

# 05

## Value creation model

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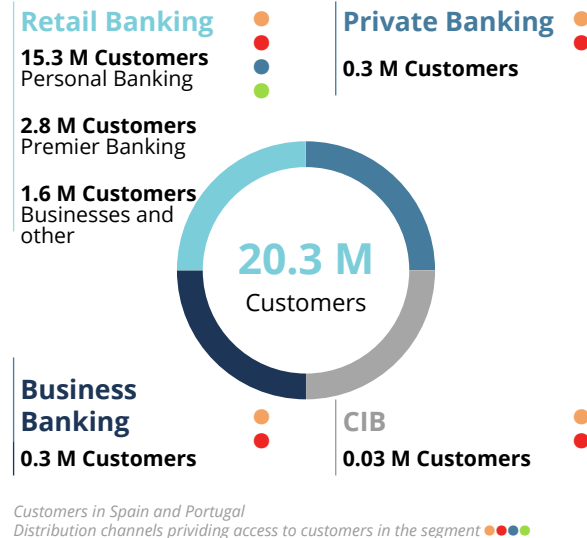


# Business model





## Based on our strengths

-  Benchmark bank in **Spain and Portugal**
-  **Broad customer base** and **universal banking model**
-  **Multi-channel distribution model**
-  Knowledge of the customer: **details** and **analytical skills**
-  Robust **insurance subsidiaries** and **long-term savings management**
-  High **financial soundness**
-  Benchmark in **sustainable banking**
-  **Excellent human team**

## With specialised management








## Remote distribution channels

-  **Branches**
  -  **CaixaBankNow**
  -  **Connecta**
  -  **Imagin**
- 3,825 branches in Spain and 303 in Portugal**
- 12.1 M<sup>1</sup> customers with use of digital service channels in Spain and 1 M in Portugal**
- 3.1 M customers with remote manager in Spain and 0.2 M in Portugal**
- 3.6 M digital customers seeking neobank experience (Spain)**

## Wide range of financial and insurance products and services

Adapted to **the needs of customers and integrating sustainable criteria**

-  **Day-to-day solutions**
-  **Payment methods**
-  **Saving and investment products**
-  **Financing**
-  **Insurance** (Life, life-risk and non-life)



<sup>1</sup> Personal customers who have carried out one or more login operations in Now, imagin or other CaixaBank apps (Pay, Sign) in the last 6 months.

## Retail Banking: personal, premier and business

*Retail Banking's value proposition is based on an offer:*

### Innovative, personalised and unique

Each customer profile is offered the best solution, adapted to their needs, and through strategic agreements with other leading companies in their segments.

### Omnichannel

We are committed to a relationship model where customers can choose how they want to relate to us, with digital and remote tools and a wide branch network.

### Concentrating on the customer needs

- > **Day to Day:** making the customer's day-to-day life easier by offering our services quickly and easily at anytime and anywhere.
- > **Financing:** making financing easier for customers to help their current and future dreams and projects become reality.
- > **Protection:** being by our customers' side to take care of what is important to them and help them protect it.
- > **Customer funds:** helping our customers plan their savings and face their future with total security.

➔ See section "Customer Experience"

## Improvement of digital and remote relationship models

Different omniexperience tools are offered to make the manager/customer relationship easier:

My Manager is the digital connection space between the adviser and the customer.		Confirmed appointment to hold interviews with managers.	
4.6 M		14.0 M	
Customers who have used My adviser		Scheduled appointments	
		365,929	
		Logs for the button "I am here now"	
The Meeter app automatically notifies the manager that their customer has arrived at the branch.			
0.9 M			
Customers registered in the Meeter app			
The Wall, in our online banking as an agile and secure means of communication.			
2.9 M		0.3 M	
Customers who use the Wall		WhatsApp Wall registration	
WhatsApp Wall, a communication channel that facilitates the Manager-Customer relationship.			
7.2 M		72.7%	
WhatsApp Wall messages sent		From customers	

## Personal Banking



Individual customers with a position of **up to €60,000**

In 2024, Personal Banking has made a special effort to **attract customers**, reaching 13.6 million in Spain, with a significant increase in the number of digital customers, thanks to providing the best offer through:

- > The CaixaBank account (Day to Day).
- > The imagin value proposition.
- > The offer for customers with a salary (36.1% share for direct salary deposits).

### Milestones of 2024

#### Protection

- > Launch of **MyBox Vida Care**, the first life and health insurance to cover needs (lack of autonomy) caused by neurodegenerative diseases.
- > Launch of the **MyBox Tranquilidad Sénior**, which aims to offer peace of mind to the senior segment, with indemnity guarantees for accidents, as well as assistance and accompaniment cover, to protect the customer at all times.

➤ See section "Assistance to the Senior Group"

> 1 M

policies sold by  
MyBox in 2024

- Comprehensive and competitive protection solutions.
- Flat monthly rate.
- Fixed fee for 3 years.
- Exclusive coverage.

## Mortgages

- > **Enhancing the mortgage sector** with a 53% increase from the prior year, introducing specialized offerings like the **Efficient Mortgage** and the **Evolution Mortgage**. There's a strong focus on digital channels, providing online pricing and tools that enhance branch autonomy in decision-making.
- > **Expanding mortgage offerings** by partnering with Autonomous Communities and ICO to provide mortgages tailored for young people.

## Consumption

- > **Commitment to sustainability**, with the consolidation and extension of the **Solar Panels financing** offer for single-family homes, businesses, the self-employed and micro-companies.
- > **Mobility**: Continued offer of leasing and financing of used vehicles, **enhancing the offer for sustainable vehicles**. By the close of 2024, there were 9,049 leases for sustainable vehicles (electric and plug-in hybrid), accounting for 38.4% of all leasing transactions. The financing of used vehicles has increased by 120 % to 12,939 operations.
- > **Home Financing**: efforts are focused on encouraging home renovations with loans for refurbishment and financing options for *Facilitea Hogar* products, which include updating electrical appliances, osmosis systems, furniture, and more.

## Main indicators

13.3 M

Linked customers\*.  
12.4 M in 2023

\* All segments.

78.2%

Customers with assigned adviser.  
79.0% in 2023

71.8%

Linked individual customers  
(individuals)  
71.5% in 2023



## Business in Portugal - BPI Personal Banking



*Personal Banking offers all channels (physical and digital) to its customers with the aim of meeting their needs and providing **the best customer experience**.*

### Milestones of 2024

- > **Introduction of the BPI Enjoy marketplace**, enabling customers to buy products and services with credit options.
- > Enhancement of the **online account opening** experience with a self-video verification process.
- > **Introduction of the Quatru platform**, designed to streamline the home purchasing journey, encompassing home loan processes, and making the entire home buying experience more efficient.

#### Best Bank in Portugal 2024



#### Best Private Domestic Bank in Portugal 2024



## Specialised value proposals

CaixaBank offers tailored value propositions to meet the specific needs of its customers, enhancing their experience, particularly through AgroBank and HolaBank.



*Its aim is to **bolster rural areas** and drive the transformation of Spain's agri-food industry.*

**AgroBank's offering targets personal, business, corporate, and private banking clients and rests on three foundational pillars:**

1. **Financial:** providing the most extensive assortment of products and services tailored for the agri-food sector, with specialised teams and dedicated offices.
2. **Social:** implementing initiatives that support entrepreneurship, particularly aiding young people and women, to promote job creation, generational succession, and financial inclusion in rural communities.
3. **Innovation:** advancing the digital transformation of the agri-food sector and pursuing innovative solutions to address significant industry challenges.

**491,491**

**Customers**  
463,203 in 2023

**1,141**

**Branches specialised** in the agri-food sector

**€33,548 M**

**Of new financing production** for customers in the segment  
€28,441 M in 2023

### **AgroBank is committed to promoting sustainability.**

For this reason, it offers its customers a series of products designed to accompany them in the decarbonisation of the sector, for which it has loans such as the **Ecological Transition Agroinvestment**, the financing of **Solar Panels** for the transition to the use of renewable energies and the **Woody Agroinvestment** that allows the planting of new crops that help with carbon fixing with large gaps necessary for their implementation.

Furthermore, in partnership with MicroBank, new financial products have been introduced to support business initiatives and **facilitate generational transition in agriculture.**



## Milestones of 2024

- > Efforts to foster **innovation and digitalisation** in the agri-food sector:
  - > **The second run of 'AgroBank Tech Digital INNOvation'**, an accelerator program that connects the industry with top-tier tech solutions, attracting 217 start-up participants.
  - > Establishment of the **AgroBank HUB**, aimed at driving innovation within the agri-food industry. It is an ecosystem that seeks to transform the way in which the customers and non-customers interact with the sector, as well as to become a meeting point and a benchmark for all players at a national level. It operates through four specialised areas: **News**: providing reliable and verified services to the country's agricultural sector; **Solutions**: an environment for optimum decision making via tools and simulators; **Marketplace**: an ecosystem designed to revolutionize how customers interact with sector companies and the bank itself; **Community**: to foster innovation within the agricultural sector and serve as a benchmark.
- > Efforts to **enhance diversity** and bolster the role of women in rural settings, with a particular emphasis on entrepreneurship, are centered around three key areas: Training, empowerment, and visibility:
  - > Launch of the second edition of "**Creceamos juntas - Proyecto Mentorías Rurales**" (We grow together-Rural Mentors Project), a professional mentoring programme to professionalise and support projects of women entrepreneurs in rural areas.

