

# Value creation model

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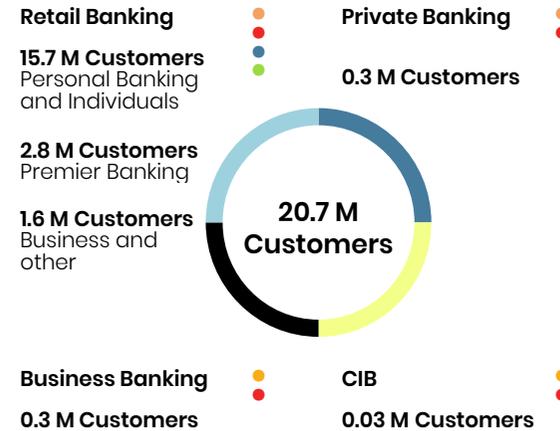
# BUSINESS MODEL

## BASED ON OUR STRENGTHS

- Leading bank in Spain and Portugal
- Broad customer base and model of universal banking
- Model of multichannel distribution
- Knowledge of the customer: data and analytical capabilities
- Strong subsidiaries operating in insurance and long-term savings management
- Financial strength
- Benchmarks in sustainable banking
- Outstanding human team

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

## WITH SPECIALISED MANAGEMENT



Customers in Spain and Portugal.

Distribution channels available to customers in the segment

## REMOTE DISTRIBUTION CHANNELS

- 4,251** branches in **Spain** and **301** in **Portugal**
- 12.7 M<sup>1</sup>** customers using digital service channels in **Spain** and **1M** in **Portugal**
- 7.6 M** customers with remote manager in **Spain** and **0.8 M** in **Portugal**
- 4 M** digital customers looking for neobank experience (Spain)

## WIDE RANGE OF FINANCIAL AND INSURANCE PRODUCTS AND SERVICES

**Tailored to customer needs and integrating sustainable criteria**

- Solutions for everyday life
- Payment methods
- Savings and investment products
- Financing
- Insurance (Life, life-risk and non-life)

## RETAIL BANKING

Within the framework of the Strategic Plan 2025–2027, Banca *Retail* has taken a step forward with the implementation of a **new segmentation** and a **renewed distribution model**. This approach focuses on the value and potential of customers with the aim of offering a more personalised and efficient service, adapted to the use of channels and the specific needs of each segment. **This model will provide customers with:**



This new model entails **greater specialisation**, the **creation of new portfolios** and **figures such as the Personal Banking Manager**, who will be a point of reference for customers, offering personalised advice, availability and commitment. This model will allow:

- | Incorporation of more than 1 million customers managed by a specialist manager.
- | Promotion of the professional development of employees (+1,000 specialist managers).
- | Improvement of the customer and employee experience through continuous improvement of the Commercial Framework.

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

### 1. Innovative and personalised

Unique solutions are offered for each customer profile, adapted to their needs and preferences.

### 2. Omnichannel

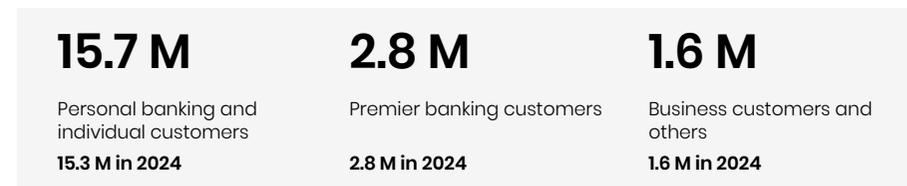
A model in which customers are free to choose how they relate to CaixaBank, with digital and remote tools and an extensive branch network.

### 3. Concentrating on the customer needs

- | **Day to Day:** making their day-to-day life easier.
- | **Financing:** providing funding to their your aspirations come true.
- | **Protection:** caring for what is important to them and helping them protect it.
- | **Customer funds:** helping plan their savings and face their future with total security.

## \_MAIN FIGURES IN 2025

Retail customers in Spain and Portugal



Business shares in Spain



Offices *Retail*



<sup>1</sup>Data as of September 2025.

**4. Improvement of digital and remote relationship models**

Different omnixperience tools are offered to make the manager/customer relationship easier.



**"My Manager" is the digital connection space between the adviser and the customer.**

**7.4 M**

Customers who have used "My adviser"

**Planned appointments between clients and managers**

**14.6%**

% appointments originating from

**35.1%**

% remote appointments

**3.1 M**

Number of customers sending messages via the APP/WEB

**5.9 %**

% conversations with AI assistance

**WhatsApp, a communication channel that facilitates the Manager-Customer relationship**

**3.1 M**

Number of messages sent via WhatsApp (originated by the customer)

**15.7 %**

Customers using WhatsApp as a channel

**A secure channel for sending documents**

**6.6 M**

Files sent via the app/website

**30.4%**

of files sent by the customer

PERSONAL BANKING AND INDIVIDUAL CUSTOMERS



Individual customers with a position of up to 60,000 euros.

CaixaBank has reinforced its customer acquisition strategy, reaching 18.9 million customers<sup>1</sup>, with notable growth in the digital segment. This progress has been supported by an attractive and differentiated offer. Highlighting:

- | The digital account and the CaixaBank account (Día a Día).
- | imagin's value proposition, a key pillar for customer acquisition and growth (see section "imagin").
- | The offer for customers with a salary.

Milestones in 2025

Boosting the Commercial Strategy

During the year, CaixaBank has focused its efforts on optimising its working methods, implementing the Commercial Systematics as an essential pillar in the transformation of the customer-focused commercial model. This approach makes it possible to standardise customer service procedures throughout the CaixaBank branch network, guaranteeing a uniform, efficient customer experience that is aligned with its value proposition.

This evolution strengthens its capacity to replicate good practices, increase commercial productivity and consolidate a sustainable competitive advantage in the market. Likewise, reiterates its commitment to efficiency, relational quality and service differentiation.

New Cashback programme

In October 2025, CaixaBank launched an innovative personalised reimbursement programme aimed at CaixaBank and imagin customers, allowing them to obtain refunds on purchases made using the Bank's cards:



Mortgages

The mortgage business grew by 39 % year on year, driven by solutions such as Hipoteca Eficiente, Hipoteca Evolución, as well as the new real-estate platform, FaciliteaCasa.com. The portal for property management professionals where customers benefit from exclusive offers on mortgages and property-related services.



At the same time, progress is being made with digitalisation, through tools such as online pricing that streamline management and provide autonomy to branches. In addition, agreements with the Autonomous Communities and the ICO are being strengthened to facilitate access to housing for young people.

<sup>1</sup> Total individuals and legal entities in Spain.

### Consumer finance: Supporting personal projects

CaixaBank has continued to strengthen its commitment to customers through a solid offer in personal loans. In this sense, the growth in consumer loans is noteworthy, having increased by **27 %** year-on-year.

In the field of **cards**, CaixaBank has been a pioneer in Europe by signing an agreement with **Apple**, becoming the **first European bank** to offer the financing service **Apple Pay Later**. This solution allows users to split the payment for purchases made directly using the *wallet* on their mobile phone, offering an agile, digital and fully integrated experience.

### Mobility: More sustainable options

CaixaBank has evolved its mobility proposal with a wider, more sustainable offer adapted to the needs of each customer.

The catalogue of **renting** has grown significantly, offering more than **50 different models** available all year round. More than 49 % of the vehicles marketed bear a **ZERO or ECO** environmental label, reflecting the Bank's commitment to sustainability.

The new **Facilitea Coches** portal has also been launched, which provides customers with access to more than **21,000 second-hand vehicles**, both for loan and renting. This platform makes it possible to find flexible and customised mobility solutions, adapted to each profile and need.

### Protection: insurance and alarms

Leaders in insurance

CaixaBank, through SegurCaixa Adeslas, has consolidated its position as the leader in health insurance, with a market share of 31.1 %. This leadership is reflected in:



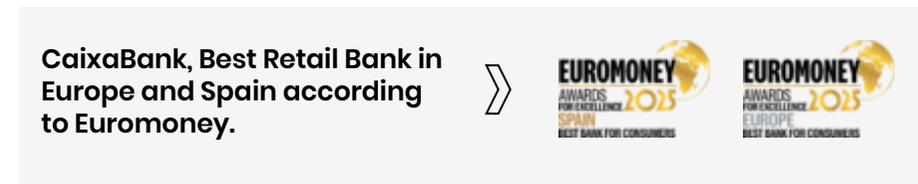
### Technology for protection: Smart lock for the protection of elderly people

**Launch of the smart lock**, in collaboration with Securitas Direct. As well as being integrated into their alarm systems, the smart lock is included in the Senior Protection Premium services, offering an advanced solution adapted to the needs of elderly people.

### Proposal for retirement

CaixaBank has launched **Generation+**, an initiative that responds to the **financial planning, welfare and support needs of elderly people**. CaixaBank is thus positioned as a leader in the retirement sector, with more than 30,000 employees specialising in this segment (*see section "Assistance to the Senior group"*).

### \_MAIN FIGURES IN 2025



## Business in Portugal

### Business acquisition and growth

- | **New "always on" direct deposit of salaries campaigns.** Highlighted campaigns include: "Have your salary paid into BPI and receive an extra €500," and "Switching to BPI is a relief".
- | Launch of a new health insurance module, a "low-cost" option with lower capital insured and a more attractive price.

### Growth in lending business

- | **Young Mortgage Loan with Public Guarantee:** financing of 100 % of the credit for young people aged up to 35 and review of *pricing* (making the offer more attractive).
- | **New mortgage arrangement campaign:** includes a waiver on fees and commissions and *cashback* of 1 % of the financed value for purchases at the BPI Store (max. €1,000).
- | **Launch of a mortgage renegotiation simulator,** allowing customers to submit requests for renegotiation of the spread and terms.

### Encouraging savings

- | Launch of the **service Ahorrar e Invertir**, a sales tool that allows investment products to be tailored to customers' objectives and needs.
- | Launch of the **Fondos BPI Gama Renta Trimestral**, a new range of funds with income distribution and Structured Deposits and Products.

### Proposal for retirement

- | **Launch of a new Personal Retirement Plan (PPR Destination (2060)).** It is a savings product that diversifies investment according to a time horizon.

### Training to offer the best service

- | Development of the **training Navigation**, for team leaders (branch managers) and for all commercial figures (development of commercial competences) with the aim of increasing proactivity and service quality.



Best Private Domestic Bank in Portugal 2025



Five Star Award #1 Prestige Products 2025



PREMIER BANKING



*Individual customers with holdings between 60,000 and 500,000 euros or with salaries over 4,000 euros*

**CaixaBank's Premier Banking** value proposition consists of creating a relationship of trust with the customer, pursuing an omnichannel and innovative offer focused on the **Premier Manager** who accompanies and advises, offering solutions tailored to customers' needs.

