



The ROI of AI in financial services



How AI agents are helping
drive growth, reduce
costs, and mitigate risk.

Methodology

This report is based on a survey conducted by Google Cloud and National Research Group.

556 leaders of global financial services companies:

150 CEO, CIO

215 CFO, CMO, CTO

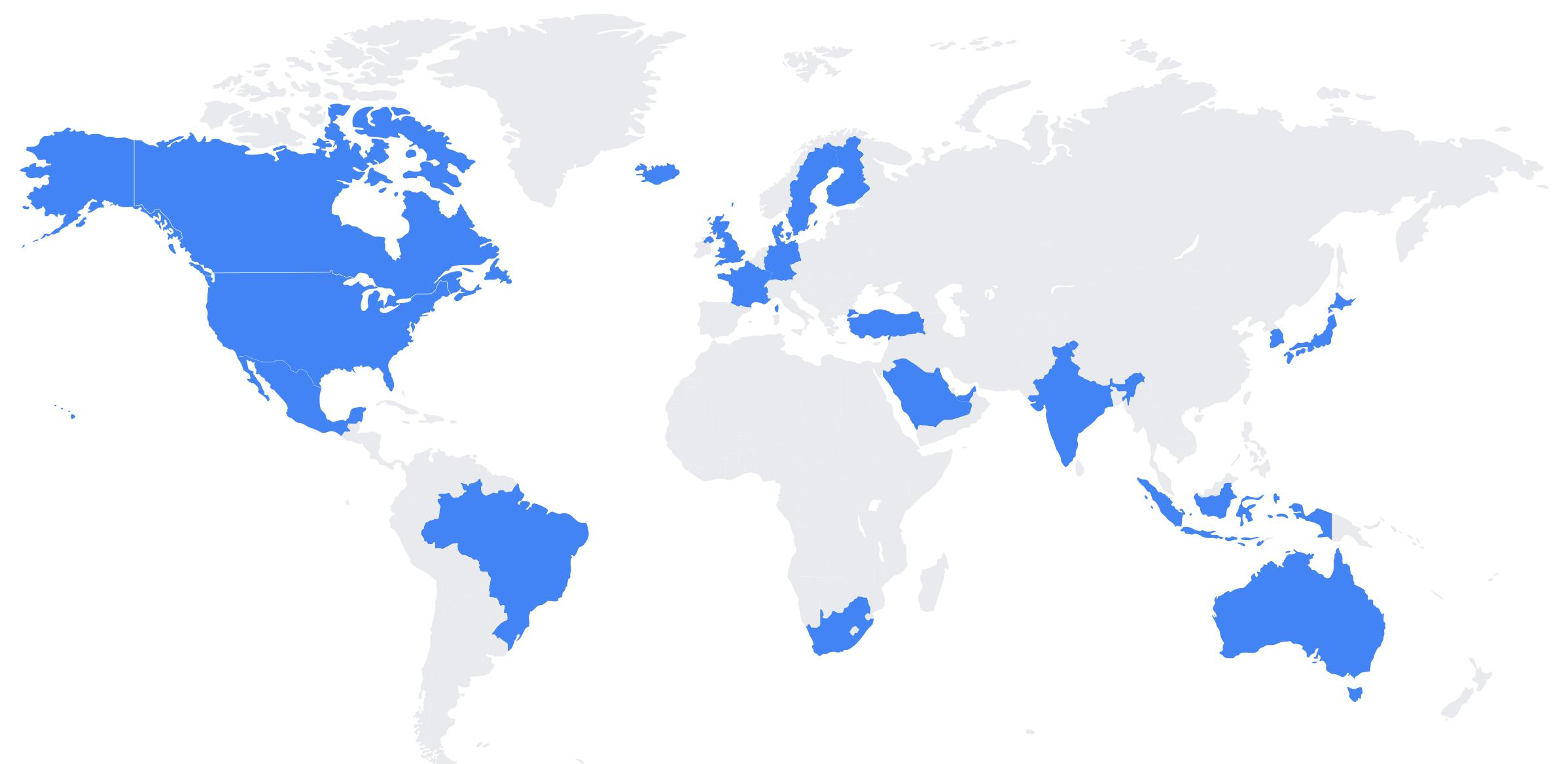
109 CISO, CDO, CSO, COO, Director of Digital Strategy, VP of IT

