

AI in Practice

Lessons from the field

13/05/2026

**ΕΘΝΙΚΗ
ΤΡΑΠΕΖΑ**

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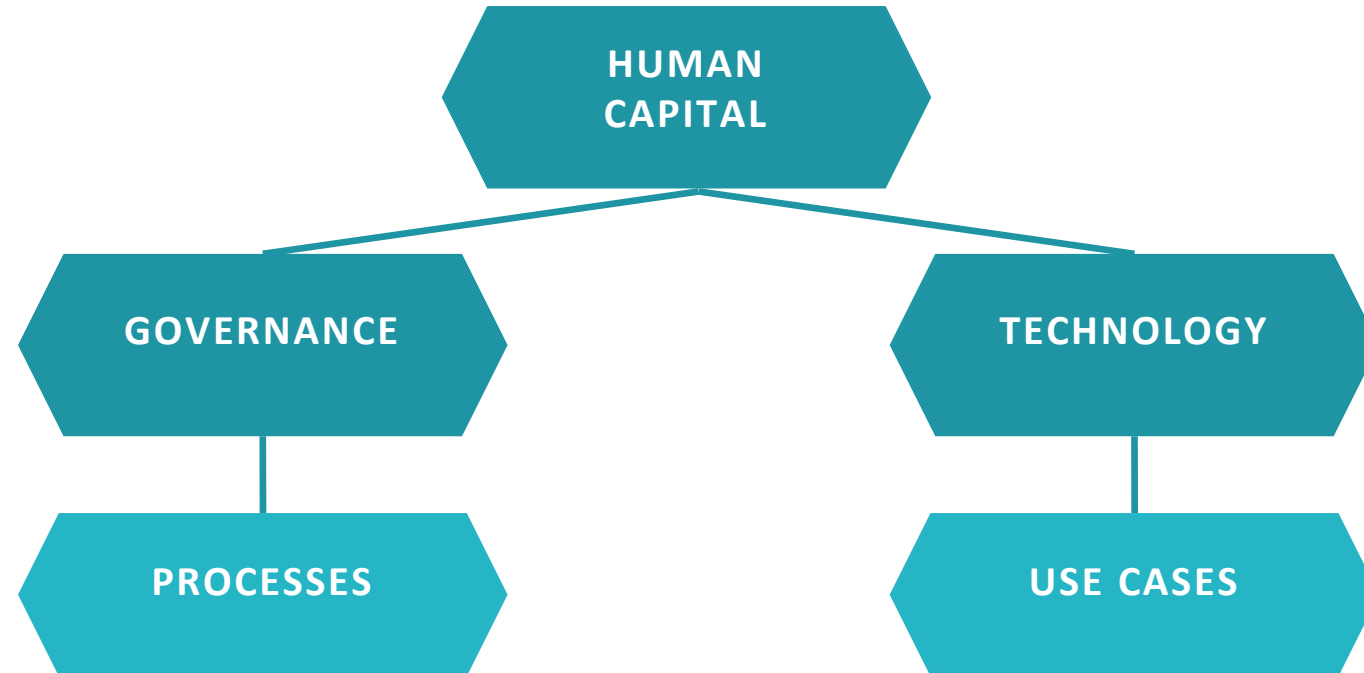
AI Transformation Journey

Five focus areas, organised by priority — people are at the core of the change

THE DRIVER
people make it happen

THE STRUCTURE
framework + foundation

THE OUTCOMES
redesign + deploy



250+

EMPLOYEES WORTH OF EFFICIENCY
delivered through AI in the last 3–4 years

180

OF THOSE
came in just the last 2 years

Re-skilling the Workforce

Two-pillar approach — hire new AI engineers and re-skill the 6,300 existing employees

01 · HIRE

Recruit AI Engineers

Searched the Greek + international markets — supplemented by external partners for critical mass from day one.

02 · TRANSFORM

Re-skill Existing Team

Tone from the top, town halls, newsletters and extensive training; middle management empowered to drive adoption.

WORKFORCE TRAINING

3,000

of 6,300 employees trained

48% TODAY

76% TARGET

5,000

target by 2026 · 75–80%

01

NOVICE

Use AI at a co-pilot level

02

DAILY USER

Use AI to accelerate everyday work

03

ADVANCED

Design, build, deploy AI agents

“

Things will change with us — or without us. — leadership message to the organization