**Milestones 2025**

**Boosting Sustainable Business**

CaixaBank promotes sustainability in all areas, highlighting the value proposition of Premier Banking:

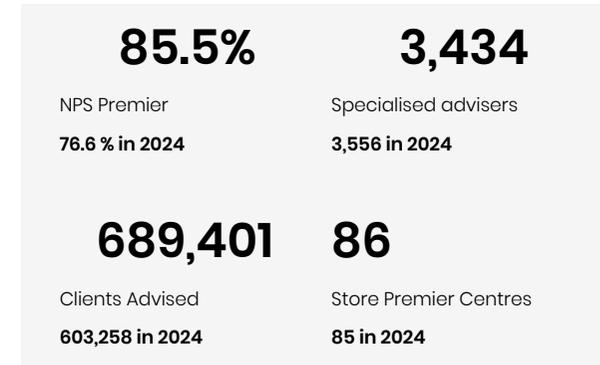
- | **The assessment of customers' sustainability preferences** as a key variable for advice.
- | Continuous training of Managers and new recruits to obtain the **Certification in Sustainable Investments**.
- | Promoting sustainable mobility by facilitating the purchase of electric vehicles.

**Service innovation**

CaixaBank continues to develop the value proposition of its Premier Business, with the launch of new products and the simplification of the advisory model:

- | **The implementation of the new Plan A:** simplification of the advisory model, developing more agile and visually appealing plans.
- | **Launch of the Renta Vitalicia Captación products and the SUV ETF Portfolio,** which allows for diversified and efficient exposure to global markets, incorporating additional thematic ideas or market trends.
- | **Launch of MyBox VidaCare 10,** the evolution of life and health insurance for people aged 60–75. It was created with the aim of broadening its target audience.
- | **Awareness-raising talks and market information material in podcast format, market flashes and notes.** Awareness talks are held in all territories on key topics such as **personal protection and life insurance**, with the aim of helping customers think about how to safeguard the essentials of their lives.

**\_MAIN FIGURES IN 2025**



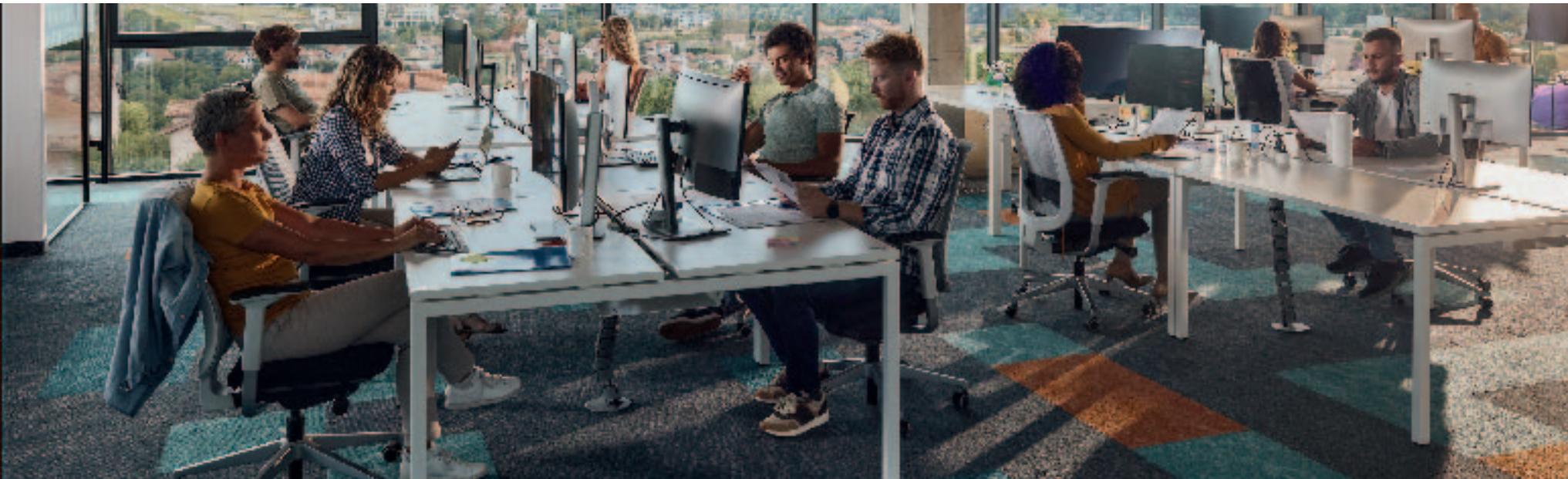
## Business in Portugal

### Encouraging savings

- | Launch of the **"Save and Invest"** service, a tool for simplifying the purchase of investment products.
- | **Launch of new investment products** (BPI Renda Trimestral, BPI *Rendimento 5 anos*, *Depósitos e Produtos Estruturados*).
- | **Development of the Consultancy service**, now making it possible to send, simultaneously and as part of a single authorisation, the investment proposal and the product order transmission forms.

### Improving customer service

- | Implementation of a **new customer service model**.
- | **Welcome Premier** – training for new Premier managers.
- | **Premier Workshops** – working sessions promoted by the sales activation team to enhance technical and commercial skills.
- | **Thematic talks for partners** – "Invest with Confidence" in collaboration with BPI GA.



SPECIALISED VALUE PROPOSALS

CaixaBank has specialised value propositions that adapt to the specific needs of customers, with the aim of offering the best customer experience.



*Its objective is to support the rural world and to promote the transformation of the agri-food sector in Spain.*

**Agrobank's proposal** is aimed at retail customers, **SMEs, corporate customers and private banking**, and it is based on **3 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.

<b>524,124</b>	<b>1,134</b>	<b>€41,677 M</b>
Customers. <b>491,491 in 2024</b>	Specialised Branches in the agri-food sector	In new financing to customers from the segment <b>€33,548 M in 2024</b>



*AgroBank is committed to the **drive for sustainability**.*

AgroBank offers its customers a series of products designed to accompany them in the transition and decarbonisation of the sector, for which it has specific products such as:

- | Loans such as the **"Agroinversión Transición Ecológica" loan, the solar panel financing loan** or the **"Agroinversión Leñosos" loan**, which finances the planting of new crops that contribute to CO<sub>2</sub> fixation.
- | A new **financing line for catastrophes** has been set up offering special financing conditions for damage caused by weather events.
- | Launch of the **"MicroBank Agro Relevó Generacional"** loan to facilitate access to young people and to **encourage generational change in the agricultural sector** (see section **"Social inclusion and promotion of employability"**).



## Milestones in 2025

### Initiatives for innovation and digitisation of the agri-food sector

- | Third edition of **"AgroBank Tech Digital INNOVATION"**, an acceleration programme to offer the sector the best technological solutions, where there have been 167 start-ups registered and 15 finalists.
- | Commitment to **AgroBank HUB** (<http://www.agrobankhub.es>), a platform to boost innovation in the agri-food sector.
- | Creation of the **first Agri-Food Sector Impact Fund** with *Impact Bridge*, which aims to have an economic, corporate and environmental impact on the sector.



### Initiatives to promote diversity

- | Second edition of **"Crecemos juntas – Proyecto Mentoras Rurales"** (We grow together-Rural Mentors Project), a professional mentoring programme to professionalise and support the projects of women entrepreneurs in rural communities.
- | Programme of **microcredits for rural women's entrepreneurship projects**.
- | **Several chairs are being promoted**, such as the **AgroBank-University of Lleida Chair**, which awards the best master's thesis carried out by a student in agricultural and food quality or innovation and the **AgroBank "Women, Business and the Rural Environment" Chair** at the University of Castile-La Mancha, focused on research in gender and the rural world, training programmes and awareness-raising actions on equality.
- | **Strategic alliances are consolidated** with the **Ministry of Agriculture, Fisheries and Food** and with Business and Women's Associations, such as **AFAMMER, FADEMUR and AMCAE**.

### Initiatives for Generational Change

- | **"Impulso Agro" (Agricultural Boost)** (<http://www.impulsoagro.es>): Initiative developed together with the *Basque Culinary Center*, aimed at raising awareness among young people in the Spanish agri-food sector, who through their work and projects are transforming the sector.

### Academic initiatives and outreach:

- | **The AgroBank Chair and the University of Lleida** promote the dissemination of scientific and technical knowledge through conferences and awards, such as the recognition of the best doctoral thesis and grants for the transfer of innovation to the agri-food sector.
- | Impulso, in collaboration with CaixaBank Dualiza, **to connect vocational training to the agricultural sector**, including the report "Spanish youth and the primary sector", aimed at identifying training needs and bringing the sector closer to young people.
- | Publication of the **"Informe Sectorial Agroalimentario" (Agri-food Sector Report)**, reviewing the main economic figures and outlooks.
- | **A number of events have been organised to generate a positive impact on producers, companies and customers and to strengthen support for the rural world**. These include the **Jornadas AgroBank**, focusing on issues such as the efficient use of water, innovation and sustainability, as well as the **participation in the main sectoral trade fairs**.



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

The value proposition of HolaBank **consists of accompanying international customers from their arrival in Spain and throughout their stay**, offering a comprehensive financial service that responds to their needs and makes their day-to-day life as easy as possible.

HolaBank has an extensive network of **416 specialised branches**, located in the main tourist areas, with employees specialising in international customers and specialist English-speaking customer service.

*The HolaBank account includes a pack of financial services specifically designed for the **international customer**, as well as access to the HolaBank Club, which includes a whole series of free advantages and services, **exclusively for account holders.***

### Milestones 2025

- | **Consolidation of the model of collaboration with mortgage prescribers**, promoting the attraction of qualified non-resident customers.
- | Major **reinforcement of the risk analyst team with multilingual skills**, ensuring the fast and specialised assessment of international profiles.
- | **Operating model with response times of less than 48 hours**, increasing efficiency and customer satisfaction.

### \_KEY FIGURES IN 2025

**416**

HolaBank branches

**24/7**

Online Banking in more than 20 languages

**€6,123 M**

HolaBank customer mortgage portfolio



BUSINESSES



*Self-employed, professional and business customers*

The Business proposal is aimed at **self-employed, professional and business customers**. It integrates all the solutions these groups need in their day-to-day operations –financing their business, protection and security– and planning their future.

CaixaBank Business employs a **specialist model** to remain close to customers, through **68 Business Store branches**, dedicated exclusively to business customers, and **2,500 Business Managers**.