82 IT Director, Head of Innovation, Director of Customer Experience/Service, Marketing Director

Over
100
full-time employees

Over
\$10M
annual revenue

Fieldwork conducted April 18–June 3, 2025



US	178	France	26	Australia	16	Brazil	59	Kuwait*	1
Canada	30	Nordics	31	South Korea	19	Indonesia	20	South Africa*	2
UK	31	Japan	15	Taiwan	16	Saudi Arabia*	4	UAE*	8
Germany	27	India	21	Mexico	50	Turkey*	2		

* Markets shown in aggregate as MEA region

Executive summary

Our second annual survey of senior leaders from financial institutions reveals continued ROI from their gen AI initiatives, along with a new focus on agentic AI projects.

Historically, agentic systems have been difficult to implement, requiring laborious, rule-based programming or highly specific training of machine-learning models. Gen AI changes that.

In fact, over half of executives are already leveraging AI agents. The use cases span a spectrum of complexity—from single-task agents to multi-agent systems that can take actions on your behalf and under your control. And while this technology is already helping people get more done, many companies are still in the early phases of agentic maturity.

For financial institutions this trend marks a clear acceleration from planning to action, and using AI to drive growth, reduce costs, and mitigate risk.



Toby Brown

Global Managing Director,
Regulated Industries, Google Cloud

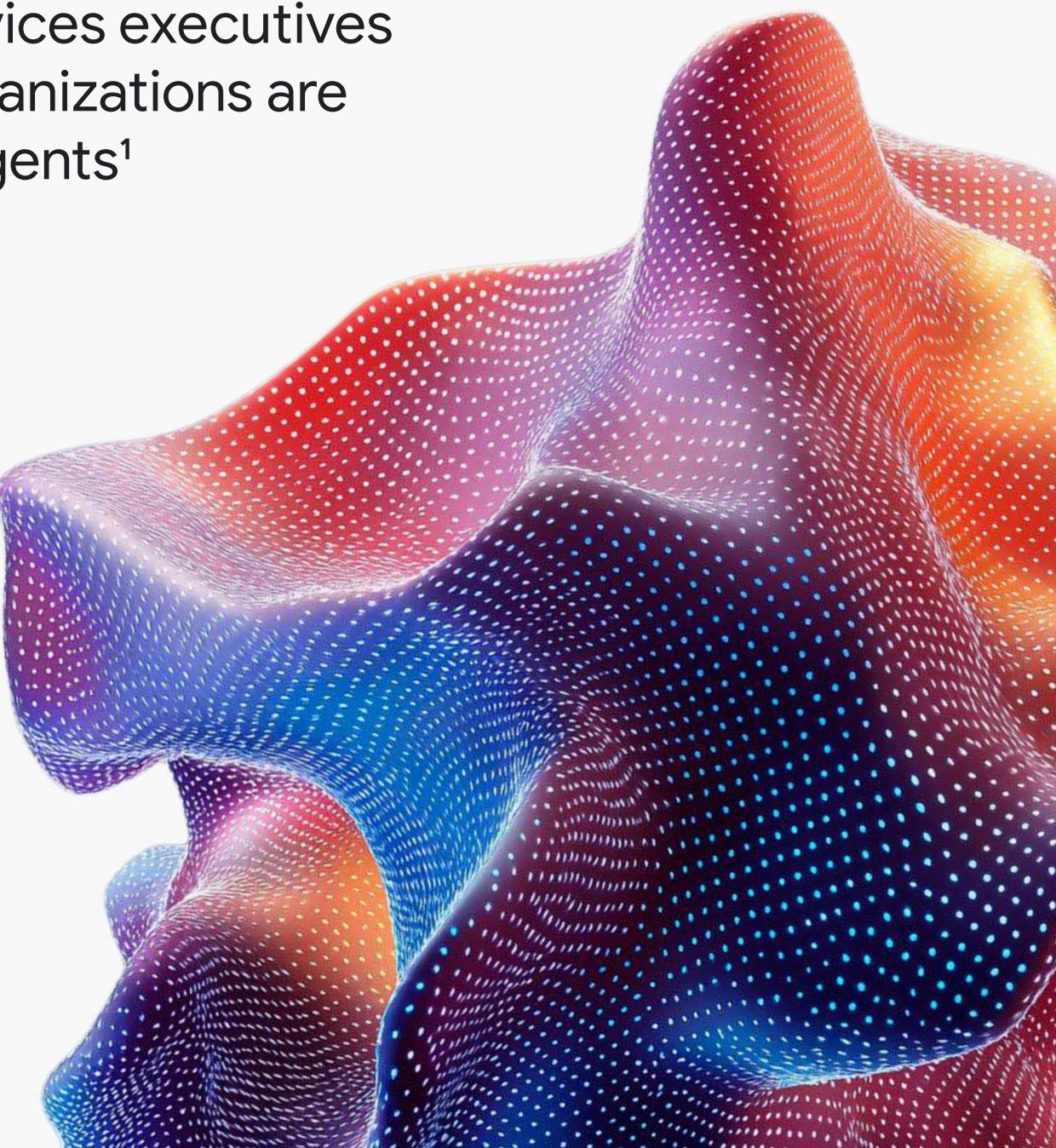


53%

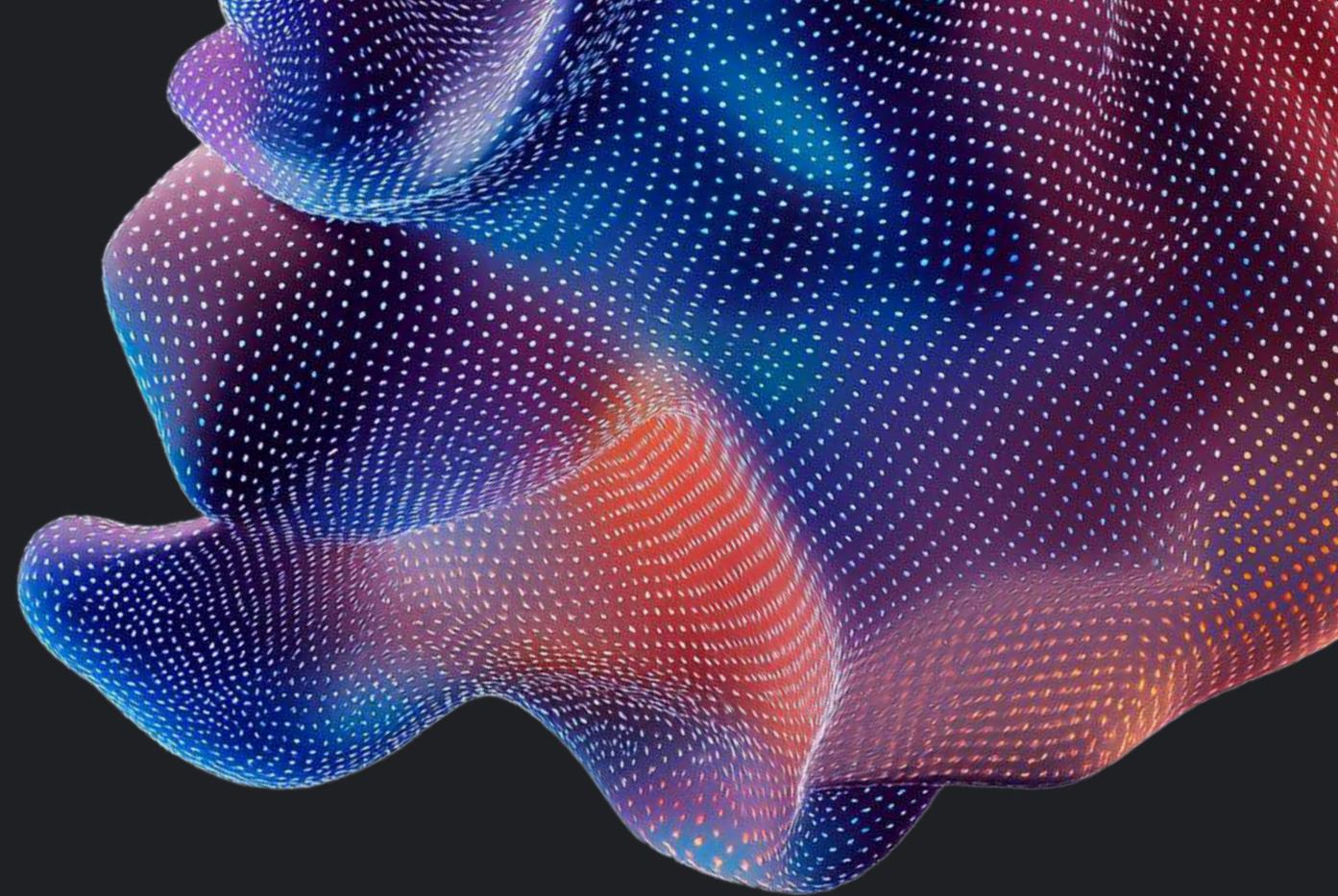
of financial services executives report their organizations are leveraging AI agents¹