- > **Microcredits** programme for **entrepreneurship projects of rural women** with MicroBank.
- > **AgroBank Chair at the University of Lleida**, offering an award for the top Master's Thesis by a student focusing on topics related to Quality or Innovation in the agriculture or food industries.
- > **AgroBank Chair "Women, Business and Rural Environment"** in collaboration with the University of Castilla La Mancha, is carrying out research activities in the area of gender and rural areas; training programmes aimed at women launching entrepreneurial initiatives; meetings and events to raise awareness on issues related to gender equality.
- > **Strategic partnerships** with the **Ministry of Agriculture, Fisheries and Food**, alongside business and women's organisations like **AFAMMER**, **FADEMUR**, and **AMCAE**.
- > AgroBank is also committed to promoting **generational renewal** through initiatives like:
  - > **Agro Promotion**: Initiative developed together with the Basque Culinary Center, aimed at raising awareness among young people in the Spanish agro-food sector, who through their work and projects are transforming the sector.
- > **Academically**, AgroBank has undertaken several initiatives, including:
  - > the **AgroBank Chair** in partnership with the University of Lleida. This collaboration has focused on disseminating scientific and technical knowledge within the sector via events like conferences and awards, such as the Best Doctoral Thesis Prize, which

acknowledges outstanding research in agriculture, livestock, or food, and Knowledge Transfer Grants for the agri-food industry.

- > The **relationship with CaixaBank Dualiza is strengthened** with the aim of uniting training and agriculture, and preparing future professionals in the sector through vocational training. Preparation of the report "Training Needs in Agrifood Vocational Education & Training", which includes the training needs of the agri-food sector.
- > Release of the Agri-Food Sector Report, co-authored with **CaixaBank Research**, which analyses key economic indicators and future prospects for the industry.
- > **The 17th edition of the *Emprendedoras XXI Awards*** featured the *Semilla XXI* category, spotlighting the top Startup addressing agri-food sector challenges.
- > **Numerous events were held** to foster a positive impact on producers, businesses, and consumers, and to support rural life in all its dimensions, including:
  - > **AgroBank Seminars** dealing with important topics such as the efficient use of water, innovation and digital transformation across the entire agri-food chain, and the key elements of sustainability, among others.
  - > Presence at the leading **Industry Fairs**, which in 2024 brought together more than 467,200 visitors, companies and professionals from the agricultural and fishing sectors.





*HolaBank is CaixaBank's specialised programme **aimed at international customers** who spend long periods of time in Spain or who want to settle here.*

HolaBank's value proposition **consists of accompanying the international customer from their arrival in Spain and throughout their stay**, offering comprehensive financial services that respond to their needs and make their day-to-day life as easy as possible.

HolaBank has a wide network of more than **350 specialised branches** located in the main tourist areas and with employees specialising in international customers.

## Milestones 2024

**CaixaBank also engages in international real estate expos** to showcase its offerings to those interested in purchasing a vacation home in Spain, including expatriates and digital nomads. These events serve as platforms to introduce digital tools for remote account opening and mortgage applications for non-residents.

**350**

HolaBank **Branches**

**24/7**

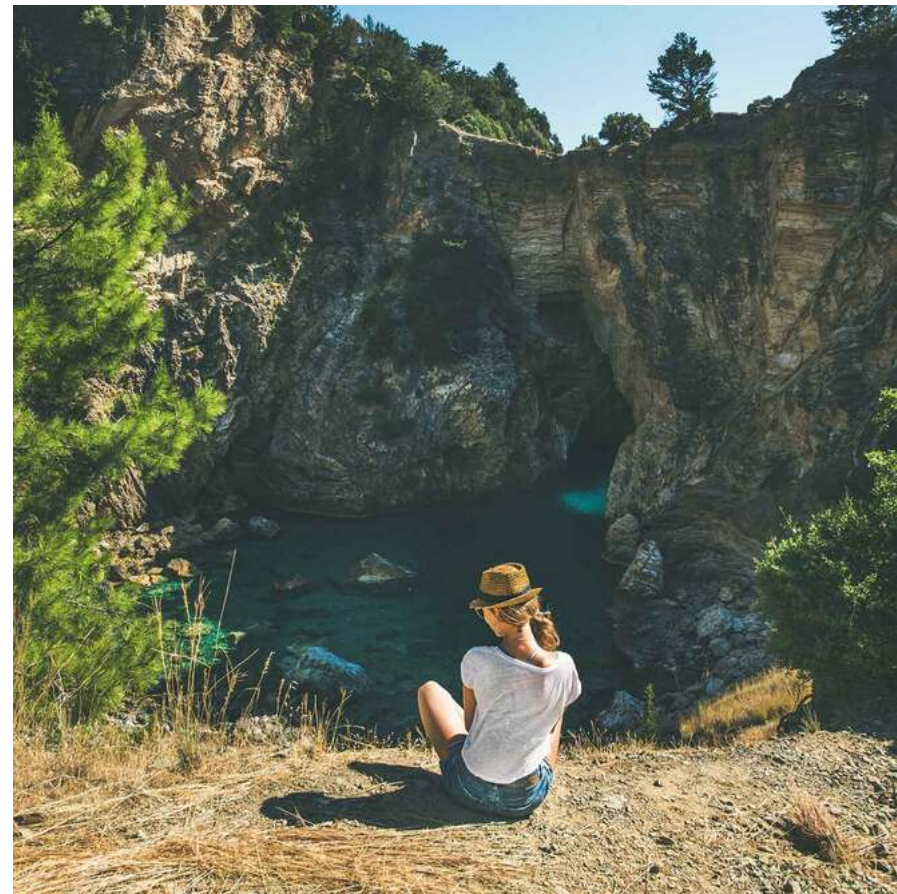
**Online Banking** in more than 20 languages

**Specialised English telephone service**

**€5,004 M**

**HolaBank customer mortgage portfolio**

*The HolaBank Account includes a package of financial services specifically designed for the **international customer**, as well as access to the **HolaBank Club**, which includes a range of free benefits and services, **exclusive to account holders**.*





## Premier Banking



*Individual customers with balances from €60,000 to €500,000 or paychecks over €4,000.*

**CaixaBank Premier Banking's value proposition** consists of creating a relationship of trust with the customer to choose the Bank as their main financial provider.

This is an omnichannel and innovative offer, focused on the **Premier Manager** who accompanies and advises by offering solutions suited to the customers' needs.

The **main lines of business** are as follows: evolving the value proposition, as well as adapting the advisory work to the new economic environment without forgetting the leading role of the personal manager in relation to the premier customer.

### Milestones 2024

- > **Boost sustainable business.** CaixaBank fosters sustainability in all areas of its business, highlighting the value proposal of Premier Banking:
  - > **Assessing customer preferences in terms of sustainability** as a key variable for advice.
  - > **Promoting the ongoing training** of Premier Managers and new joiners, to obtain the **Sustainable Investment Certification**.

- > **Promoting the financing of solar panels and the acquisition of electric vehicles** by helping people to generate their own energy and promoting sustainable mobility

➔ See section "Sustainable Business"

- > **Innovation in the service.** CaixaBank is enhancing its Premier business offerings with:
  - > The launch of **Delegated Management Portfolio - SUV Portfolios**. Introduced as the first of its kind, these portfolios invest in international securities known for outperforming the market average in recent years, with a focus on direct dividend payouts to shareholders.
  - > **The new MyCard Premier:** A new debit card designed for customers who prefer debit over credit options.
- > **Preparation of material information on markets.** Offering customers audio communications, a market flash podcast and notes, so that Premier customers are up to date with the market situation and the Bank's investment guidelines.
- > **Awareness Talks.** Specific talks have been held for Premier customers in all the territories, including new topics such as:
  - > **Talks to raise awareness** about **life insurance and protection**. These are intended to help Premier customers reflect on how to protect the essential elements of their life.

- > **Talks with experts** to **raise awareness** of the **importance of saving** and help customers to anticipate their main concerns about retirement.

### Main indicators

<b>76.6%</b> NPS Premier	<b>85</b> Premier Store Centres
<b>3,556</b> Specialised advisers	<b>603,258</b> Advisory customers

### Business in Portugal - BPI Premier Banking

#### Milestones 2024

- > The launch of a **new product range, including structured products**, structured deposits, and capitalisation insurance.
- > Broadening its retirement savings options with the **BPI Rendimento 2030 plan**.
- > **Offering "Pensar o Futuro" (Think about the Future)** educational sessions for customers, emphasising investment funds and the BPI Valor Futuro savings insurance.
- > Improved consultancy service.

## Businesses



*Includes the self-employed, professionals and shops. It integrates all the solutions they need in their day-to-day operations -financing their business, protection and security- and planning their future.*

We are committed to the **consolidation of the specialist model**, to be close to the customers, through **70 Business Store branches**, exclusive branches for business customers and **around 2,500 Business Managers**.

The focus of the business activity has been on **attracting new customers, as well as continuing to improve customer advisory services**, covering its main experiences: in their day-to-day operations, in financing their projects and investments, in protecting their businesses and in their future forecasts.