*Positioning with a **differential offer aimed at groups that demand personalised attention** due to their specific needs: **Food&Drinks, Pharma, FeelGood** and Homeowners' Associations.*



**Milestones in 2025**

- | **Launch of new services and functionalities for POS** such as: Day-to-day tariff, TPV&GO, Android Mini, etc. and maintenance of the campaign to attract new customers.
- | **Strong level of activity in financing activities for business customers**, 33 % up on the same period of the previous year, with the **launch of new lines to support entrepreneurs** and energy efficiency amongst homeowners' associations.
- | **Extension of the “Día a Día” programme to all self-employed customers**, bringing all the Bank's individual customers into a single programme, providing them with access to the same conditions and advantages as other individual customers.
- | **Launch of the new Presense™ Business and Premium Business alarm** by subscription for legal entities and the new Presense™ Pharmacy alarm.
- | Presence as **the main sponsor and supporter at major sector-specific events**, such as:
  - | “Madrid Fusión”, Horeca Professional Expo (HIP), National Hospitality Awards and Restaurant Management courses in collaboration with elBulli Foundation in the field of Food&Drinks.
  - | Infarma, School of Good Governance and SDG awards in the Pharma industry.
  - | and “Encuentro Nacional de Administradores de Fincas” (ENAF)(National Meeting of Property Administrators) for Homeowners' Associations.
- | **5th edition of the Self-Employed Professional Woman Award**, recognising the contribution of self-employed women to society.

**\_MAIN INDICATORS**

<b>43.7 %</b>	<b>31.6%</b>	<b>68</b>	<b>2,423</b>	<b>370,050</b>
Penetration among self-employed workers.	Share of the merchants segment.	Store centres for businesses.	Business Managers.	Clients in Communities Food&Drinks, Feel Good and Pharma.
<b>45.1 % in 2024</b>	<b>32.5 % in 2024</b>	<b>70 in 2024</b>	<b>2,457 in 2024</b>	<b>226,125 in 2024</b>

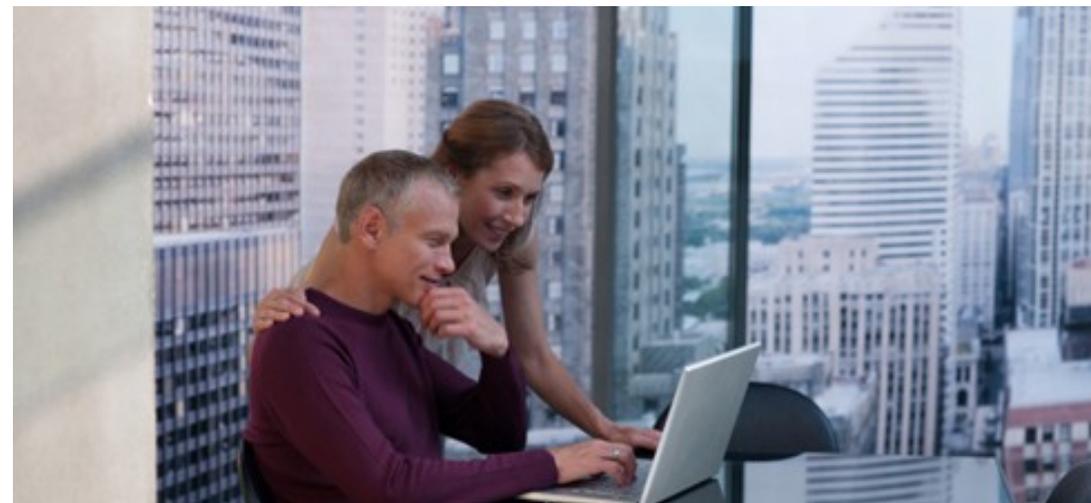
**Business in Portugal**

Product launches and customer acquisition

- | **Launch of the *Plafond Welcome*** campaign with the delegation of powers and simplified process.
- | **Launch of the *Second Chance line***: simplified process for the reassessment of operations.
- | **Launch of the *BPF Line Invest Export***. Line to support exporting companies, with specific financing.
- | **Campaign for the acquisition of automatic payment terminals (APTs).**
- | **Implementation of two programmes: *Move Up APT***, a collaborative forum for the ideation and transfer of good practices, involving the top performers and bottom performers in the commercial network, with a view to promoting the performance and reinforcement of the skills of the poorer performing participants.
- | **Expansion of the *Business CSC to the entire Segment***, consolidating a Support Centre that centralises administrative tasks and enables Business Managers to strengthen their focus on commercial efforts and deepen customer relations.

Promotion of Training

- | **Commercial Credit Forums**: Training and participatory sessions with presentation and discussion of credit operations.
- | **Specific training for managers**: "The Business Manager and the Customer Experience" focused on aligning the offer with the segment, managing priorities, and placing particular emphasis on customer experience and service quality.



## CAIXABANK WEALTH MANAGEMENT



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

CaixaBank has evolved its Private Banking division with an expanded wealth management vision and a new brand: **CaixaBank Wealth Management**.

The new brand encompasses all segments, services and capabilities of the Group's wealth management value proposition, as well as **CaixaBank Wealth Management Luxembourg**, the first bank in Luxembourg to provide exclusively an independent advisory service, and **OpenWealth**, a multi-family office service for Ultra High Net Worth (UHNW) clients, regardless of where the client holds their assets.

*CaixaBank Wealth Management offers specific value propositions to groups that, by their nature, share the same needs and objectives when it comes to managing their wealth.*

CaixaBank Wealth Management has specialised teams made up of 1,190 accredited professionals with an average of 15 years of experience and 86 exclusive centres, enabling it to ensure that clients always receive a close and personalised service. The Wealth Management service offers clients different service models, ranging from non-independent advice to independent advice, as well as brokerage services.

All Wealth Management clients are assigned a single relationship manager, responsible for managing the relationship.

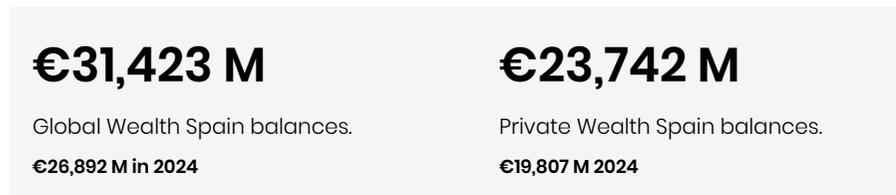
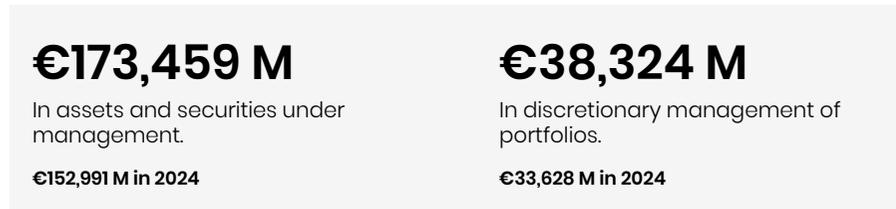
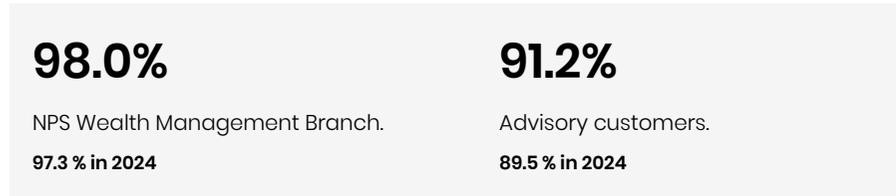
**Specialist proposals** are offered in independent advice:

- | **Private Wealth:** value proposition for customers worth between 1 million and 4 million euros, with specialised managers working out of the Wealth Management centres.
- | **Global Wealth:** Value proposition for customers of more than 4 million euros, which has 11 exclusive centres.

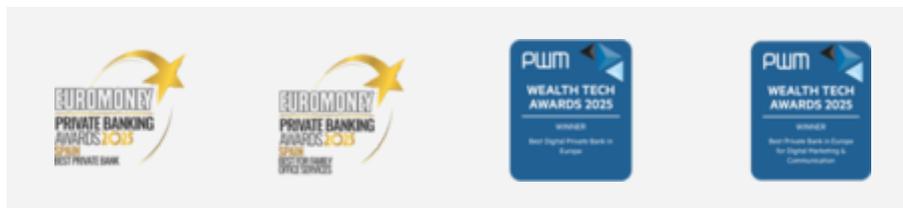
### MILESTONES IN 2025

- | **A record high was reached in independent advisory assets**, exceeding 50,000 million euros under management and close to 14,500 clients, representing around 33 % of CaixaBank Wealth Management's total assets.
- | **CaixaBank Wealth Management Luxembourg** marked its fifth anniversary, having exceeded **5,000 million euros in business volume**.
- | **OpenWealth** consolidated its position as a benchmark in the management of large fortunes in Spain, exceeding 10,386 million euros in assets under supervision and recording significant growth compared with the previous year, reaffirming its ability to attract and retain clients in the Ultra High Net Worth segment.
- | **The rollout and consolidation of the GPS platform** across the Wealth Management commercial network. This platform enabled the launch of the new **Advisory** GPS service, which during the year was taken up by more than 2,500 clients, reaching a balance of over 700 million euros, one third of which represents new money from other institutions.

**\_MAIN FIGURES**



**\_WIDE RECOGNITION DURING 2025**



**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 Wealth Management customers **an end-to-end 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. Charitable causes**

Selection of projects addressing high-impact challenges for different social causes, including the following (*see section “Social Action”*):

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

**€1.4 M**  
Raised

**2. Outreach, dissemination and recognition**

A line of action aimed at creating a reference framework to bring knowledge and information on philanthropy closer to customers.

This line’s core actions include:

- | **Research, analysis and publications.** Studies.
- | The promotion of **collaboration and the sharing of best practices.**
- | **Meetings and events.**
- | Recognition of clients’ track records in philanthropy. **Philanthropy awards.**



Highlights in 2025:

- | **The celebration of the eighth edition of the Philanthropy Awards:** granted annually with the aim of highlighting the philanthropic projects carried out by CaixaBank customers. In 2025, a total of 227 applications were submitted, contributing to areas such as health research, education, the integration of vulnerable groups and socio-economic development in rural communities, among others.
- | The launch of **Tesauro**, a unique dictionary within the ecosystem that explains 20 concepts related to philanthropy in a highly visual way. The Thesaurus systematises and explains the main forms of philanthropic engagement in Spain, contributing to a better understanding of their modalities, scale and impact.

### 3. Sustainable and Impact Investment

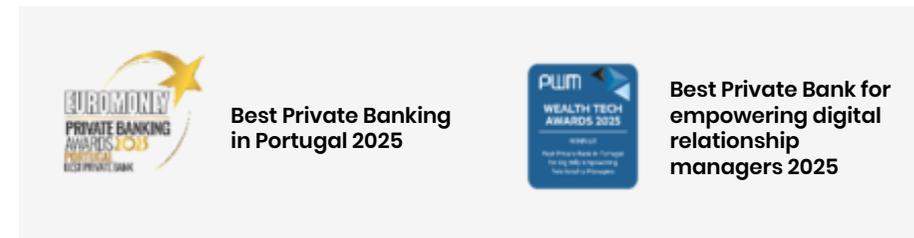
Sustainable investment remains a priority for CaixaBank and, accordingly, it continues to pursue the vision of offering clients products that have a positive and measurable impact on people and the planet, while enabling the creation of a better world over the long term without sacrificing returns (*see section “Sustainable Finance”*).