* Unless otherwise noted, all statistics in this report are derived from the financial services executive survey and only include those who are using gen AI in production.

¹ FS executives: n=556; Question: (1) How are AI agents leveraged across the enterprise? (2) How many AI agents does your company currently have deployed in production across your organization?



Key insights in financial services



53%

of executives report their organization has adopted AI agents in production²

49%

of executives report their organization is allocating over 50% of their future AI budget to AI agents³

#1

concern is data privacy and security when evaluating LLM providers⁴

² FS executives: n=556; Question: (1) How are AI agents leveraged across the enterprise? (2) How many AI agents does your company currently have deployed in production across your organization?

³ FS executives: n=532; Question: What % of your future AI budget is being allocated to agents?

⁴ FS executives: n=532; Question: Which of the following factors are MOST important to your company when considering LLM providers?

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01

The agentic shift



AI agents have arrived

The breadth of agentic AI adoption in the financial services industry is striking.

Implementations range from gen AI-powered chatbots that answer questions, to single-task agents focused on a specific function like research, to sophisticated multi-agent systems that combine advanced AI models with access to tools so they can take actions on your behalf, under your control.



53%

of financial services executives whose organizations use gen AI also have adopted AI agents in production⁵

Definition of AI agents used in the survey

AI agents are specialized LLMs that have specific roles, context, and objectives to independently plan, reason and perform tasks with access to data function call APIs and can interact with other AI agents if needed. These can be pre-built or in-house built agents.

⁵ FS executives: n=556; Question: (1) How are AI agents leveraged across the enterprise? (2) How many AI agents does your company currently have deployed in production across your organization?





