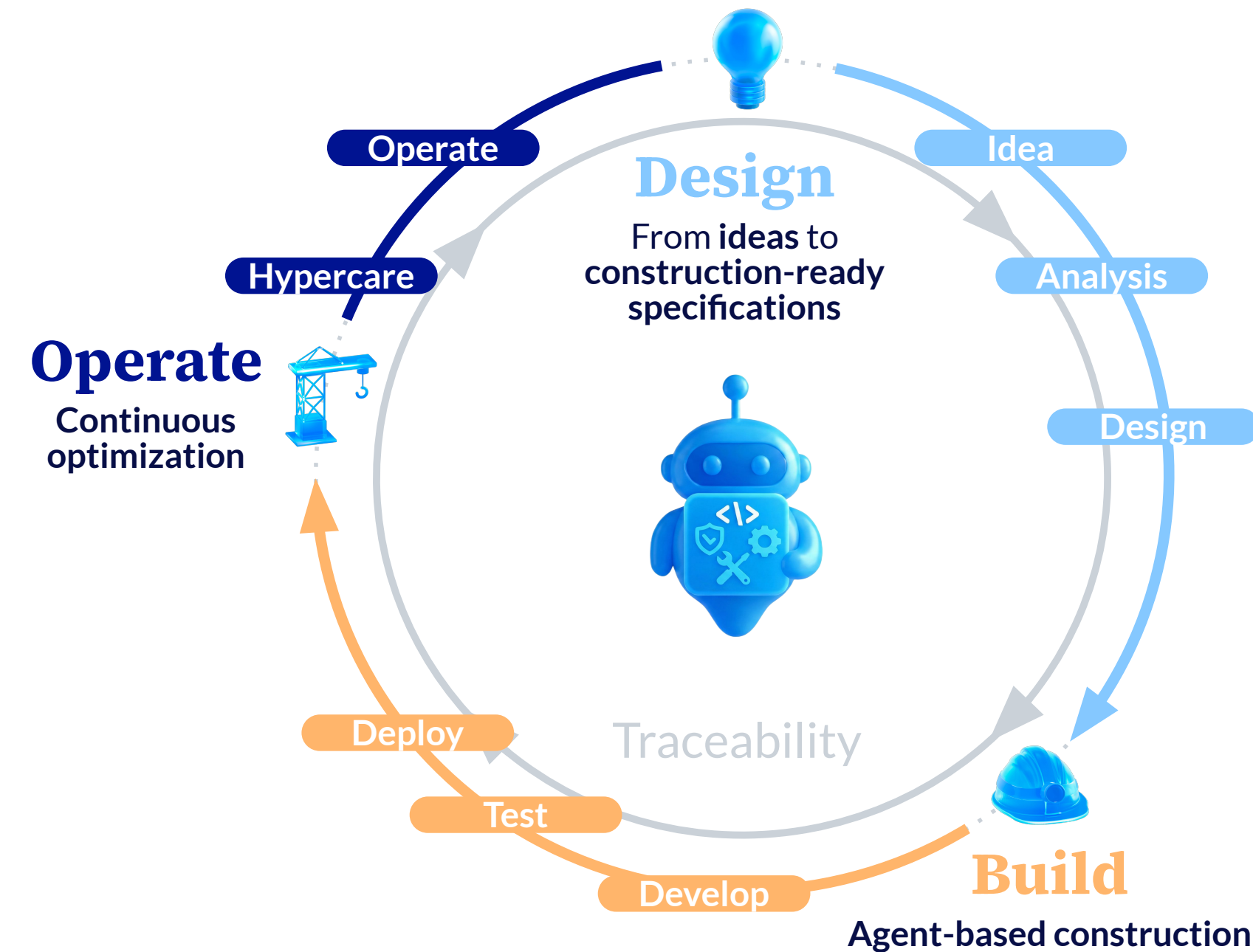
ILLUSTRATIVE



AI Agents Accelerate Software Delivery

Robot #5: ciMa SW Development

Autonomous agentic
Software
Development Life
Cycle to accelerate
time-to-market and
scale capacity, while
embedding quality
and security



AI agents orchestrate and execute the SDLC¹, while humans remain in control of context, decision-making and supervision to ensure quality, compliance and security

BUSINESS OUTCOME

*Multiply
solutions delivery*

*Reduce release
cycles from
months to weeks*

(1) SDLC: Software Development Life Cycle.



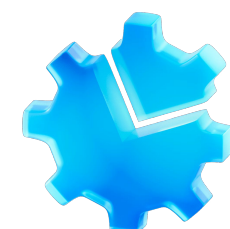
Scaling AI safely while protecting critical services



Ensure resilient agentic systems

Building **common foundation** for deploying, managing and governing AI agents safely and resiliently

Deploy runtime controls, mitigate agent misuse and detect behavioral drift



Defend against emerging threats

Protect against increasingly sophisticated AI-enabled **attacks** (e.g. cyber)

Advanced detection, prevention and AI-enabled defenses



Prepare for growing volumes

Scale **infrastructure** for exponentially higher transactionality & computing volumes

Proactive monitoring and capacity management to prevent operational incidents



BUSINESS OUTCOME

-  Ensure service continuity
-  Safeguard critical operations
-  Address AI-enabled cyber threats and financial crime
-  Be quantum ready

Preserve **trust** as the cornerstone of our business

**KEY
LEVERS**

03

Key Insights



Key Insights

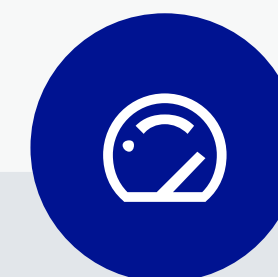
Technology is a core differentiating factor and a **source of structural moats** for BBVA



We have a proven track record of **building and scaling technology assets** that drives value creation



The pace of change is **accelerating**, creating major **opportunities**, but also new and increasingly complex **challenges**



We have a **clear strategy and strong commitments** to protect and further strengthen BBVA's competitive edge



Thank you