## Business in Portugal

Diversifying portfolios and boosting business

- | **Increased portfolio diversification** (+€710 million) in a very challenging market environment and consolidation of the advisory service with growth of 15 % to more than €6,000 million and of the Wealth service, which now has close to €2,400 million under management.
- | **Launching projects focused on strengthening customer relations:**
  - | **AENOR certification earned:** harmonisation of commercial operating processes. First certified Private Banking institution in Portugal.
  - | **Implementation of Salesforce,** IT solution to optimise day-to-day sales and team management.

BPI Private Banking has been honoured with **6 international awards**. Worth particular note were the five awards obtained at the *Global Private Banking Awards* organised by *Euromoney*, where it was named “Best Private Banking in Portugal 2025” for the third year running. It was also named “Best at *Empowering Relationship Managers*” for Private Banking in Europe at the *PWM Tech Awards* and “Best CRM Initiative” at the *Global Private Banker Wealth Tech Awards*.



## BUSINESS BANKING

*Business customers up to €500 M in turnover.*

CaixaBank Business runs an **exclusive model for looking after companies**, having cemented 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 at 214 centres distributed throughout Spain, with **214 centers distributed throughout Spain, where it has 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:** serve legal entities with a turnover of between €2 million and €500 million.
- | **SME Store centres:** serve legal entities with turnover of less than 2 million euros.
- | **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.
- | **Day One centres:** specialising in providing services to start-ups, scale-ups and their investors, getting closer to their concerns, dynamics, needs and speed of development.

An increase in market share, the financing of sustainable transactions and projects, and digitalisation were the segment's priorities in order to **support companies' sustainable growth and drive their transformation**.

### \_MAIN FIGURES

**€68,465 M**

in investment

€64,368 M in 2024

**214 Centres<sup>1</sup>**

Dedicated exclusively to companies and SMEs; more than **2,200 professionals**

226 in 2024

### Leaders

**34.2 %**

Received

Share of international guarantees in Spain

36.3 % in 2024

**32.5%**

Issued

33.6 % in 2024

**26.3 %**

*Factoring and reverse factoring*

24.9 % in 2024

### SMEs

**589**

SME segment managers

596 in 2024

In 2026, the **Business Banking service model evolves** to provide more personalised and specialised service, ensuring support for companies' growth and competitiveness in an increasingly demanding environment.

The new model **redefines corporate segmentation and assigns dedicated relationship managers and specialised services based on each company's profile**, potential and needs, in order to deliver a closer, more efficient and more proactive service. To this end, Business Banking is organised into four segments, based on criteria such as turnover, sector of activity, current value, growth potential and level of investment: micro, small, medium-sized and large enterprises.

<sup>1</sup> Includes 142 business centres and 72 SME Stores.

## MILESTONES OF 2025

- | **Partnership agreement with CEOE** (Spanish Confederation of Business Organizations) to make available to member companies a **€45 billion financing facility** over the 2025-2026 period.
- | **6 Coffee & Break** sessions were held with clients, attended by 635 clients, and **5 Talks** with 1,898 attendees. In addition, the **Puerta al Exterior forums** were held in seven cities, with the participation of more than 200 companies.
- | The **9th edition of the CaixaBank Premio Empresaria** was held to recognise female entrepreneurial talent.
- | **Launch of new products**, including the **Supplier Credit for exporters**, the **Travel Business prepaid card** to facilitate business travel for professionals, SMEs and self-employed individuals, and the online product **Ready to Finance**, which enables the financing of taxes and mass payments. Likewise, a new range of acquisition-focused products was introduced (discounted loans and a no-fee account for the online channel).
- | **Launch of new services**, such as **Inblock**, the new platform that validates invoices using blockchain, and the **Beneficiary verification** service within the SEPA area prior to authorising a transfer.
- | **New operating model for the corporate HUB** that centralises key processes, optimises resources and improves coordination between teams, driving more efficient, collaborative and results-orientated management.
- | **The rollout of remote signing**, with the use of digital signature as an agile, secure and efficient solution that allows customers to sign from anywhere, at any time.
- | **Training** sessions were held with corporate teams to support ongoing development, strategic alignment and the enhancement of key skills.
- | An **agreement was signed with CESCE** (Spanish Export Credit Agency) to provide coverage for transactions aimed at supporting the internationalisation of Spanish companies.

## SUSTAINABILITY BOOST

As part of its commitment to sustainability, CaixaBank Empresas has a dedicated sustainability team, with representatives in all Territorial Directorates, designed to provide a comprehensive service and tailored support to companies on their journey towards a more sustainable and decarbonised industrial model.

In this regard, during 2025, Business Banking continued to **promote sustainable financing** (see section “**Sustainable Finance**”). Likewise, client participation in various social programmes, such as **GAVI** or **Incorpora**, was promoted (see section “**Social action**”).

## FINANCING FOR COMPANIES

In 2025, market **leadership in transaction banking was maintained and further consolidated**. This leadership is reflected in CaixaBank’s position in this area:

- | Leaders in **factoring and reverse factoring** solutions, holding a 26.3 % market share as of December 2025.
- | **A benchmark in international trade**, supporting companies in their international expansion and participating in the main events and forums.
- | Leaders in **international guarantees**, both received and issued, with market shares of 34.2 % and 32.5 %, respectively. It also **ranks first in documentary export credits**, with a market share of 30.2 %.
- | **As a pioneering bank in the field of collections and payments**, it is the only domestic bank to offer the Request To Pay service and **leads the way in outgoing instant transfers**, with a market share of 26.7 %.

Further highlights in 2025 include the fact that **commercial loans and leasing solutions** were among **the main drivers of investment growth** in Business Banking, with year-on-year growth of 6.8 % and 9.0 %, respectively. Likewise, investment in guarantees recorded a very positive performance, with growth of over **7.9 %**, both in domestic guarantees (**+7.2 %**) and international guarantees (**+10.9 %**). In the **Treasury** area, progress was made in diversifying revenues through foreign exchange and commodities hedging solutions, helping clients to keep their costs under control in a context marked by heightened geopolitical uncertainty.

## Business in Portugal

### Support for companies and financing

- | **Strengthening the offer to support companies.** Worth particular mention is the new BPF *Invest Export* line, which offers financing to support internationalisation; the new PDR 2020 cash management line, aimed at the agricultural sector, to support the cash management of companies linked to agri-food production and processing; and the reinforcement of the BPF InvestEU line, to support investment and the competitiveness at companies.

### Knowledge promotion, training and dialogue

- | **Webinar on macroeconomics.** It aims to share perspectives on the current economic context.
- | **"Liderança feminina: a inspirar carreiras"** meetings with testimonies by female leaders.
- | **BPI Customer Meetings.** Especially aimed at SMEs. The meetings promote dialogue and the exchange of knowledge. Sessions on cybersecurity and corporate governance were held in 2025.
- | **Business with the World,** sessions on international trade organised with specialists from BPI and CaixaBank (Algerian, American and Chinese markets).
- | **'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. Presentation of the National Water Prize to a Portuguese project.

### Boosting innovation

- | **Energy efficiency programme for SMEs.** It seeks to support companies in optimising their energy resources, increasing their competitiveness and contributing to a sustainable future.
- | **Support for innovation:** launch of new editions of awards and statutes that promote the economy, highlighting: COTEC Innovative Statute, National Innovation Award, Empreende XXI Awards, BPI Mulher Empresária Award and National Agriculture Award.

## Transition to a sustainable world

- | **Green talks on sustainable financing.** Cycle of internal training sessions with the aim of establishing the knowledge bases to promote sustainable financing.
- | **BPI/CBRE Alliance** for the sustainable transition in the real-estate sector. It aims to support real estate investors in the process of sustainable transition, with a focus on the construction and renovation of commercial real estate.
- | Boosting **sustainable finance**, with lending to support energy efficiency, decarbonisation and business innovation, consolidating the role of BPI as an agent of the sustainable transition.

## Operational excellence

- | **Renewal of the AENOR** quality certification, confirming the excellence of the service offered by BPI's Business Banking division.
- | **Integration of the SIBS ESG Portal in BPI Net Companies**, allowing companies to access sustainability information and tools directly via *homebanking*, reinforcing digitalisation and responsible management.
- | BPI was honoured at the **Euromoney Awards for Excellence** with three major awards for its business banking.

## \_RECOGNITIONS IN 2025



## 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*, offers different specialised solutions for the hotel and tourism sector. 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. CaixaBank *Hotels & Tourism*, currently has a total loan portfolio for the tourist accommodation sector of 10,000 million euros and close to 13,400 customers.

### 2025 Milestones

- | **Start of international hotel financing activity** with branches in London, Milan, Frankfurt and Paris.
- | **Renewal of the CEHAT agreement** with a line worth 2,500 million euros (an increase of 200 million euros compared to the previous year).
- | **A strong boost to the SME segment**, with numerous meetings with hoteliers throughout the country that have resulted in a very significant growth in production, specifically 37 % in the number of operations and 64 % in the amount granted up to December.
- | **The Bank's commitment to promoting sustainable production remains unchanged.** In 2025, with a record level of more than €4,312 million in credit granted, of which €800 million was in sustainable lending to this sector, reinforcing the strategy to support sustainable and responsible tourism (*see section "Sustainable finance – Sustainable business"*).
- | CaixaBank has been present at the **main tourism events and forums** at national and regional level, supporting and promoting the sector.



CaixaBank Real Estate & Homes is the CaixaBank brand created to promote specialisation in the **real estate development sector and consolidate the service it provides to companies in this sector.** From the Real Estate Business Centres, with more than **160 specialised professionals**, providing coverage across the entire country.

In 2025, real-estate projects for both sale and rent were financed in excess of **€3,310 million**. These projects entail the construction of more than **11,986 housing units**, to be completed over the next few years and to help to meet current market demand and need.

In 2025, advice was provided to the developer throughout the construction process, from the start of construction to completion and delivery of the housing units, with more than **€700 million** of financing being extended to the buyers of these housing units through the subrogation of the developer's loan.

### Milestones in 2025

- | The commitment to sustainability has been maintained, with more than **€1,484 million** in financing aimed at **green and social developments** (*see section "Sustainable Finance – Sustainable Business"*).
- | **Highly trained team adapted to a constantly evolving market.** During 2025, training courses were held on new construction models and the use of AI applied to the sector.
- | **Sign-off of the ICO MRR line**, to facilitate the financing of social and affordable rental housing units.
- | Participation in **29 events** across **13 locations**, attended by more than **39,000 participants**, and the holding of the **2nd Real Estate Homes Convention**, with the participation of 300 sector specialists.