*Positioning with a **differential offer aimed at groups that demand personalised attention due to their specific needs: Food & Drinks, Pharma and Feel Good**, which covers all sectors related to the wellbeing of families and homeowners' associations.*

### Milestones of 2024

- > Implementing a **specialised advisory service for Homeowners' Associations (HCA) and Property Managers (APM)**, providing unique financial solutions aimed at enhancing energy efficiency.
- > Integrating self-employed individuals and liberal professionals into CaixaBank's **Día a Día** programme.
- > Update of the **financing catalogue to better adapt it to the needs of business customers** with specific lines for innovation, entrepreneurship, sustainable products and support for digitisation, which has involved a 40% increase in financing for business.
- > Introducing the exclusive **MyBox Self-Employed Retirement solution**, which includes three distinct products: an ATA pension plan, unit-linked insurance, and life insurance to help achieve a target retirement capital through a regular savings plan.
- > **Presence as the main sponsor and sponsor at key sector-specific events**, including: ATA Forum (for the self-employed), Madrid Fusión, Horeca Professional Expo (HIP), and Alimentaria (catering and food sector), National Sustainable Pharmaceutical Congress, Infarma, ODS Awards (pharmaceutical sector), and Avepa (largest international veterinary fair).
- > **Consolidating the CaixaBank Self-Employed Professional Woman Award** as a national benchmark in its sixth edition, with more than 380 candidates submitting, in recognition of the contribution to society made by self-employed women.
- > Throughout the year, **Specific Talks** were held with customers, where the main market trends were reviewed from the hand of leading figures in each sector.
- > Launch of the **POS smartphone application**, which allows contactless payments to be accepted from your mobile phone, without the need for a dataphone.
- > Incorporation of **new features in Android POS terminals**, with a Marketplace of differential apps: loyalty building, social commerce, employee management and POS Tablet focused on the food&drink and FeelGood market verticals. Attracting 54,000 new business customers with the **MyCommerce flat rate** promotion and **launch of the new MyCommerce+ rate** for high-invoicing customers.

## Main indicators

<b>45.2%</b> <b>Penetration in self-employed</b> 44.1% in 2023	<b>32.5%</b> <b>Business section share</b> 31.3% in 2023	<b>70</b> <b>Store Business Centres</b> 67 in 2023	<b>2,423</b> <b>Business advisors<sup>1</sup></b> 2,427 in 2023
<b>224,955</b> <b>Customers in Communities Food&amp;Drinks, Feel Good and Pharma</b> 221,099 in 2023			

## Business in Portugal – BPI Businesses

### Milestones 2024

- > **Launch of the new terminal Smart POS terminals.** With the **BPISmartPOS**: A new generation device that enables customers to integrate and utilize various commercial applications directly on the terminal, and **BPIMobilePOS**: A virtual terminal app for customers' mobile phones, leveraging NFC technology to conduct secure transactions, mimicking the functionality of a physical POS.
- > Adoption of the new SPIN and COP transfer services.
- > Launch of **Pulsoo App** designed to simplify financial management for small businesses.



<sup>1</sup> In 2023, the SME business will be incorporated into the Company Banking segment.

## Private Banking



*Individual customers with a net worth of **more than €500,000 and potential**.*

Private Banking account has specialised teams, 1,146 Private Banking and Wealth accredited professionals with an average of 15 years' experience, and 87 exclusive centres that ensure customers always receive a friendly and personal service. The service concentrates on advisory services, particularly in the savings and investment sectors. Different service models are offered to customers, from traditional financial advice to independent advice and broker services.

All Private Banking customers are assigned a single Private Banking advisor, who is responsible for their management.

**Specialist proposals** are offered in independent advice:

- > **Independent Advisory:** value proposition for customers between €1 and €4 million, with specialised managers in the Private Banking centres.
- > **Wealth:** value proposition for customers over €4 million, with 11 exclusive Wealth centres.

**CaixaBank Wealth Management Luxembourg** is part of the Group, the first bank in Luxembourg to provide exclusively independent advisory services.

CaixaBank also has **OpenWealth**, the first bank in Spain to offer its Ultra High Net Worth (UHNW) customers a multi-family office service, regardless of where the customer has their assets.

*Private Banking **value propositions dedicated to groups** that, by their nature, share the same asset management needs and objectives.*

### Milestones of 2024

- > **Introduction of GPS**, an innovative private banking advisory platform that integrates *Aladdin Wealth* with CaixaBank's technological advancements. This platform significantly enhances advisory services by analysing customer portfolios.
- > Utilising the new **GPS** platform, we have launched the **Advisory GPS** service, to provide swift, dynamic, and personalized advice, perfectly aligned with the insights from the Investment Strategy team.
- > The company provides the market's most extensive and comprehensive range of **delegated portfolio management services**, overseeing **€33,628 M** in assets. This year, the service expanded with the addition of SUV Quality, a new delegated securities management option.
- > Specific studies have been conducted to **improve the customer experience**, involving targeted groups through personal interviews to gather customer feedback. This year, these studies included customers from the Luxembourg branch and those using the Independent Advisory service.
- > For the first year of a customer's relationship with the bank, there is a structured program of engagements via various digital channels (email, app, etc.) in multiple formats (newsletters, videos, etc.) to familiarise them with the Private Banking value proposition.

### Broad recognition during 2024





## Main Indicators

<b>97.3%</b> NPS Private Banking Branch	<b>89.5%</b> Advisory customers. <b>89.8% in 2023</b>
<b>€152,991 M</b> In assets and securities under management. <b>+12% compared to 2023</b>	<b>€33,628 M</b> In discretionary management of portfolios. <b>+21% compared to 2023</b>
<b>€26,892 M</b> Spain wealth balances. <b>+18% compared to 2023</b>	<b>€19,807 M</b> Independent Advisory Spain balances. <b>€14,145 M 2023</b>



## Sustainable investment and philanthropy

*CaixaBank customers have concerns and interests that go beyond what is strictly financial. CaixaBank is a pioneer in having specialised units that offer its Private Banking customers a comprehensive solution that responds to **their needs with regard to philanthropy and responsible and impactful investment**. To do this, it takes action in the following areas:*

### 1. Sustainable and Impact Investment

In 2024, our Private Banking division has revised its entire sustainability.

Among others, the Sustainable Darwin Project was launched, whose objective is to strengthen the commercial skills training of Premier and Private Banking managers, to effectively deploy responsible advice, derived from the change in the suitability test in relation to sustainability preferences. The discourse was strengthened with workshops at all centres, in which Premier and Private Banking managers took part.

**Project carried out in Premier and Private Banking.**

## 2. Charitable causes

CaixaBank provides its customers with permanent charitable projects.

### €1.3 M collected for different social causes

- #Ningúnhogarsinalimentos.
- Research against the cancer.
- Child vaccination (GAVI).
- Child poverty (*Save the children*).
- FetaLife.



*In 2024, a groundbreaking initiative called **FetaLife** was introduced, functioning as a liquid incubator for foetal life support, akin to an artificial placenta. This project, recognised for its significant scientific, medical, and social implications, has been chosen by the Philanthropy Service as one of the most innovative and distinctive research endeavors currently possible in the field of medicine.*

## 3. Recognition dissemination and outreach

CaixaBank organises dissemination and training events led by specialists in different fields:

- > **Seventh edition of the Private Banking Charity Awards:** granted annually with the aim of highlighting the philanthropic projects carried out by CaixaBank customers. In 2024, 210 candidates working in areas such as research, education, integration of vulnerable groups and promotion of culture.

## 4. Personalised advice on philanthropy

CaixaBank **helps to craft the best philanthropic strategy for its customers, taking into account their concerns, goals and resources<sup>1</sup>**, to achieve the greatest impact at each stage of their engagement. Based on an analysis of personal characteristics, an action plan is created with the customer based on identifying good practices and benchmarks, establishing priorities, allocating the necessary resources and forming part of an ecosystem of philanthropic projects designed to generate synergies.

78

**Customers** that have received personalised advice on philanthropy

## Business in Portugal - BPI Private Banking

### Milestones 2024

- > In 2024, there was a **broad increase in business**, marked by more clients and greater assets under management when compared to the previous year.
- > The core of private banking has solidified around advisory services, with a particular emphasis on the **Wealth service**.
- > **An increase of €400 M in portfolio diversification**, achieved despite competitive pressures from savings certificates and the allure of term deposits.
- > **International acclaim for technological innovation**, advisory excellence, and wealth management, highlighting service differentiation and business model uniqueness.
- > **Introduction of the Mentors Programme**, targeting young heirs to build a closer relationship with the BPI brand.



*BPI Private Banking was honored with **five awards at the Euromoney Global Private Banking Awards 2024**, including 'Best Private Bank in Portugal 2024' and 'Best Private Bank for Sustainability in Portugal'.*

<sup>1</sup> <https://www.caixabank.com/es/sostenibilidad/practicas-responsables/valor-social-banca-privada.html>

## Business Banking

### Business customers up to €500 M in turnover

CaixaBank Business has an **exclusive model for looking after companies**, having consolidated its position as the benchmark bank for this segment.

The advanced level of expertise within our teams enables thorough customer management, providing tailored products and services for businesses through our value proposition.

CaixaBank Business offers innovative solutions and specialised services in **226 centres distributed throughout Spain**, with **more than 2,200** professionals providing advanced advice.