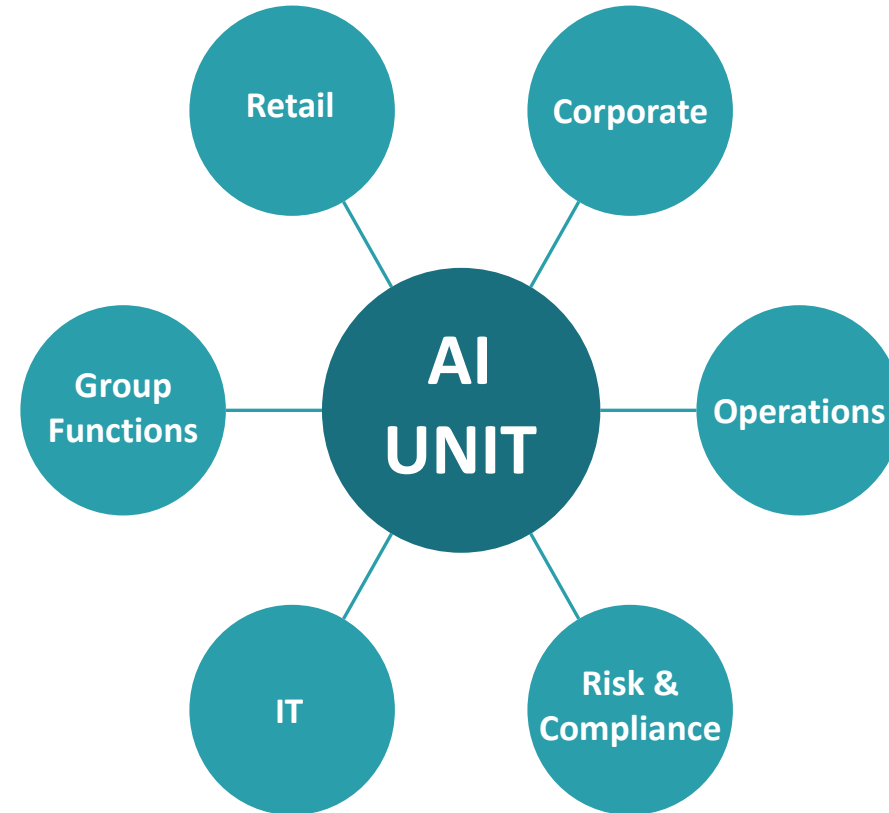
Governance & Operating Model

Tone from the top at Board Level – Hub and Spoke Model instead of dispersed teams – Dedicated team of 70 people

GOVERNANCE CASCADE



HUB AND SPOKE



SECURITY

Technical safeguards prevent leakages

COMPLIANCE

Regulatory & process alignment

DISCLOSURE

IP protection & unlawful-usage controls

Modernizing the Technology Stack

AI works on top of an integrated and data quipped technology architecture. It does not replace it

NBG: 180+ YEARS OF HISTORY

Legacy debt. Low automation. Data-quality issues and a lot of paperwork-based processes.

The inheritance of any 180-year-old enterprise.

Mitigated by very significant investment across the full span of architecture.

Currently building the foundation for AI agents in production.

AI is not magic. It will not solve existing application and data architecture issues. It will amplify them

IN PRODUCTION

10

AI Agents & Orchestrators

in production · with dozens of variations

20

Purpose-Specific Chatbots

deployed across the bank



BUILT ON

06	AI Coding Accelerators	Claude for development velocity
05	Best-Fit LLMs	Multiple models, purpose-routed
04	Cloud	Cloud tools and hosting
03	Infrastructure	Up-to-date supporting infrastructure
02	Applications	Modern & open application stack
01	Data Layer	Single source of truth · high quality

AI is the Process

Not a facilitator. Not an assistant. AI rewrites the process from a clean sheet. Failure to understand this puts AI to do the existing paperwork — more expensively

50+ Processes already fully redesigned in Production – To be doubled in 2026

METHOD · WHERE TO START

01 Process Registry
Catalog the most common processes

02 Impact Mapping
Identify what's repetitive & people-heavy

03 Data & Tooling
Verify trustworthy data and existing apps

DISRUPTION · ASK GROUNDBREAKING QUESTIONS

? Different order?
Can the steps be reordered with an AI agent in the loop?

? Human in the loop?
Where does the process actually need a human decision?

? Why this process?
Has automation upstream made this step unnecessary?

LEVELS OF SUCCESS

FIRST
Cost Saving · Time to Market

THEN
Customer Experience (internal + external)

AI Across the Bank

Started internally → matured through the value chain → scaled to customer-facing channels

INTERNAL FIRST

Back & middle office

ACROSS THE VALUE CHAIN

Lending & risk operations

THEN EXTERNAL

Customer-facing channels

OPERATIONS & DEV

01

SW Development

AI coding accelerators

02

Invoice Clearing

03

Document Management

LENDING & RISK

04

Loan Origination

05

Contract Underwriting

06

Fraud Detection

CUSTOMER INTERACTION

07

Contact Centre

08

Virtual Assistant

Sofia — across all channels

09

Knowledge Management

What worked and what did not

While experimenting there will be a lot of trial and error. The target is to drop wrong strategies quickly

✓ WHAT WORKED

✓ Hub & Spoke Model

A single dedicated AI unit serving all bank functions beat dispersed experimentation.

✓ Sofia · Multi-Purpose Agent

An agent across all customer-facing channels — actually doing things, not just chatting.

✓ Scale Through Simplicity

Start simple, deploy horizontally, layer complexity. Without scale, the benefits stay minimal.

✗ WHAT DID NOT

✗ Productizing the AI Platform

We tried to build a holistic, static platform — but AI evolves so fast that holistic efforts are overtaken before completion.

✗ AI on Legacy Process

Applying AI to existing processes without radically redesigning them failed — regulation pace plus insufficient/biased data.

→ THE LESSON

AI is fluid — not static.

Design for evolution, not a final state. Pivot from packaged platforms to flexible, model-agnostic solutions.

Large Corporates and SMEs – Starting points

Scale, financial power, process complexity and technology age — set different goals for each financial segment

LARGE CORPORATE

Large-Scale Focus

THE 5-STEP PLAYBOOK

- 01 Governance & Budget
- 02 Hire a Team & initiate Training
- 03 Process Registry · Heat Map of work
- 04 Technology Revamp
- 05 Adopt Cloud Tools

SMALL & MEDIUM ENTERPRISE

Agile & Growth Focus

THE 5-STEP PLAYBOOK

- 01 Raise Awareness
- 02 Hire one AI Expert · train-the-trainer from IT
- 03 Cherry-Pick Repetitive Manual Processes
- 04 Initiate Software as a Service
- 05 Explore AI as a Service