*DayOne is CaixaBank's specialised banking service, created to support and accompany young, fast-growing companies with a global reach.*

**DayOne** offers a specialised banking service for technology and innovative companies and their investors. Its strategy redefines the connection to the ecosystem and transforms the way it interacts with *startups*, *scale-ups* and investors, aligning with their concerns, needs and pace of growth. It has tailored products and services and offers specialised solutions for the innovation ecosystem. It also connects customers with key players and *stakeholders* at *innovation* hubs, facilitating their access to global markets and strengthening their strategic relationships.

It also has **Venture Debt**, a strategic financing alternative that allows growing technology companies to access capital without diluting the founders' stake, complementing venture capital rounds. CaixaBank *DayOne* thus supports the potential of innovative companies at every stage of their development.

To this end, it has **more than 35 financial consultants specialising** in foreign trade, cash management and financing, as well as in asset management, investment banking, A&M and *fundraising*, accompanying each customer at every stage of their expansion and providing expert advice.

Likewise, its **DayOneHub** centres, located in Barcelona, Madrid, Valencia, Bilbao, Málaga, Murcia and Zaragoza, act as exclusive meeting points for talent and capital. Through participation at private events and meetings, it regularly connects its customers with strategic high value-added partners.

### Milestones in 2025

- | Consolidation as a financial partner of the innovation economy, with a tenfold increase in customers since 2017.
- | Focus on the **new lines of financing for companies** of the DayOne ecosystem to boost innovation (InvestEU).
- | **Boosting Venture Debt** activities for scaleup customers to support their growth.

### EMPRENDE XXI AWARDS



*Since its inception in 2007, the initiative has invested €9.9 M in cash awards and actions to support entrepreneurs, benefiting over 560 companies*

The **EmprendeXXI Awards** are an initiative promoted by **CaixaBank**, through its specialised **DayOne** division and awarded in collaboration with **ENISA** in Spain and with **Banco BPI** in Portugal. They were created a view to **promoting, supporting and recognising the technology-based and innovative** start-ups with the greatest growth potential in Spain and Portugal.

### Emprende XXI Awards - 2025 Edition

The call for submissions for the 19th edition of the PEXXI Awards ended on 10 December. The awards ceremony will take place in May 2026.

**1,006**

Participating companies from Spain and Portugal.

**960 in 2024**

**€0.9 M**

In prizes (cash, international training and visibility).

**€0.8 M in 2024**

At this edition, **19 regional prizes** will be awarded, one for each Autonomous Community in Spain and 2 in Portugal as well as **8 Tomorrow's Challenges Awards based on 3 categories** to identify projects with a real impact on the economy, people and the planet:

- | **Business Transformation:** Driving innovation with a transformative impact for companies, professionals and the market.
- | **Human Well-being:** Focus on solutions for a good physical and emotional quality of life for people, with a real impact on their daily lives.
- | **Living Planet:** Commit to innovative solutions that contribute to the ecological transition and sustainability.

In addition, **2 runners-up prizes will be awarded for Disruptive Innovation and Corporate Impact.**

## CORPORATE & INVESTMENT BANKING



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

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 the relationship with national and international corporate clients with the fundamental purpose of becoming their financial provider of reference. They are fundamental pillars for this purpose: sector-based segmentation, a presence in Madrid, Barcelona and Bilbao, close client relationships, and a broad, differentiated range of structured finance products. It is also active with multilateral organisations and entities, both national (such as the 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 Business Banking customers operating abroad and to large foreign corporates in their countries of origin through its **26 international points of presence and almost 300 professionals**.

**Institutional Banking** serves public and private sector institutions through a value proposition that combines highly specialised teams, proximity to customers and a comprehensive set of financial services and solutions tailored to their needs through 13 institution centres and **more than 122 professionals**.

<sup>1</sup> Instituto Oficial de Crédito. (Corporate State-owned Entity)

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

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

### \_KEY FIGURES 2025

€115,022 M

in investment

€106,040 M in 2024

€23,191 M

Sustainable financing

€19,530 M in 2024

€15,595 M

Financing to commercial banks in the field of representative offices

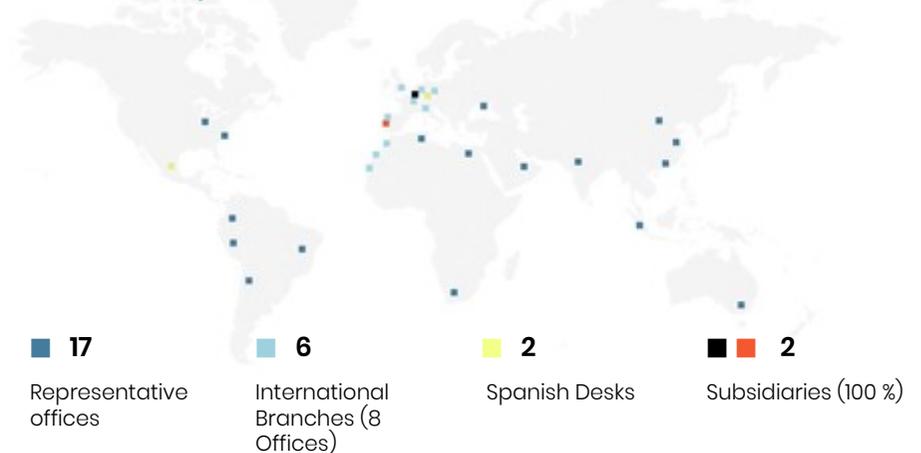
€12,994 M in 2024

€5,619 M

Investment in *asset finance*

€5,881 M in 2024

### International presence



The team of

>300

Professionals in 24 different countries

Agreement with

>1,550

Correspondent banks

MILESTONES IN 2025

- | There has been a significant increase in **fee and commission income linked to specialised lending operations**, reflecting the high level of activity in the year.
- | The increasing focus on **international business**, can be seen in factors including the 21% increase in business volume at International Branches,
- | In terms of the market for **syndicated loans**, 2025 was a strong year in terms of activity. Although activity was subdued during the first half of the year due to global geopolitical factors, such as tariff policies, transaction volumes have increased compared with previous years, with a greater presence of corporate refinancings than in other periods, as well as financing focused on energy transition projects.
- | CaixaBank maintains an outstanding **first position by volume as bookrunner** in the Spanish market, according to the main agencies (Refinitiv, Dealogic and Bloomberg) and has participated in practically all the most important transactions of the year.
- | Investment was boosted in **Commercial Real Estate**, with particular dynamism in the residential market and living, as well as the resurgence of offices and Retail operations. The Real Estate team once again led the Spanish market and advanced in its international expansion with operations in the UK, Italy, France and Portugal.
- | **Transactional Banking** continues to strengthen its development, which has resulted in greater agility and the capture of unique operations with longer average maturities. During 2025, **the Sustainable Supply Chain Finance (SSCF)** product was launched, which sees suppliers with the highest ESG commitment benefitting from better financing conditions. This product, which won the "The Innovation of the Year" award at the IMPACT Investment Awards 2025 of Environmental Finance, is an innovative proposal and positions CaixaBank as a benchmark in sustainable financing.

- | **CaixaBank consolidated its position as the world's leading bank in reverse factoring**, in the programmes of the Inter-American Development Bank (IDB), the International Finance Corporation (IFC) and the Asian Development Bank (ADB) and was ranked amongst the top 3 at EBRD, the European Bank for Reconstruction and Development. These programmes cover key sectors such as renewable energy, energy efficiency, industrial recycling and sustainable agriculture.
- | **The commitment to the institutional sector was reinforced as part of a strategy focused on sustainability, financial inclusion and service excellence.** A demanding pricing policy has been maintained for public sector investment in a highly competitive environment, while training in key areas such as cybersecurity has been promoted, helping to improve the digital risk protection of institutional clients and to strengthen their technological culture.
- | **Support for the voluntary sector and social institutions** has been consolidated, offering adapted financial solutions and promoting training programmes that reinforce their management capacities and social impact.
- | CIB maintains its **firm commitment to sustainability** and has a specialised team to offer an end-to-end service and personalised support to large corporations in their transition towards more sustainable and decarbonised industrial models. Throughout 2025, sustainable financing was further promoted, as discussed at greater length in the **"Sustainable finance" section**.



## DISTRIBUTION MODEL

CaixaBank has an *omnichannel distribution platform* tailored to its clients' preferences.

CaixaBank continues to develop its distribution model. A model designed to respond to the new needs and preferences of its clients in a constantly evolving environment. In this context, **the Group is moving forward with the modernisation and redesign of its digital channels to enhance the customer experience, boost digital sales and develop new capabilities.** These initiatives make it possible to simplify processes, increase customer autonomy and offer more agile, personalised and secure solutions, while at the same time strengthening operational efficiency and the adaptability of the commercial model.

The complementarity of digital and remote channels with the **largest physical network in Spain** strengthens the Group's ability to deliver a comprehensive service, combining physical proximity with the flexibility of non-face-to-face channels.

Looking ahead, CaixaBank will continue to promote specialised and personalised service, underpinned by the upskilling of its teams, advanced use of technology and the integration of all its channels. This approach makes it possible to consolidate a balanced, sustainable and customer-centric distribution model, strengthening the Group's value proposition and contributing to the achievement of its strategic objectives.

**\_AN OMNICHANNEL PLATFORM WITH THE MOST EXTENSIVE BRANCH NETWORK IN SPAIN, COMBINED WITH BEST-IN-CLASS REMOTE AND DIGITAL RELATIONSHIP MODELS.**



**BRANCH NETWORK**

Customers who prefer face-to-face contact

**IN-PERSON**

**CaixaBankNow**



**WEB + MOBILE**

Fully autonomous or omnichannel digital customers



**Connecta**

**REMOTE MANAGER**

Customers who prefer a remote manager

**REMOTE**



**DIGITAL – neobank experience**

"Mobile" young customers  
Simplified offer including non-financial services

## PHYSICAL NETWORK

### BRANCH NETWORK

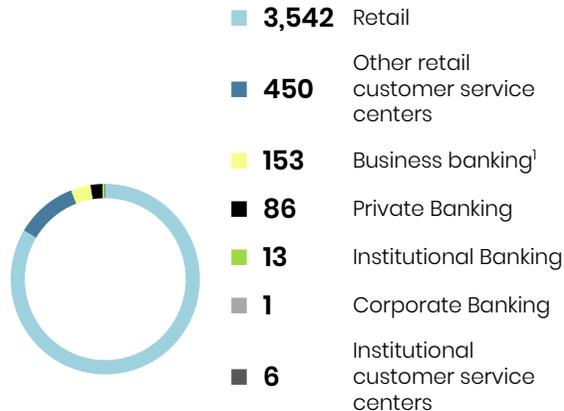
CaixaBank has the **most extensive branch network in Spain, with 3,542 retail branches**. In recent years, the branch network has remained stable, with only minimal adjustments, mainly in urban areas and associated with the rollout of the Store branch model. In this context, CaixaBank maintains its commitment not to withdraw from any municipality across the entire national territory.