We have exclusive centres depending on the sector or type of company, in order to adapt our services and products to the needs of our customers as much as possible:

- > **Company Centres:** look after legal entities with a turnover of between €2 and €500 million and have specialised teams to give the best advice.
- > **SME Store Centres:** manage legal persons who invoice less than €2 million with exclusive and personal attention from specialists who respond to their needs.
- > **Real Estate Business Centres:** offer real estate developers a broad range of products, tools and specialists for their real estate projects, both for sale and rental.
- > **DayOne Centres:** specialised in providing service to start-ups, scale-ups and their investors, getting closer to their concerns, dynamics, needs and speed of development.

The increase in market share together with the financing for sustainable operations and projects has also been and will be one of the priorities of the segment to **support the sustainable growth of companies**. Similarly, the incorporation of sustainability into our commercial portfolio allows customers to be offered philanthropy programmes that have a strong social impact.

➔ See the contribution to the mobilisation of sustainable finance in the "Sustainable Business" section

### Main Indicators

**€64,368 M**

→ in investment

**226 Centres<sup>1</sup>**

exclusively dedicated to provide service to companies and SMEs more than **2,200 professionals**

### Leaders

**36.3%**

Received

**33.6%**

Issued

Share of international guarantees in Spain

**24.9%**

Factoring and confirming (reverse factoring)

### SMEs

**596**

SME segment managers  
**586 in 2023**

<sup>1</sup> Includes 153 business centres and 73 SME stores

## Milestones of 2024

- > **Partnership agreement with CEOE** to make available to member companies a €40 billion financing line over the 2024-2025 period.
- > **Introduction of a new suite of digital products** including online pre-approved loans for businesses.
- > **Launch of the new 'Request to Pay' service**, that enables sending payment requests for collecting direct debit bills.
- > **Enhanced activation and registration process for legal entities**, making the signing procedure more efficient for users.
- > **Renewal of the partnership with the Spanish Confederation of Hotels and Tourist Accommodation (CEHAT)**.
- > **A new online registration process has been introduced for** non-customer legal entities.
- > 'My Business Customers': Introduction of a new commercial management area and the Business Banking Service model to boost commercial efficiency.

## Sustainability

In sustainability commitment, establishment of a 14 member **sustainability team** within the Global Financing Solutions of Corporate Banking, with representatives across all Regional Divisions. This team is committed to **providing comprehensive, personalised support to businesses transitioning to a more sustainable and decarbonised industrial model.**

## Financing for companies

**Pre-approved in SMEs Store branch:** system-calculated pre-approved credit limits based on a company's credit rating facilitate immediate access to both short-term and long-term asset products. In 2024, 9,617 pre-approved contracts were finalised, amounting to €329 M in SMEs Store branch.

**Customer Pre-classification in Business Centers:** now they can pre-classify customers or groups, setting a risk limit that lasts for one year across various working capital and investment products, allowing for quick response to customer needs.

We have retained and consolidated **our market leadership in Transaction Banking.**

**Commercial Credit and Leasing have been key growth drivers** in Business Banking Investment, showing year-on-year increases of 4% and 13% respectively.

Leaders in **Factoring and Confirming**, holding a 24.86% market share in December 2024.

The Company remains a **benchmark in Foreign Trade**, supporting companies in their internationalisation and participating in leading events and forums.

Dominant in both received and issued international guarantees, with market shares of 36.3% and 33.6% respectively.

**Guarantee investment performance is remarkable**, with growth of over 9%, a 6% increase in national guarantees and 14% in international guarantees.

**Leadership in collections and payments**, being the first national entity to introduce the Request To Pay service, and holding a leading position in issued immediate transfers with a 26.5% market share.

In the **Treasury Management** area, the **income** from hedging currencies and commodities has been **diversified** and doubled, helping its customers to have their costs controlled at times of high market uncertainty.

CaixaBank is broadening its specialized services for tech firms by introducing a **Venture Debt fund**, initially endowed with €150 million, to support the expansion of scale-ups and well-established technology startups in Spain and Portugal

Continuous promotion of collaboration with Fundación "la Caixa" programmes, as part of the **corporate responsibility of companies.**

### In the 2008 - 2024 period

#### GAVI

Child vaccination programme

5,500 companies already participating in the programme

#### INCORPORA

Jobs for people in vulnerable situations

165 companies contacted and derived in 2024



## Business in Portugal – BPI Business Banking



*Business banking is based on a **close relationship with companies**, which is why a specialised network adapted to the customers' needs has been made available to them.*

### Milestones 2024

- > **Renewal of the quality certification** for the service offered by Corporate Banking, awarded by AENOR.
- > **Expansion of support options for companies** including the BPF InvestEU Line, the BPI Public Support Line, and the Cuentas Valor Empresas and Empresas+ accounts.
- > 3rd edition of **“Acelerador de Sustentabilidade”**. With the aim of supporting the sustainable transition of companies. Additionally, training workshops have been organised where businesses can share experiences, facilitated by experts.
- > **“BPI forum: O futuro da Água”**. An initiative that seeks to address the main challenges, priorities and good practices associated with sustainable water supply and consumption.
- > **An initiative designed to help small and medium-sized enterprises optimise their energy**. It aims to support companies in optimising their energy resources, increasing their competitiveness and fostering a greener, more sustainable future.
- > The program includes **hosting various talks and webinars**, featuring partnerships with Grace, ADENE, and Biosphere — organisations focused on promoting corporate social responsibility and sustainability in Portugal. Additionally, a discussion group has been established to explore the theme 'Innovation as a condition for sustainability'.
- > **Innovation support**. Banco BPI promotes innovation through the endorsement of the COTEC Innovative Statute, organising events like the Business Innovation Meeting, and recognising achievements with awards such as the COTEC BPI SME Innovation Award, National Innovation Award, Empreende XXI Awards, National Tourism Award, National Agriculture Award, and BPI Woman Entrepreneur Award.
- > **Sustainability training**. A training project for the entire commercial network. As part of the project, a comprehensive analysis of Banco BPI's sustainable product offerings has been conducted.



## Specialised value proposals

*Business Banking has specialised value proposals that are adapted to the specific needs of customers, **with the aim of offering the best experience.***



CaixaBank Hotels & Tourism currently has a portfolio of total loans to the tourism sector of €8.3 billion and early 12,500 customers. It is positioned as a benchmark for this business segment. By specialising in the tourism sector, CaixaBank is able to detect and adapt quickly to meet their needs, and support this kind of enterprise with the bespoke service they require through a team of upwards of 40 professionals specialising in the hotel market and the bank's more than 2,200 advisers, who are experts in business consultancy.

### Milestones of 2024

- > CaixaBank has been present at the main events and tourist forums in Spain and its regions, supporting and driving the sector.
- > There has been a significant push in the SME sector, with extensive meetings with hoteliers across the country leading to substantial growth in production.
- > The Bank's commitment to promoting sustainable production remains unchanged. A total credit allocation exceeding €4 billion, with €1 billion specifically designated for sustainable credit in this sector in 2024.

➤ See section "Sustainable Business"



CaixaBank Real Estate & Homes is the CaixaBank brand created to promote the Company's specialisation in the real estate development sector and consolidate the service it provides to companies in this sector. Under this brand, CaixaBank finances the construction of residential developments for sale or rent and supports the developer throughout the construction process from the start of the work until the homes are delivered to buyers, who are able to finance the properties through the subrogation of the developer loan.

CaixaBank Real Estate & Homes provides coverage throughout Spain through a network of centres specialized in real estate business (Real Estate Business Centres) and more than 160 professionals. The team's expertise enables it to serve as the full-service financial provider for its customers, offering appropriate products and services throughout all stages of their business activities.

### Milestones of 2024

- > In 2024, financing for green and social projects surpassed €1,000 million, underlining Real Estate & Homes' dedication to sustainable practices.
- > In 2024, Real Estate & Homes was actively involved in 28 events across 19 different locations, engaging with over 15,000 industry professionals.

➤ See section "Sustainable Business"





*DayOne is a new concept in specialised banking to support the entire **innovation ecosystem**, including technology-based companies (start-ups, scale-ups, etc.),*

*investors and ecosystem agents, with activity in Spain and with high growth potential.*

The Entity has over 35 specialised professionals across Spain, operating from key cities like Barcelona, Madrid, Valencia, Bilbao, Málaga, and Zaragoza, where they serve as hubs connecting talent with capital. The hubs serve as meeting points between founders of technology companies, partners helping them to grow their business, and investors interested in innovative companies with growth potential.

We have teams specialising in asset and tax management, investment banking, M&A and fundraising, and other top-down value proposals for the customers.

In addition to offering a specialised line of products and services for these customers, CaixaBank makes its network of contacts available to them in order to boost and promote the innovation economy through all its agents.

Meanwhile, DayOne has designed and is promoting a programme of networking initiatives tailored to entrepreneurs and investors.

## Milestones of 2024

- > Consolidation as a financial partner of the innovation economy, with a fourfold increase in customers since 2017.
- > New financing lines under the InvestEU program have been introduced for companies within the DayOne ecosystem to spur innovation.
- > Additionally, a Venture Debt fund has been launched to support the expansion of tech-focused scale-ups and startups in Spain and Portugal.