Levels of AI agent maturity

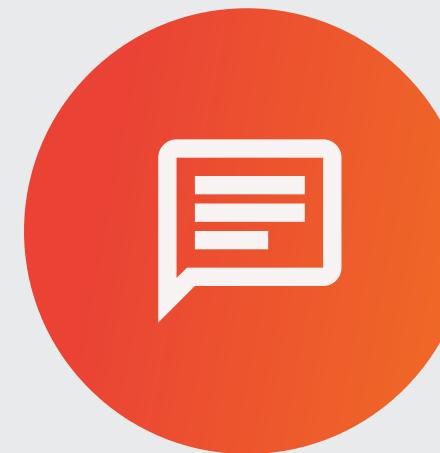
Level 1

Simple tasks

Chatbots

Information retrieval

Image generation



Level 2

AI agent applications

Customer service AI agents

Creative agents

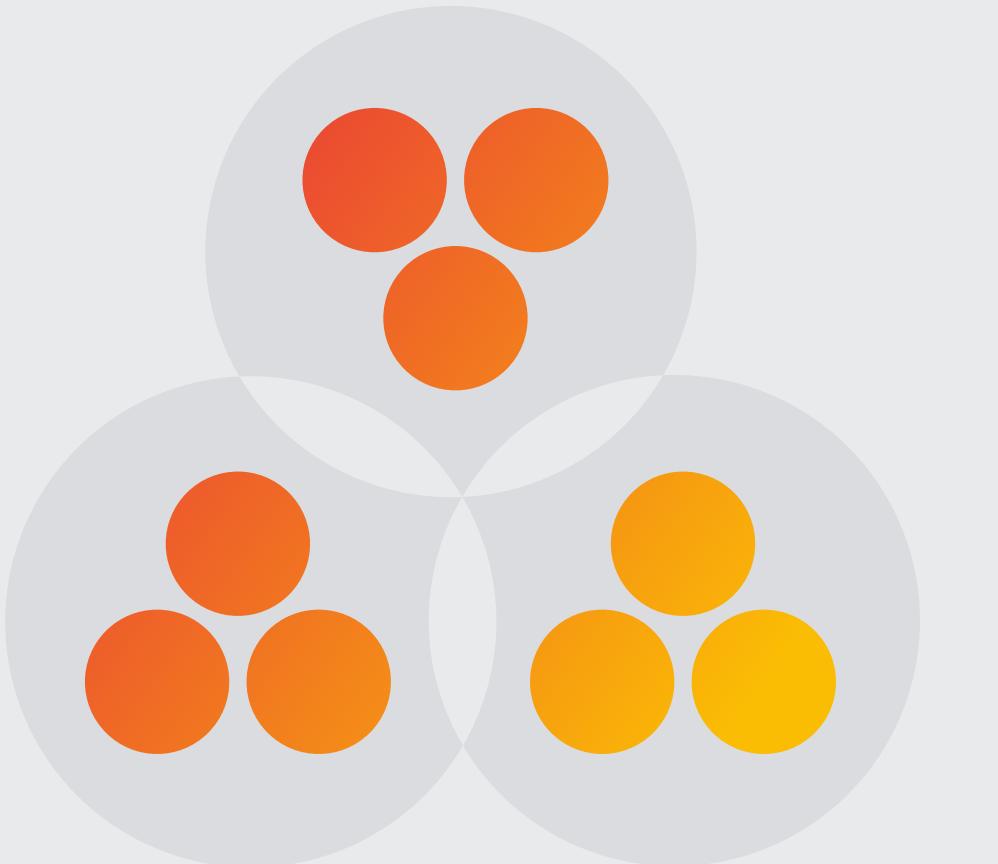


Level 3

Multi-agent workflows

Agentic workflows

Agent orchestration





40%

of financial services executives say their organizations have launched more than 10 AI agents⁶

“

ATB

With the current advancement of agentic technology, it's become incredibly accessible. We'll see the evolution of existing human skills that are augmented by this technology.”



Daniel Semmens

SVP & Head of Data, AI & Banking Operations, ATB Financial

How AI agents are being used⁷



⁶ FS executives: n=556; Question: How many AI agents does your company currently have deployed in production across your organization?

⁷ FS executives whose organization is leveraging agentic AI: n=297; Question: What use cases has your company deployed AI agents for?



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Scotiabank®

It's encouraging to see such broad adoption of AI agents. At Scotiabank, we view agentic AI as the next major wave in enterprise technology—one that's already transforming how we operate.”



Yannick Lallement

Chief AI Officer, Scotiabank





Agentic AI use cases in action

AI agents are now actively tackling core challenges in the financial services industry.

Customer service is a compelling place to start, with its high volume of repetitive queries, the need for 24/7 support, and high customer expectations.

While cross-industry use cases show higher adoption, industry-specific applications like fraud management and detection (43%) and risk management (42%) are also gaining traction.⁸

AI has already shown its ability to detect 2–4x more confirmed suspicious activities,⁹ and AI agents are a natural next step in mitigating fraud.

And when it comes to risk management, the vast range and complexity of financial risks, coupled with the many siloed tools that exist today, make it ripe for agents that can autonomously accomplish tasks across disparate systems.