In addition, CaixaBank has continued to promote and expand its mobile branch service.

CaixaBank's **branch model** is divided into **urban and rural** formats, adapting to the characteristics and needs of each environment in order to ensure close, specialised and efficient service.

In **Portugal**, the bank remains firmly committed to maintaining a significant physical branch network, which ranks among the most extensive in the country. Likewise, in Spain the branch network has undergone a **gradual reduction in recent years**, particularly in urban areas with high levels of digital adoption.

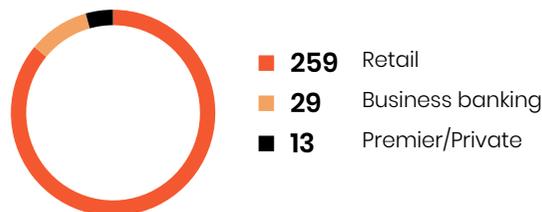
### \_SPAIN BRANCH NETWORK



**4,251 branches<sup>2</sup>**

4,280 in 2024

### \_PORTUGAL BRANCH NETWORK

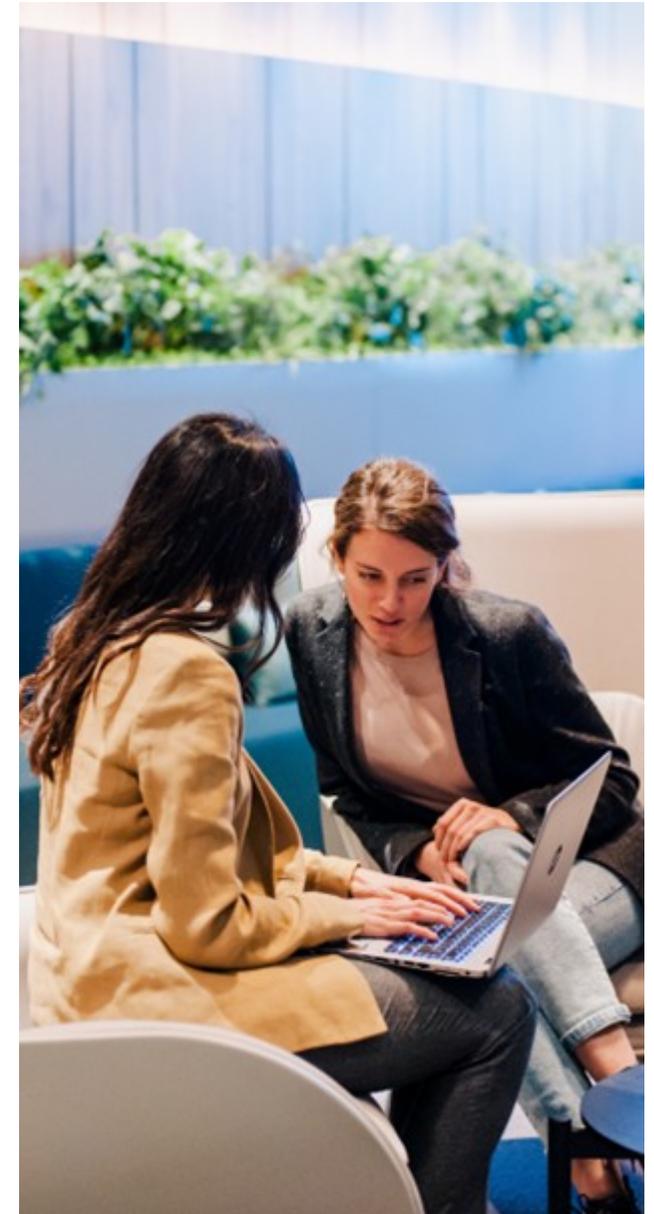


**301 branches**

303 in 2024

<sup>1</sup> Includes 142 Business Centres and 11 Promoter Centres.

<sup>2</sup> Excludes international branches (9) and representative offices (17).



### Urban model

CaixaBank continues to focus on its urban Store branch model, with 923 branches as at December 2025. These branches, which are larger than conventional branches, offer a differentiated customer experience thanks to:

- | Uninterrupted opening hours in the mornings and afternoons.
- | Teams of specialised managers.
- | An expanded offer of commercial and technological services.

CaixaBank also has flagship centres under the **All in One** concept, fusing design, technology and expert advice. These spaces offer co-working areas and training activities, strengthening ties with clients in an innovative environment. Currently, in Spain, there are All in One centres in Barcelona, Valencia, Madrid, Ibiza, Burgos, Castellón, Segovia, Pamplona, Santa Cruz de Tenerife, Las Palmas de Gran Canaria and Murcia.

### Rural model

CaixaBank has **1,397 rural branches** in towns with fewer than 10,000 inhabitants and **442 “Ventanillas” (Counters) in rural areas**. It also happens to be the only bank with a branch model presence in **463 municipalities**. This network is complemented by **29 mobile offices**, which cover **1,413 towns in 17 provinces** (see section “Proximity”).

### SPECIALISED OFFICES

CaixaBank’s specialised branch model forms part of its commercial segmentation strategy and its approach to adapting the physical network to the different needs of its customers.



ATM NETWORK

CaixaBank's self-service network is now the largest in the country, with over 11,000 ATMs nationwide, offering up to 250 different transaction types. ATMs enable transactions to be carried out **24 hours a day, 365 days a year**, through a fast and intuitive experience with enhanced security for each transaction.

In 2025, CaixaBank carried out various **initiatives aimed at optimising the operation of the ATM network**. Among the measures adopted, particular emphasis was placed on defining new error messages on ATMs, thus helping customers to understand possible incidents and successfully complete their transactions. Meanwhile, *Customer Journeys* are being adapted in line with the new accessibility regulations, and progress is being made in improving network monitoring and management in order to increase availability.

**More than 6 % improvement in customer ratings of the channel in the last year.**

Moreover, **CaixaBank strengthened the functionalities of its ATM network by incorporating a new service that allows outstanding debt payments<sup>1</sup>** to be made quickly and autonomously, either in cash or by transfer. Their design is intended to absorb part of face-to-face transactional activity, freeing up time for relationship managers and improving operational efficiency.

The service is available 24 hours a day, seven days a week across the entire ATM network and will be expanded to also allow payments of loan and credit card debt. In addition, the option to make these payments at the counter with personalised service will be maintained.

<sup>1</sup> Includes the payment of bills, taxes, fees and fines, as well as the regularisation of outstanding or returned amounts.



CaixaBank maintains its commitment to **improving the quality of its ATM network** by promoting new initiatives focused on optimising its operation and enhancing the efficiency of customer service.

11,034

ATMs in Spain

1,238

ATMs in Portugal



DIGITAL CHANNELS – WEBSITE + MOBILE

# CaixaBankNow

CaixaBank brings together all the Group's digital services under a single concept.



*Leader in digital channels*

CaixaBankNow is CaixaBank's digital banking platform, available both via the mobile app and online banking website, enabling customers to manage all their financial transactions remotely and securely, with 24-hour availability.



**\_ BREAKDOWN OF DIGITAL CUSTOMERS**

**12.7 M**

Digital customers – Spain  
**12.1 M in 2024**

**1.0 M**

Digital customers – Portugal  
**1 M in 2024**

**Breakdown of digital customers in Spain**



41 % ■ 100 % digital  
59 % ■ Omnichannel



68 % ■ Mobile  
16 % ■ Mobile + web  
16 % ■ Web

**Breakdown of digital customers in Portugal**

**0.8 M**

Regular Digital Banking use  
**0.3 M in 2024**

**0.8 M**

Regular users of the BPI App  
**0.8 M in 2024**

**Intensity of digital use**

**5.4 M**

customers connect daily<sup>1</sup>  
**5.2 M in 2024**

**2.4 M**

Top Heavy Users<sup>2</sup> in Spain  
**2.2 M in 2024**

**Mobile channel in Spain**

**5.1 M**

in mobile phone purchases  
**3.4 M in 2024**

**8.0 M**

cards downloaded to mobile phone  
**5.5 M in 2024**

<sup>1</sup> Daily volume of individual customers who connect to digital channels, as an average over the past six months.  
<sup>2</sup> Customers who have connected to digital channels more than 130 days during the past six months.

**Awards and recognition**



Best Digital Bank in Spain 2025



Innovative European Bank of the Year 2025



Best Digital Private Banking Institution in Europe 2025

## REMOTE MANAGER



Due to its characteristics, it is a relationship model that is particularly suitable for the Group'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.

**The customer has a reference manager** who can be contacted, 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.

**7.6 MM**

Customers within the Connecta relationship model

3.3 M in 2024

**2,488**

Employees at Connecta

1,897 in 2024



*The remote digital relationship model is consolidating as one of the main axes of the relationship with the customer, allowing a more fluid and efficient experience. This approach responds to a customer with a digital profile, low branch usage and limited time availability.*

### KEY MILESTONES IN 2025

- | **Implementation of the BPA Model (Shared Customer Management).** An operating model has been established that enables the joint management of CaixaBank and imagin customers, with the aim of optimising efficiency and extending commercial coverage.
- | **Promoting the imagin model.** Lines of action have been defined to match the capabilities of CaixaBank's and imagin's value propositions, with the consolidation of the personal manager model in imagin and the development of specific management tools for imagin.
- | **The integration of Artificial Intelligence – AgentForce project (Salesforce).** The rollout of artificial intelligence solutions applied to commercial management has begun.
- | **Deployment of the CoBrowsing Service.** A tool has been implemented that enables real-time screen sharing of the NOW App between the client and the relationship manager.
- | **Development of the HolaBank and AgroBank Models.** A remote service model has been created with specialised managers for the HolaBank and AgroBank segments.