## Emprende XXI Awards



*Since its inception in 2007, the initiative has invested **€9.1 M** in cash awards and actions to support entrepreneurs,*

*benefiting over **525 companies***

The submission period for the 18th edition of the PEXXI awards concluded on 12 December, with 960 companies applying. This initiative promoted by DayOne seeks to identify, recognise and guide newly created innovative companies with great growth potential. These awards are co-managed with the Ministry of Industry and Tourism in Spain and with BPI in Portugal.

## Edition 2024

**960**

**Participating businesses in Spain and Portugal.**

1,056 in 2023

**€0.8 M**

**In prizes (cash, international training and visibility).**

€0.8 M in 2023





*Nineteen regional awards will be given out in 2025, one for each of Spain's Autonomous Communities and two for Portugal. To celebrate the 18th anniversary, six special national awards will also be presented:*

#### SOCIAL IMPACT

Recognising the company that has made the most positive impact on society.

#### SUSTAINABILITY

For the most sustainable company based on ESG criteria.

#### SCALABILITY

For the company with the greatest potential for growth and global impact.

#### DISRUPTIVE INNOVATION

For the company with a project focused on the most groundbreaking technological innovation (deeptech).

#### BOOST FOR AGRICULTURE

To the company revolutionizing the agri-food industry through technological innovation.

#### FINTECH

Recognising the company dedicated to transformation within the financial and insurance sector.

*BPI is sponsoring two awards in Portugal, with additional support from ANI (National Innovation Agency), which will provide a secondary innovation prize.*

<https://dayonecaixabank.es/wp-content/uploads/sites/14/2024/08/Informe-Observatorio-DayOne-PEXXI-2023-24.pdf>

### Lines of action

#### 01

DayOne has created a virtual community of entrepreneurs. **DayOne Alumni XXI** was created in an effort to help start-ups in their development by having the winner of the Awards exchange knowledge, ideas and experiences. It also aims to promote business opportunities and access to investment.

#### 02

In addition, DayOne organises the **Emprende XXI Investors Day** with the aim of putting the award winners in contact with the investor ecosystem, and companies can collaborate with the CaixaBank Group in handling business and innovation challenges.

#### 03

In collaboration with the IESE Innovation and Entrepreneurship Centre, the **DayOne Observatory of Startups** in Iberia, aims to generate information and research on the start-up sector in Spain and Portugal. The 6th report for the 17th edition was published in September 2024.





## Corporate & Institutional Banking



*Corporate customers with a turnover of over €500 M, financial sponsors, institutions and international clients.*

The CIB service integrates three business areas - Corporate Banking, International Banking and Institutional Banking - supported by highly specialised product teams such as Transactional Banking, M&A, Capital Markets, Treasury, Sustainable Finance & ESG Advisory, Asset Finance, Structured Trade Finance and Project Finance.

**Corporate Banking** manages relationships with national and international corporate clients with the main aim of becoming their benchmark financial provider. The following are main pillars of its purpose: the segmentation by business sector, a presence in Madrid, Barcelona and Bilbao and a differentiated offer of structured financing products. It also engages with multilateral bodies and entities, both domestic (such as ICO<sup>1</sup>) and international (IFC<sup>2</sup>, EIB Group<sup>3</sup>, among others).

**International Banking** offers support to branch, CIB and Corporate Banking customers operating abroad and to large foreign corporates in their countries of origin through its **25 international points of presence and more than 200 representatives**.

**Institutional Banking** serves public and private sector institution with a value proposition that combines the high specialisation of teams, proximity to customers and a comprehensive set of financial services and solutions tailored to their needs through **13 centres and more than 121 representatives**.

<sup>1</sup> Official Credit Institute.

<sup>2</sup> International Finance Corporation.

<sup>3</sup> European Investment Bank.



## Milestones of 2024

- > In 2024, the **Transactional Banking** service underwent a review, leading to the adoption of a new organisational structure aimed at enhancing the marketing of solutions, products, and services. This resulted in an increase in financed amounts and solidified CaixaBank's competitive standing.
- > The **International Branches** experienced a significant business volume increase of 29%, continuing the growth trend from previous years. This performance not only surpassed the targets set in the 2022-2024 Strategic Plan but also set a robust foundation for the upcoming 2025-2027 Strategic Plan.
- > In the **Institutions** segment, the integration of all public sector entities into the Institutions management model was finalised, including smaller town councils.
- > The Institutions business operated within a highly competitive investment landscape with a strategy of price containment, emphasising service quality. This is evidenced by the heightened activity of the Ofibuses, which deliver financial services to rural areas and assist in emergency situations caused by weather events.
- > In 2024, there was a significant uptick in the commercial activity of **Representative Offices**, particularly in 'Bank to Bank' services, where banks act as clients. Working with the International Financial Institutions (IFI) team, this activity has yielded approximately €40 M in revenue, marking a 41% increase from the previous.
- > The **focus on sustainable finance** has spurred innovation, notably in Sustainable Trade Finance with banks in developing countries under Multilateral coverage, amounting to over €700 M this year.
- > In the **syndicated loan** market, CaixaBank secured the second position in terms of volume as a bookrunner in Spain, as reported by leading agencies.
- > In 2024, the **Real Estate** sector began its international growth, with operations formalised in the French and Italian markets, specifically within the office segment. The team continues to dominate the Spanish market, especially with investments in Retail and Residential sectors, while also establishing trends in alternative assets, particularly in the living segment.
- > **Asset Finance's** activity has focused on the naval and aviation sectors, involving the formalisation of transactions for more than €5,481 million, trebling the figures for the previous two years.



➤ For more details, see CIB's contribution to sustainable finance mobilization in the 'Sustainable Business' section.

## Main indicators

<b>€106,040 M</b> → Investment. <b>€96,945 M in 2023</b>	<b>€19,530 M</b> → Sustainable financing CIB <b>€19,224 M in 2023</b> ↗ See section "Sustainable Business"
<b>€5,881 M</b> → Investment in asset finance. <b>+0.5 % compared to 2023</b>	<b>€12,994 M</b> → Financing to commercial banks in the field of representative offices. <b>€5,729 M in 2023</b>



## International presence

 <b>17 Representation offices</b>	Beijing, Shanghai, Hong Kong, Singapore, New Delhi, Sydney, Dubai, Istanbul, Cairo, Algiers, Johannesburg, Toronto, New York, Bogotá, Lima, São Paulo, Santiago de Chile.
 <b>7 International branches (9 branches)</b>	Warsaw, Morocco (3 branches: Casablanca - Tangier - Agadir), Milan, London, Frankfurt, Paris and Porto.
 <b>2 Spanish Desks</b>	In Vienna and Mexico City.

## Business in Portugal - BPI CIB

### Milestones 2024

- > **3rd edition "Acelerador de Sustentabilidades 3.0"**. To aid companies in their transition to sustainability, training workshops have been organised where participants can share their experiences.
- > **'Fórum BPI: O futuro da Água'**. An initiative that seeks to address the main challenges, priorities and good practices associated with sustainable water supply and consumption.
- > **Sustainability training**. A training project for the entire commercial network. As part of the project, a comprehensive analysis of Banco BPI's sustainable product offerings has been conducted.

## Distribution model

### *CaixaBank has a **leading omnichannel distribution platform***

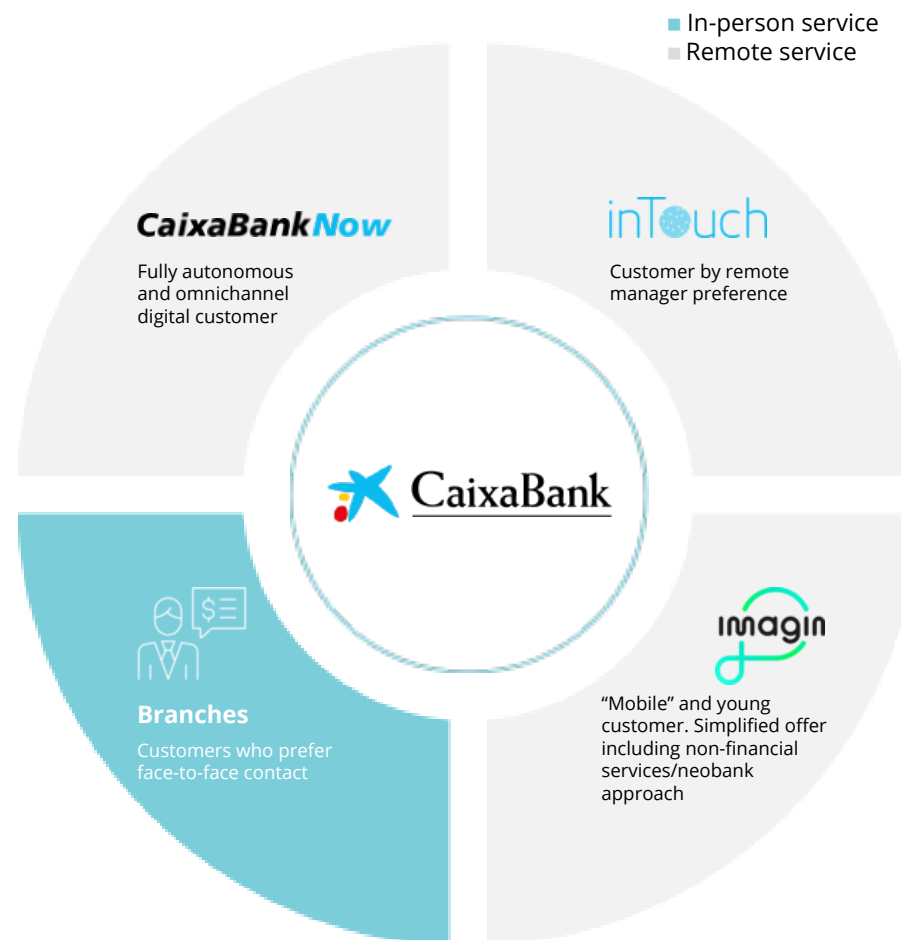
In recent years, CaixaBank has transformed the distribution platform in order to:

- 01.** Offers the best service and experience to each profile.
- 02.** Intensifies contact and accessibility.
- 03.** Generates all possible value opportunities.
- 04.** Continues to promote operational efficiency in addition to commercial efficiency.
- 05.** Development of digital and remote channels.



*The expansion of digital channels, particularly through **mobile platforms**, has been a significant shift in the financial sector in recent years. However, the **physical branch network** still handles a substantial amount of high-value transactions.*

In order to be close to its customers and offer the best customer experience, CaixaBank has an **omnichannel platform**, with the **most extensive branch network in Spain and the best remote and digital relationship models**:



## Physical network

### Resizing the network

Once the branch consolidation process was completed after the merger with Bankia, a minimum adjustment has been implemented in recent years in the branch network, basically in the urban environment and associated with the development of the Store branch model. This will always be undertaken in line with the premise of not abandoning any municipality in the whole of Spain. CaixaBank's network of physical branches continues to be the largest in Spain, with 3,570 retail branches, and it will also feature the largest network of ATMs, which can be used to carry out up to 250 different transactions.

*CaixaBank has stated its **commitment to maintain the service in all the towns and villages** it is currently present.*

*The bank's services are available in over **2,200 municipalities**.*

*Proximity*



#### Spain network

# of branches



3,570

Retail

153

Business Centres

87

Private Banking

14

Institutional Banking

1

Corporate banking

**3,825 branches**

3,876 in 2023

# of ATMs

**11,137 Spain**

11,335 in 2023

#### Portugal network

# of branches



261

Retail

29

Business banking

13

Premier/Private

**303 branches**

315 in 2023

# of ATMs

**1,233 Portugal**

1,259 in 2023

### Specialised offices

 CaixaBank  
Real Estate & Homes

 CaixaBank  
Banca Premier

 CaixaBank  
Empresas

 CaixaBank  
Wealth

 CaixaBank  
Hotels & Tourism

 CaixaBank  
Negocios

 | DayOne

 | HolaBank

 CaixaBank  
CIB & International Banking

 AgroBank

 CaixaBank  
Banca Privada



## Urban model

*In 2024, CaixaBank further expanded its **urban Store branch concept**, reaching 926 branches by December 2024.*

With the Store branch model, CaixaBank is seeking to offer a better customer experience. In this regard, the Store branches:

- > Are larger than the standard ones
- > Have uninterrupted morning and afternoon opening hours
- > Have a team of specialist advisers
- > Offer more commercial and technological services to customers

*Stores with the complete development of the specialised service model*



698	Store Retail
85	Premier Store
70	Store Negocios
73	Store Pymes

CaixaBank also offers **All in One customer service centres**. These flagship offices combine design, technology and expert advice to turn customer visits into a special experience. In addition to financial advice, they offer customers coworking spaces and host training sessions and other events.

In Spain, there are currently centres in Barcelona, Valencia, Madrid, Ibiza, Burgos, Castellón, Segovia, Pamplona, Santa Cruz de Tenerife and Las Palmas de Gran Canaria (the last three opened in 2024).

## Rural model

*CaixaBank has **1,403 rural branches** in towns with less than 10,000 inhabitants and **450 Ventanillas**<sup>1</sup>, and it is the only bank with a branch model presence in 459 municipalities.*

CaixaBank also has special initiatives to reinforce service in rural areas, such as mobile branches, which serve more than 644 thousand inhabitants in 1,294<sup>2</sup> towns (+88% compared to 2023).

*See section "Proximity"*

In this context, CaixaBank aims not to abandon settlements in which it is the only bank.



***Mobile branches** are key to CaixaBank's strategy to prevent **financial exclusion in rural areas***

<sup>1</sup> Branches with no Director reporting to a parent Retail branch and in some cases with reduced opening hours

<sup>2</sup> 783 towns attended in January 2024



## ATM Network

*As part of the project Improve Customer Care (MAC)<sup>1</sup>, CaixaBank has focused on **improving the quality of its ATM network**, developing new proposals aimed at improving their operation and efficiency.*

Among the measures adopted, it is worth noting an effort to **reduce the times required to carry out operations at ATMs** through technical improvements and simplification of customer journeys, as well as the **improvement of the availability of the network** through active monitoring and management.

<sup>1</sup> Project to improve customer services.

*See section "Customer experience".*

CaixaBank now offers the option to receive change for bill payments via Bizum at its ATMs. The Cash Payments service at ATMs enables transactions that would typically occur at the counter, thus saving time for branch managers while offering increased convenience and efficiency for customers. This service is available to all users, regardless of whether they have an existing relationship with the Entity.

The new service will be accessible around the clock at CaixaBank's ATMs. Personal, agent-assisted cash payments at the counter will continue to be offered.



***There has been a customer satisfaction increase of more than 15% in the channel's rating over the last year.***





*Remote digital relationship models are a complement that leads to a **better customer experience and greater efficiency**.*

***Customers with a digital profile**, with little use of the branch and little time available.*



Given its characteristics, it is a relationship model that is especially suitable for the Entity's customers with a digital profile. Thus, they can count on the service of a specialised adviser to attend to their financial needs through the communication channel of their choice.

**Customers are assigned a reference adviser** with whom they can communicate, with a commitment to respond within 24 hours. Among their financial needs, customers can receive specialised advice on different types of products and services and, if they wish, they can sign up for them digitally.

Connecta has a team of **1,897 advisors** and **28 centres** present in all the autonomous communities that serve **3.3 million customers** (Individuals, Premier and Business).

**3.3 M**

Clients in the Connecta relationship model (Spain and Portugal)

**1,897**

Connecta advisors



## Development of the best digital products and services

### CaixaBankNow

CaixaBankNow brings all the Bank's digital services together in one place.

#### > # OF DIGITAL CUSTOMERS

**12.1 M**

**Spain**

11.5 M in 2023

**1 M**

**Portugal**

0.9 M in 2023

#### Breakdown of digital customers in Spain



**5.2 M**

customers connect daily<sup>1</sup>  
**4.8 M in 2023**

**2.2 M**

Customers - Top Heavy Users<sup>2</sup>  
in Spain  
**2 M in 2023**

<sup>1</sup> Average number of individual customers connecting to digital channels daily over the last 6 months.

<sup>2</sup> Number of customers who have connected to digital channels for more than 130 days out of the last 6 months.



*European innovator of the year (silver)  
2024 Qorus*



*Best Digital Private Banking Institution in  
Europe 2024*



*Most Innovative Financial Institution in  
Western Europe 2024*

#### The Mobile service channel in Spain

**Now Mobile** is an app with customisation and artificial intelligence that allows transactions to be initiated from a mobile phone.

**3.4 M**

purchases made by phone  
**2.6 M in 2023**

**5.5 M**

cards paired to phones  
**4.9 M in 2023**



#### "Leader in digital channels"

#### Marketing by digital service channels in Spain

The digital channel is becoming one that generates sales and has undergone sustained growth in recent years.

#### > BPI NET



*Best Private Bank for Digital Solutions  
in Portugal 2024*

**1 M**

Digital  
customers  
**0.9 M in 2023**

**0.3 M**

Regular Digital  
Banking use  
**0.4 M in 2023**

**0.8 M**

Regular users  
of the BPI App  
**0.8 M in 2023**



imagin is Spain's leading neobank for young people, backed by CaixaBank, with a strong commitment to making a positive societal impact.

In addition to increasing the number of new users, imagin has also managed to boost the loyalty of existing imaginers, increasing the range of financial products and its strategic focus on sustainability.



*imagin, fully online banking with 3.6 M users*



**48.9%**

imagin users **access the app more than three times a week**



**10.3 M**

**monthly Bizum transactions** via imagin



**71.9 M**

total app **accesses**



**53.6%**

customers with **directly paid income**

*imagin remains **committed to preserving the world's seas and oceans** by creating a second coral reef in Nerja and removing fishing nets and plastic from the sea. It also **continues to back financial education and entrepreneurship** as levers for social transformation with its imaginAcademy digital content programme, and its imaginPlanet Challenge sustainability entrepreneurship programme.*

## Expansion of imagin's Value Proposition

To strengthen its connection with users and support them through different life stages, imagin has **broadened its range of financial products over the past year**. In 2024, among others, following products have been launched:

**Broker:** imagin strengthens its investment offerings by adding ETFs (Exchange Traded Funds) to its product lineup, providing users with an easy, diversified entry into investing that combines simplicity, flexibility, and cost efficiency.