*imagin is the leading neobank among young people in Spain, supported by CaixaBank and with a clear vocation to have a positive impact on society.*

**imagin, 100 % digital banking with 4 M customers**

**3.1 M**

Adults

**\_APP IMAGIN**

**52.5%**

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

**86.1 M**

monthly logins to the app

**10.7 M**

monthly Bizum transactions via imagin

**8.8%**

Payroll market share

**54.3%**

customers with directly paid income

**0.9 M**

Minors

**\_APP IMAGINTEENS (12-17 YEARS OLD)**

**29%**

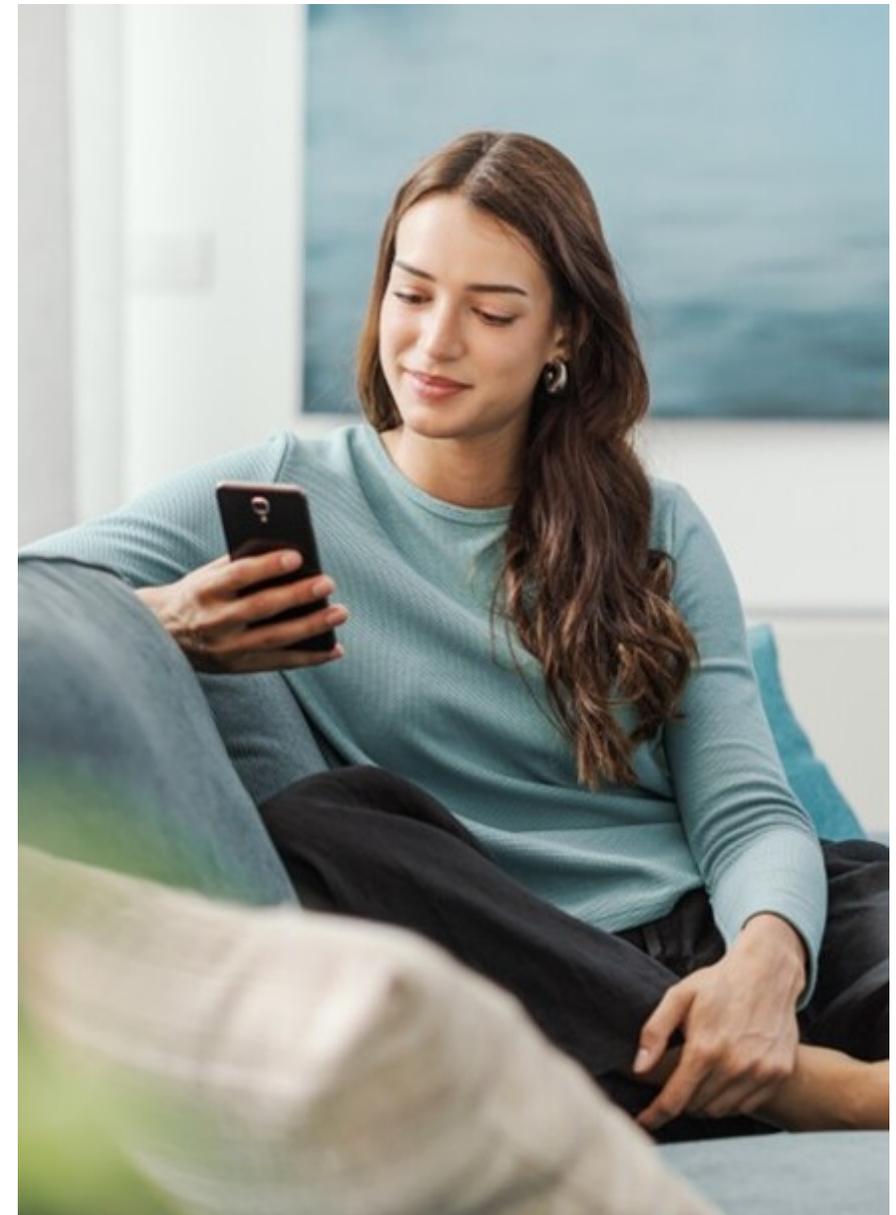
imaginTeens users access the app more than three times a week

**3.1 M**

Monthly logins to the app

**0.3 M**

monthly Bizum transactions via imaginTeens



## EXTENDING THE VALUE PROPOSITION

With the aim of **increasing customer engagement and supporting them through the various needs that arise throughout their life cycle**, the portfolio of financial products was expanded in 2025. Among others, the following products have been launched:

### 1. SAVINGS AND INVESTMENT

- | **Bitcoin ETP:** 1st cryptocurrency product.
- | **Enhancements to the broker service**, including the introduction of limit orders for shares and ETFs and an expansion of the product catalogue.

### 2. PAYMENTS

- | **Travel card:** consolidation of the debit card with travel-related benefits, including non-euro currency purchases and commission-free international cash withdrawals for customers aged 12 to 25 and those aged >26 with a salary account.
- | **imagin e-Card:** prepaid card for making online purchases securely.
- | **Homepay:** money remittance service abroad (Colombia and Peru).
- | **Bizum Teens:** transactions available for adolescents aged 12 and 13.

### 3. ENGAGEMENT

- | **Cashback programme:** service enabling savings on selected brands when paying with imagin cards.

### 4. CONSUMER

- | **Used vehicles:** purchase and financing of second-hand vehicles.
- | **Facilitea Casa:** real estate portal for searching, buying or renting homes and accessing other related services.
- | **Mortgages:** opening of new agreements with Autonomous Communities to offer financing of up to 90 %.

11

Active agreements

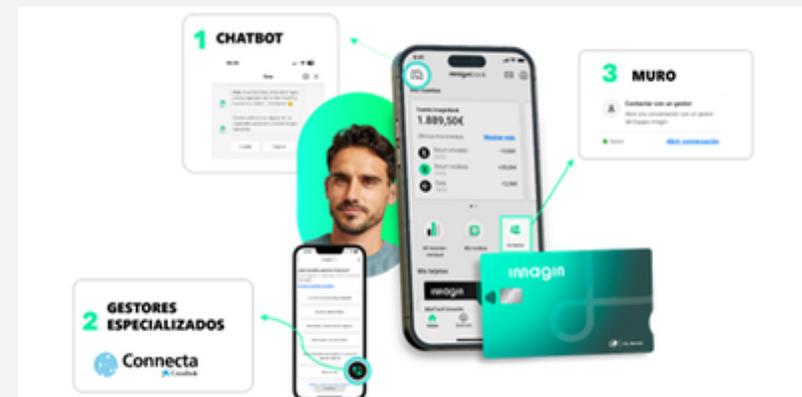
- | **Skills & Education Loans:** expanding presence within Spanish university campuses.

45

Agreements with universities and vocational training centres

## CONSOLIDATING A NEW REMOTE MANAGEMENT MODEL

In 2025, a significant transformation has been carried out in the **customer service and relationship model of imagin**, consolidating the remote management model. This new model has allowed for greater personalisation and proactivity in accompaniment, reinforced by a **team of specialist managers** (Connecta) and **new communication channels**, such as the wall or the chatbot.



SUSTAINABILITY, TRAINING AND SOCIAL VALUE

**Certified B Corporation** **imagin renewed its B Corp certification with a score of 88.6 points (+8.6 points compared with the initial certification), thereby reinforcing its commitment to a conscious and responsible business model.**

**Commitment to sustainability**

imagin, through its **imaginPlanet** programme, promotes **positive-impact initiatives aimed at conserving the natural environment and creating social value.**

**Conservation of seas and oceans**

**300 tonnes**

CO<sub>2</sub> offset by imaginPlanet impact programmes in 2025

**20,000**

Corals protected under the 'Med Coral' programme. **180,000 since 2023.**

**"Proyecto Fluye"**

In 2025, imagin launched a **national plan for the regeneration of river ecosystems in Spain**, with the aim of intervening at the source of the impact before waste reaches seas and oceans. The Plan entails two lines of action: waste removal and replanting of vegetation.

**304 tonnes**

Waste removed

**658**

Volunteers

**Commitment to financial literacy and entrepreneurship**

**imaginPlanet Challenge**

In 2025, the 5th edition of the imaginPlanet Challenge programme took place, in which young people develop business ideas with a positive impact. The winning team, Myko, proposes transforming organic waste into sustainable and biodegradable materials.

**4,118**

Participants in the 5th edition

**618**

Participating teams in the 5th edition

**+12,000**

Alumni

**imaginAcademy**

The imaginAcademy programme **aims to bring finance closer to young people in an accessible, direct and engaging way (see section the "Financial culture").**



# Technology and digitisation



CaixaBank, within the framework of the Strategic Plan 2025–2027, aims to **accelerate investment in IT in order to support business growth.**

CaixaBank continues to drive its technological transformation as a strategic lever for growth and improved commercial efficiency. **Investment in technology of more than €5 M between 2025 and 2027**, with the Group defining an ambitious plan focussing on three priorities:

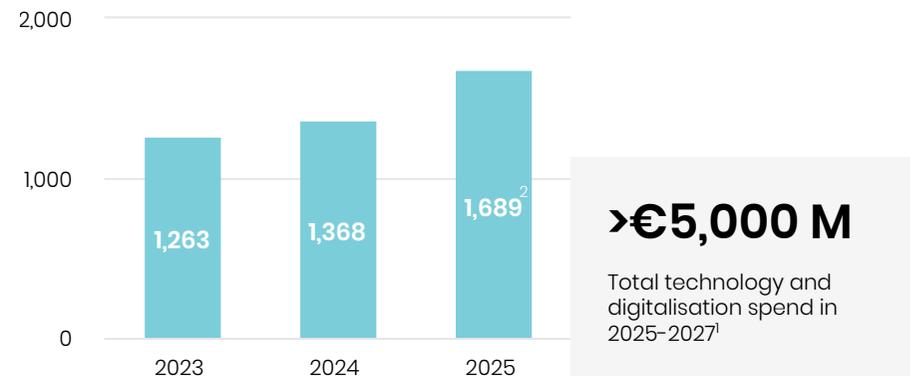
- | **Drive agility, service and business potential**, through channel renewal, application modernisation and process simplification.
- | **Continue to develop cutting-edge capabilities to improve business intelligence and operational efficiency**, by accelerating the adoption of the *cloud*, integrating artificial intelligence and attracting the best talent.
- | **Increased resilience and flexibility**, through improved cybersecurity architecture, performance and standardisation of technical and functional architecture and the optimisation of back-office processes and monitoring.

To achieve this, the Group will rely on the following cross-cutting levers:

- | **Accelerate the adoption of the cloud** (scalability, agility and efficiency).
- | **Strengthen and internalise key competences**, with the recruitment of 1,000 IT professionals within the horizon of the Plan.
- | **Scale the adoption of generative artificial intelligence** and new technologies to transform operations and increase productivity, with solutions ranging from virtual assistants for customers and employees to tools for process automation and code generation. These initiatives reduce response times, improve customer experience and optimise operational efficiency.

In recent years, **investment in technology has been a key pillar of CaixaBank's strategy**, which has improved infrastructure resilience, agility and commercial efficiency.

## \_INVESTMENT IN TECHNOLOGY AND DEVELOPMENT (€ M)



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

<sup>2</sup> Includes, among others, €550 M corresponding to IT developments, specifically software additions mainly developed by third parties (see note 16.2 Other intangible assets in the consolidated financial statements).