**Automatic Savings:** To encourage easy saving, imagin is enhancing its piggy bank features with smart options. Customers can now automatically set aside a portion of their salary for savings and round up each card purchase, depositing the change into their piggy bank.

**Travel Card:** imagin has started promoting a debit card tailored for travelers, offering perks like commission-free purchases in non-EUR currencies and international withdrawals. This card is a significant advantage for drawing in new users, positioning imagin as the 'best card for traveling' among major neobanks.

**Pet Insurance:** imagin is introducing a unique pet insurance plan including: a 24/7 veterinary chat service, ensuring customers are always connected to professional advice.

**Mortgage:** In 2024, imagin introduces ICO mortgages for young people within its IOS mortgage offerings and strengthens IOS agreements with Autonomous Regions, providing financing up to 90%.



## Consolidation of the imaginTeens Value Proposition

Throughout 2024, efforts have focused on solidifying a tailored value proposition for teenagers (12-17 years old).

The base offer includes:

- > **Account:** Fee-free
- > **Card:** Debit or prepaid, no fees
- > **Own app:** Customised for the age group of minors

Over the past year, features in high demand like **mobile payments and Bizum** (for users over 14) have been added.

**imaginTeens** aims to introduce younger iOS users to the financial world, promoting independence and providing a safe space for their initial financial steps.



**550 thousand**

customers aged 12 to 17

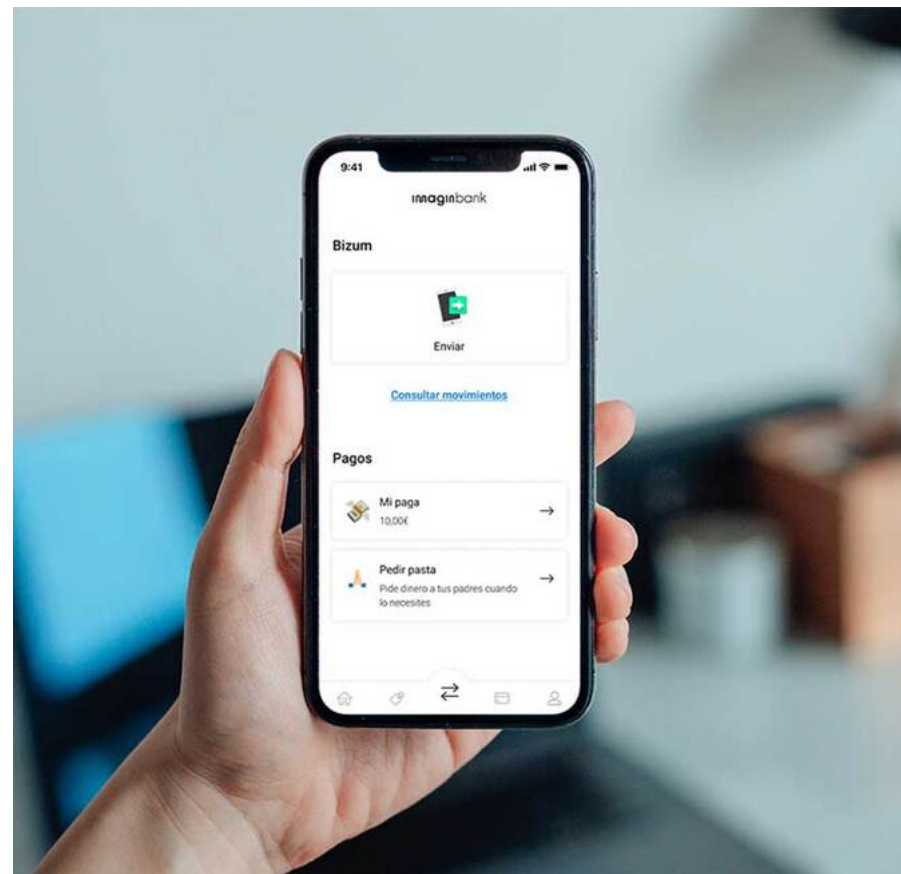
**1.8 M**

Bizum transactions through imaginTeens since its launch (March 2024)



### **For the Little Ones:**

*A fee-free account is available for parents to begin saving for their children's future, for kids aged 0 to 11.*



# Technology and digitisation



CaixaBank continues to focus on improving the **flexibility, scalability, and efficiency of its IT infrastructure**, an approach which enables us to improve cost efficiency, reduce time-to-market, increase timing of versions, and become more resilient.

Under the new 2025-2027 Strategic Plan, CaixaBank plans to ramp up its IT investments to fuel business growth, focusing on developing advanced capabilities to maintain market leadership.

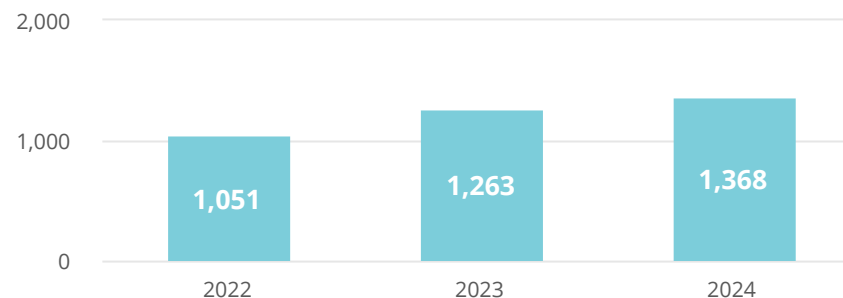
In recent years, **technology investment has been central to CaixaBank's strategy**, enhancing commercial agility and efficiency, and furthering the development of state-of-the-art capabilities for better business intelligence and operational performance.

These investments have also strengthened infrastructure robustness, ensuring data availability and security, thereby aiding regulatory compliance.

CaixaBank has committed to a technology investment exceeding €5 billion for the 2025-2027 period.



Investment in technology and development (€ M)



■ Investment in technology and development € M



*Tota investment<sup>1</sup> in technology and digital 2025e-27e*  
**>€5 B**

During this period, CaixaBank plans to increase agility, service quality, and business opportunities, while continuing to develop advanced capabilities and enhance the resilience and adaptability of its infrastructure. Strategies to achieve these goals include:

- > Accelerating Cloud Adoption: For scalability, agility, and efficiency.
- > Strengthening and Internalizing Key Competencies: By hiring 1,000 IT professionals throughout the Plan.
- > Scaling Up Generative AI and New Technologies: To stay at the forefront of innovation.

<sup>1</sup> Includes CapEx and OpEx.

**Broad Recognition: Aiming to be acknowledged as a leader in IT infrastructure and innovation**



→ **Most Innovative Financial Institution** in Western Europe 2024.



→ **Best Digital Bank** in Spain 2024.



→ **European innovator of the year** (silver) 2024.



→ **Best Digital Private Bank** in Europe 2024.



## Technological infrastructure

In recent years, there has been a significant shift towards digital channels among customers, with the Now app becoming a key touchpoint for enhanced customer interaction. A notable update came with the launch of a **new version of Now** in 2024.

Throughout 2024, CaixaBank's strategy has **included bolstering resilience**, focusing on enhancing the uptime and responsiveness of these channels and the supporting infrastructures. Despite the surge in transactions, efforts have been made to stabilize resource usage by migrating applications to more efficient platforms, including cloud environments.

The **ongoing enhancement of the IT infrastructure** is fundamental to the Group's operations. There are three high-performance Data Processing Centres (DPCs) that meet business requirements, and these are being upgraded to boost efficiency and resilience against emerging risks. In line with CaixaBank's sustainability commitment, the electricity usage of these DPCs is stabilising with a trend towards reduction, thanks to specific initiatives.

Additionally, there's a persistent **push towards cloud migration** to lower operational costs, enhance development agility, and increase the overall capacity and resilience of applications through a hybrid approach, where applications can operate both in cloud and on-premises environments.

### 4.1 M

QUALITY AND RESILIENCE CSF Indicator.

**2024 target >4 M**

**The continuous enhancement of the IT infrastructure supports the handling of increasingly large data volumes**

### 275,229 M

Transactions processed.

**240,604 M in 2023**

### ~ 33,000

Transactions per second.

**~ 30,000 in 2023**

### 1,788

Applications managed in the cloud.

**1,117 in 2023**

### ~ 88%

Relevant incidents resolved in less than 4 hours.

**~ 84% in 2023**

## IT Strategic Plan

In 2024, CaixaBank **successfully wrapped up the 9 initiatives outlined in the IT Strategic Plan for 2022-2024, achieving over 94% of its objectives**, thereby keeping the bank at the cutting edge of technology and in sync with business needs.

Building on this success and commitment to excellence and innovation, the **new 2025-2027 Strategic Plan has been crafted and launched**. This plan aims for a thorough transformation of processes, operations, and technology in a cohesive manner.

It **rests on three core pillars**:

- 1. Enhancing Business Capabilities: Empowering the business to deliver superior service and customer experience** by reimagining key business processes with a unique customer interaction model.
- 2. Guaranteeing Technological Sustainability:** Advancing the bank's architecture, bolstering cybersecurity, and enhancing resilience.  
([↗ see section "Cybersecurity"](#))
- 3. Cognitive Platform Development:** Introducing a new platform that utilizes data and AI to increase decision-making agility, automate internal processes, and, most importantly, provide a personalized, multichannel experience for customers.