## COSMOS PLAN

Within the framework of the second line of the 2025–2027 Strategic Plan, CaixaBank has launched **the Cosmos Plan** (2025–2030), designed to scale up the transformation of the Group’s operational and technological model and with the ambition of covering four major objectives:

1. **Capacities for enhancing the agility of the business.** (Re)inventing our business processes and channels with a dedicated model for the interaction and management of our customers and business, enabling new income streams.
2. **Develop new cutting-edge capacities.** Modernising our technology, making it more agile, flexible and resilient by leveraging Data and AI and new capabilities to adapt to the needs of our business.
3. **Operational excellence and efficiency of the cost model.** Seeking operational excellence and efficiency as part of our cost model to focus on continuous improvement and service for our business operations.
4. **Strengthening existing systems.** Strengthening our technology platform with the highest security standards to make it more agile, flexible and resilient.

Cosmos not only drives technology, but also the performance of the operational and people model, consolidating a secure, flexible and resilient platform allowing CaixaBank to maintain its leadership and face the challenges of the future.



## 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 and use experience.

In 2025, CaixaBank continued to focus on **strengthening resilience measures**, aimed at improving the availability and response times of channels and the cross-cutting infrastructures that support them. In parallel, measures have been implemented to contain consumption and the associated cost, despite the increase in the volume of transactions. To this end, the use of infrastructure has been optimised and more efficient and cost-effective state-of-the-art technologies have been incorporated, such as the referral of query transactions to the cloud.

The **continuous improvement of the IT infrastructure** is a pillar of the Group’s management. There are 3 high performance data processing centres (DPCs) that cover the needs of the business and are continuously evolving to increase their efficiency and level of resilience to new risk scenarios, including cyber resilience (*see section "Cybersecurity"*). In this regard, based on CaixaBank’s commitment to sustainability, the electricity consumption of the DPCs is stable with a downward trend, as a result of the actions carried out for this purpose.

Additionally, there’s a **persistent push towards cloud migration** with a view to lowering 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-premise environments.

### 4.2

QUALITY and RESILIENCE. CSF indicator.

Continuous improvement of the IT infrastructure allows processing ever increasing volumes.

**315,537 M**

Transactions processed.  
275,229 M in 2024

**~ 40,000**

Transactions per second.  
~ 33,000 in 2024

**~ 87%**

Relevant incidents resolved in less than 4 hours.  
~ 88 % in 2024

**2,664**

Applications managed in the cloud.  
1,788 in 2024



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.

In line with the Group's strategy, the Cosmos programme, **features an initiative** whose objective is to respond to the growing demand for advanced analytics and artificial intelligence and the transformation of the technological platform towards a cloud-based solution.

This initiative is based on three main 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 (*see section "Artificial Intelligence"*).
- | **Boost talent:** Training and certification of users in those areas affected by the new platform.

To drive the initiative forward, a multidisciplinary and transversal working team was created to ensure that the design of the platform meets the Group'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.

In line with the established plan, during 2025, **new platform releases** have been delivered, focussing on providing the necessary capacities to provide an end-to-end platform for the ideation and productisation of data and machine learning applications that cover the current functionalities of DataPool and new capacities related to generative artificial intelligence.

These capacities have made it possible to meet the strategic objective of **leveraging advanced analytics and artificial intelligence in business**, developing and putting multiple use cases into production that generate an economic return and an intangible benefit with an impact on agility and time-to-market.

## JOURNEY TO CLOUD

**CloudNow** is the programme dedicated to evolving CaixaBank systems towards the public cloud. This programme will follow a cloud strategy based on three main pillars:

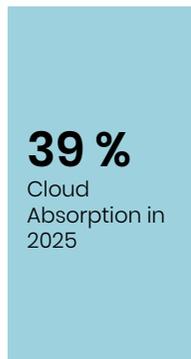
		
<b>Cloud first</b>	<b>Hybrid cloud</b>	<b>Multi-cloud</b>
The latest in cloud technology.	Follow a progressive approach balancing infrastructure <i>on-premises</i> and cloud services.	Deploying a model that allows us to work with the main cloud providers under an integrated vision of the service.

Within the *CloudNow* programme, CaixaBank reached an agreement with IBM to gradually shift the loads from the Bank's platform to IBM Cloud. After 4 years of the project, more than 1,300 migrations have been implemented.

In addition to the migration itself, **CloudNow** implies an **evolution of the Bank's applications**, which must be ready to be deployed in the cloud from our data centres 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 2025, alongside the migration to IBM Cloud Multi Region Zones, 40 applications were revamped and deployed onto a new private cloud infrastructure.

In addition, making progress with the hybrid multicloud strategy, in 2025, the strategy for hybridising transactional loads between onPrem and IBM Cloud Madrid was continued, including the setup of DataGate and progress with 7 of the systems in the plan to move SAP systems to the cloud.

CloudNow ended 2025 with additional landing zones for BPI and Red Hat OpenShift Kubernetes Service (ROKS) and initiating a new cloud provider on Google Cloud Platform (GCP) to make progress with the multicloud hybrid strategy. In the future, the drivers for new load migration will focus on resilience improvement and economic return.



## IMPLEMENTATION OF NEW TECHNOLOGIES

### Artificial Intelligence

The adoption of Artificial Intelligence remains a strategic focus, with the aim of offering scalable and robust services to customers and employees, as well as optimising financial services through the use of advanced technology.

In this context, **CaixaBank has formalised a governance framework for the development and use of Artificial Intelligence**, ensuring that it is adopted responsibly, securely and in line with the Group's strategic objectives.

As a result, in line with the priorities established by the European Artificial Intelligence Regulation, in March 2025 the Management Committee approved the creation of the **AI Governance Division**, which includes the figure of Corporate **Chief AI Officer (CAIO)**. This Directorate constitutes the **AI Office**, whose mission is to ensure that all AI projects comply with current regulations, ethical principles and add value to the Group.

The AI Office is based on the principles of **responsible AI** defined by CaixaBank, in compliance with legislation and aligned with the Group's ethical values. These principles include aspects including fairness, transparency and human oversight and guide its actions and take the form of four main functions:

- | **Governance:** Implement a risk management and assessment framework, with clear policies, dialogue with stakeholders and supervisors and a continuous improvement approach based on indicators and regulatory oversight.
- | **Operation:** Ensure the responsible development, deployment and use of AI through a comprehensive quality management system, ensuring regulatory compliance, risk management and operational excellence.
- | **Strategy:** Facilitate the adoption of AI, accompanying the business areas based on their needs, the available technological capacities and the added value in each use case.
- | **Culture:** Promote training aimed at designing and using AI in an ethical and responsible way. Collaborate in the process of change management and in the good use of projects involving AI.

The **bases of the AI governance model** are currently set out in two corporate policies:

- | From the perspective of the model in the **Corporate Model Risk Management Policy**.
- | From the perspective of privacy in the **Corporate Privacy Policy**. This Policy includes the evaluation of risks related to AI in data processing activities where AI is involved. This evaluation of AI risks is already being performed regularly and is reflected in the procedures of the Privacy Committee.

A **corporate AI policy** is also being developed. This will include the regulatory requirements that were implemented in 2025 and those required from August 2026.

**CaixaBank has integrated the ethics of Artificial Intelligence as a pillar of its technological governance model.** For this reason, no AI system takes any decision that might affect the entity's stakeholders materially or legally 100% automatically without prior human review.

The Group analyses all proposed AI use cases from strategic, technological, legal and ethical perspectives.

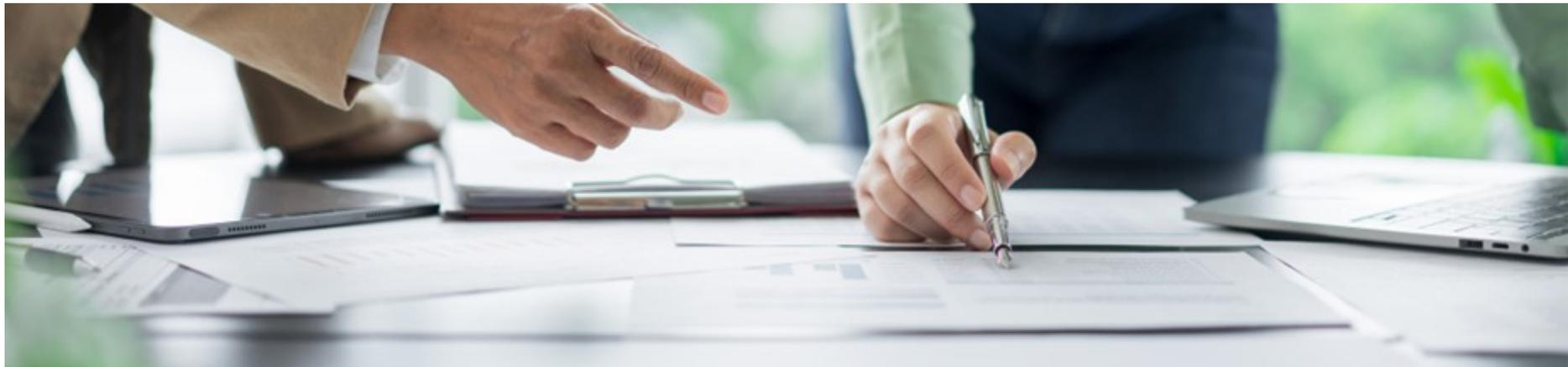
The Group has a training and development plan for all its employees.

During 2025, CaixaBank has consolidated its commitment to Artificial Intelligence through the implementation of strategic projects that have enabled progress to be made in the integration of this technology into business processes, most notably:

### Cognitive Platform And Use Cases

In the framework of the Strategic Plan 2025-2027, more than **10 use cases have been launched** applying solutions in the cognitive platform, including Analyst of the Future, Probate, Mortgage Processing and Commercial Catalogue. During 2025, the first AI system of the Cosmos programme, the document assistant of Analyst of the Future, was put into production.

A **new platform release** has also been implemented, enabling the industrialisation of AI solutions for both Machine Learning, and Agent-based systems, meeting the growing demand of use cases from the perspective of security, governance, responsible AI and robustness.



### Corporate translator

The implementation of the corporate translator has been completed. Until now, the translation of internal content was done with external tools. Thanks to this improvement, **the Group employs a proprietary solution using Artificial Intelligence**, which makes it possible to offer content in several languages in a way that is more agile, secure and aligned with corporate processes. This advance, in addition to representing a technological leap, enables new opportunities for automating processes that require translation, reducing time and improving overall efficiency.

**+6,000**

Documents processed with the corporate translator in 2025

### Growth in the use of Document AI

The development of new use cases on the in-house Document AI platform for smart document processing has continued. During 2025, **26 processes** used this solution, which contains classified documents and information extracted from more than **50 M requests** generated by processes including but not limited to Signatures, OAC/Data Quality (Assets), LetradoDigital, Invoices, DNINOW and Cheques.

In addition, **a regular testing process** has been implemented for the use cases in production: These reviews measure the degree of automation and precision in the AI Document models for each use case, validate compliance with the KPIs defined by business and identify opportunities for continuous improvement for subsequent prioritisation.

**+300**

**+ 35 M**

Types of documents processed in DocAI Pages processed daily at DocAI