# 100%

CaixaBank's Tech staff with Agile training (**2024 target - 80%**)





## Data - driven

CaixaBank maintains an information platform featuring a centralized data repository, governed to ensure data quality and availability. It is supported by technological solutions designed to maximise data utility for analytics and artificial intelligence applications.

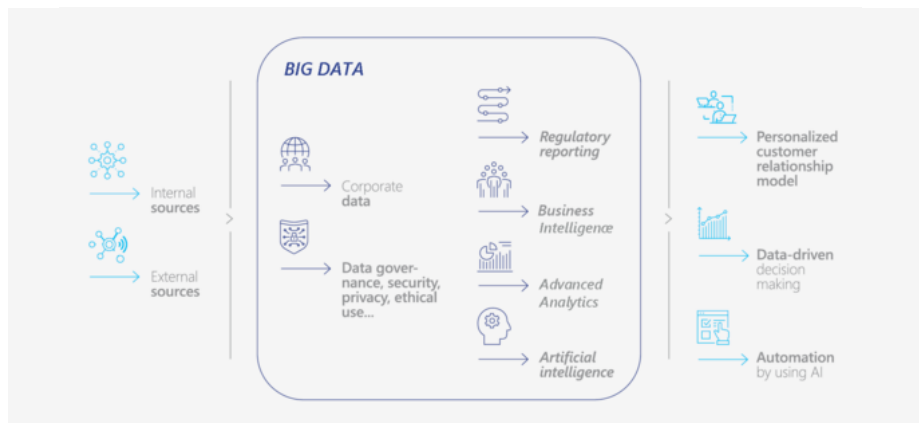
**15,868**

DataPool certified metrics  
**14,544 in 2023**

**26 TB**

Data managed on a daily basis.  
**22 TB in 2023**

### A BIG DATA model that enables greater adaptability



In keeping with the Company's strategy, the **DataNow programme** was launched in November 2022 to address the growing demand for advanced analytics and artificial intelligence, and to transform the technological platform into a cloud solution.

The programme rests on three central pillars:

- > **Improved technology:** Creation of the strategic Data & Analytics platform on Google Cloud, and development of the first use cases with business impact.
- > **Enhance data governance:** Upgrading of the operating model so as to allow for the scaling of the volume of data managed and implementation of governance in relation to responsible artificial intelligence.
- > **Boost talent:** Training and certification of users in those areas affected by the new platform.

To promote the programme, a multidisciplinary, multi-department work team was created to ensure that the platform's design meets the Company's global needs. The **implementation roadmap** follows an incremental delivery model that allows technological capabilities to be created in lockstep with the implementation of use cases that maximise the business impact.

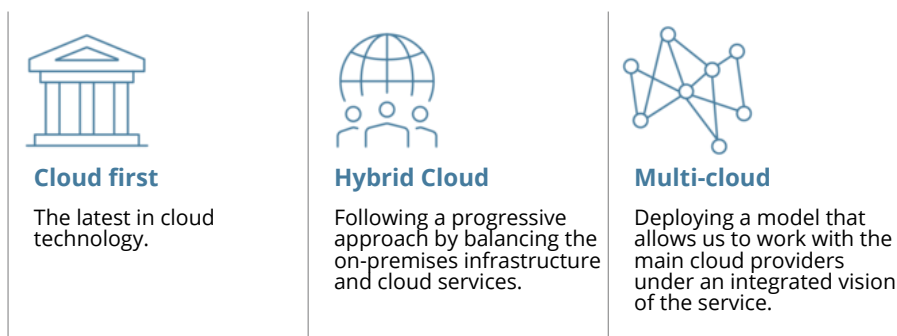
### As per the plan defined, in 2024:

The first **two releases of the platform** were delivered, focused on providing the basic capabilities to have an end-to-end platform for creating and producing Data and Machine Learning applications that cover the current functionalities of the DataPool.

These capabilities have allowed us to meet the strategic objective of **enhancing advanced analytics** in business, **developing 25 use cases**, which will allow us to generate an economic return, and an intangible benefit by having an impact on agility and time to market.

## Journey to cloud

The **CloudNow** initiative is CaixaBank's initiative to transition its systems to the public cloud. This programme will follow a cloud strategy and is built on three core pillars:



Within the CloudNow programme, in 2021 CaixaBank reached an agreement with IBM to gradually shift the loads from the Bank's platform to IBM Cloud. In 2023, the agreement was revised to make this technology update project more flexible.

After three years spent on the project, more than 1,000 migrations have been executed.

In addition to the migration itself, **CloudNow** implies an **evolution of the Entity's applications**, which must be ready to be deployed in the cloud from our DataCenters and run in these new "containers" in order to generate efficiencies and reduced operating costs, as well as greater agility in the development of applications. In 2024, alongside the migration to IBM Cloud Multi Region Zones, 60 applications were revamped and deployed onto a new private cloud infrastructure.

Additionally, the multi-cloud hybrid strategy progressed with the deployment of a hybridization platform, facilitating the first transactional load balancing between on-premises systems and IBM Cloud Madrid.

**CloudNow** concluded 2024 with **all Landing Zones established and fully functional**, supporting production workloads across various cloud providers (IBM Cloud, Azure, Oracle Cloud Infrastructure, and Google Cloud).

**€18.9 M**

Cloudnow savings in 2024.  
SP 2022-2024  
**target 2024: €8.5 M**

**33%**

Cloud Absorption in 2024.  
EP 2022-2024  
**2024 target: 32%**



## Implementation of new technologies

The adoption of Artificial Intelligence remains, for another year, strategic, offering scalable and robust services to customers and employees, and optimising financial services with technology.

In 2024, various projects were carried out involving the application of Artificial Intelligence (hereinafter, AI). In this line, the following stand out:

- > **Under the GalaxIA programme**, five use cases have been successfully implemented and are now in production: Noa employees, SAC (Customer Service), Contact Centre, Wall, and Code Generation. Work has started on four additional use cases involving Generative AI:

- > Assistant for procuring a card in the app;
- > Payment disputes;
- > FinCrime Hub; and
- > Groups.

The implemented use cases **have established the groundwork for understanding Generative Artificial Intelligence (Gen AI) and initiated the development of a cognitive platform.**

- > New use cases are being developed on the **proprietary Artificial Intelligence platform**, Document AI, which is an in-house solution for intelligent document processing. This platform can classify and extract information from over 220 document types, covering processes such as: Digital Lawyer, OAC / Data Quality (active), Testamentary, Alphabetical FP, or Checks. This platform enables CaixaBank to achieve substantial cost savings due to its high level of automation and lower costs compared to other solutions available in the market.
- > **The development of an AI application industrialisation platform.** The platform includes: a Model Store: a centralized repository for tracking the AI models in use; Tools for managing the lifecycle of Generative AI models (LLMs); A platform for monitoring model drift and explaining model behaviour; and a framework to standardize the execution of models.

- > The first phase of the **new search engine has been rolled out within the customer app**. This search engine offers an enhanced user experience with advanced features like semantic search on FAQs. In addition the search engine has been optimised to deliver results in less than 0.5 seconds, with predictive real-time results as the user types.
- > **The telephone Contact Centre assistant has been upgraded**, leading to an increase in call handling from a net absorption rate of 20% in 2023 to over 30% in 2024, achieving savings exceeding €5 M. These enhancements encompass the introduction of additional automated processes, better conversation management, and tailoring responses based on customer context.

**+ 2 M**

DocAI: No. of pages processed / day in 2024

**280**

DocAI: No. of types of documents managed in 2024

**9.3 M**

Generative AI: Total number of calls made to Large Language Models (LLMs) in 2024

**5 M**

Generative AI: Number of proposals (including conversations, drafts, summaries, etc.) created using generative AI in 2024



## Agreements and partnerships

### Agreement with UiPath

In the **field of automation through robotics**, CaixaBank has utilised the UiPath suite, a top-tier market product, since 2017.

The current licensing agreement, effective from 2025, spans 5 years and consolidates licenses across the CaixaBank Group.

### Agreement with Salesforce

CaixaBank has entered into a strategic agreement with Salesforce, underscoring its dedication to **innovation and superior customer service**. This **5-year** partnership is a pivotal step in digital transformation, enabling:

- > boosting the use of **Artificial Intelligence** to elevate customer interactions
- > improving connectivity and data accessibility for enhanced operational efficiency
- > the simplification of the **solutions of Digital Marketing**

### Agreement with Adobe

In 2024, CaixaBank has renewed its agreement with Adobe focusing on **personalisation and channel analytics**. These are crucial aspects for assessing efficiency in its ongoing digital transformation. This agreement will facilitate:

- > An increase in the number of dashboards to track the performance of digital products across channels.
- > Enhancements in personalization capabilities, along with A/B Testing, Conversion Rate Optimization (CRO), and Customer Experience Optimization (CXO).

### Fujitsu/NCR Agreement

A new **ATM maintenance contract** has been signed with Fujitsu and NCR, effective from 2025 to 2029.

The updated Service Level Agreements (SLAs) are now daily, including weekends and holidays, and are assessed per service point, considering factors like: ATM Quantity at the Location; Proximity to Other Service Points; and Peak Usage Time Slots.