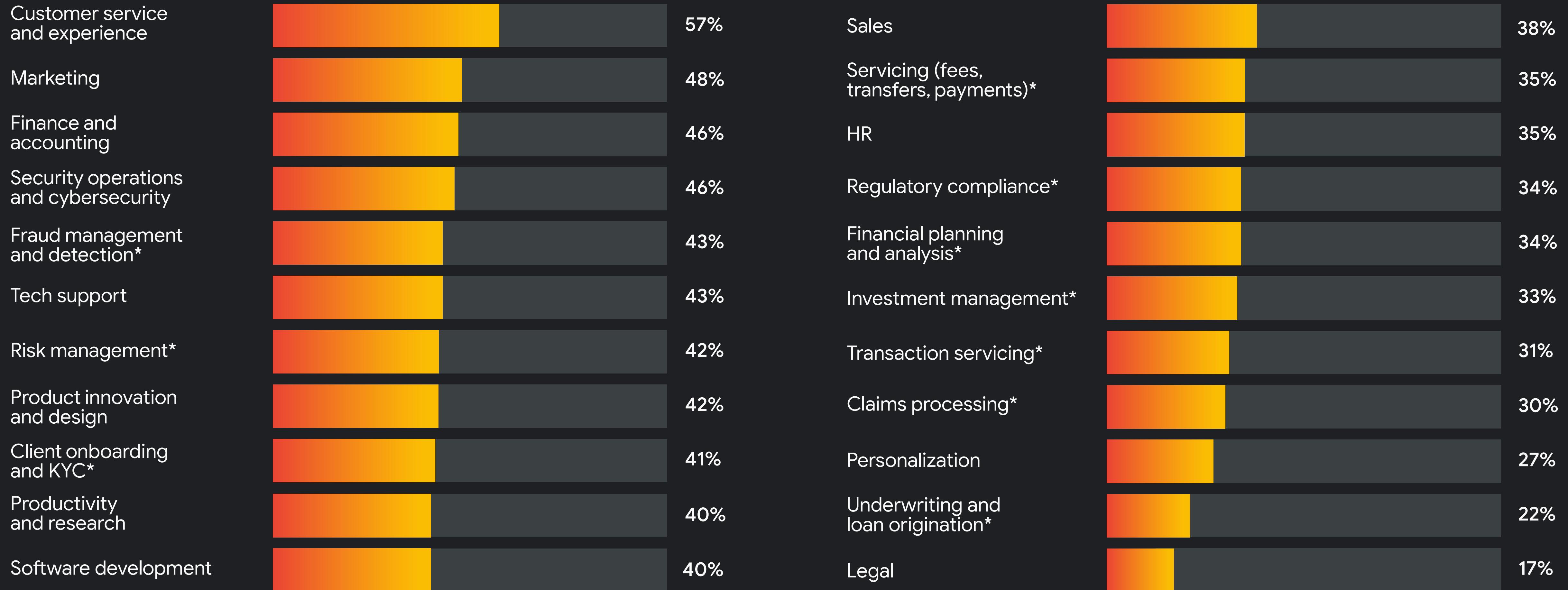
Ultimately, by proving their value in these high-stakes, data-intensive areas, AI agents are laying the foundation for broader transformation across the enterprise.

⁸ FS executives whose organization is leveraging agentic AI: n=297; Question: What use cases has your company deployed AI agents for?

⁹ Based on Google Cloud's Anti Money Laundering AI product metrics



Top AI agent use cases in the financial services industry



FS executives whose organization is leveraging agentic AI: n=297; Question: What use cases has your company deployed AI agents for?

* Use cases specific to financial services industry



“



Agentic AI will enable us to deliver higher-quality services to a wider customer base with greater cost efficiency.”



Oliver Dörler

Chief Data and AI Officer, Commerzbank





The ROI of AI agents

AI agent use cases already show ROI in customer service and experience (42%), marketing (35%), and finance and accounting (35%).

These use cases typically include high-volume, repetitive tasks, and have a direct impact on cost savings, revenue generation, and risk mitigation. This strategic focus on tangible outcomes, rather than experimentation, underscores the industry's pragmatic and risk-aware approach to AI investment.

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Deutsche Bank

AI agents can support humans behind the scenes, and all of that support ultimately translates into improving financial performance.”

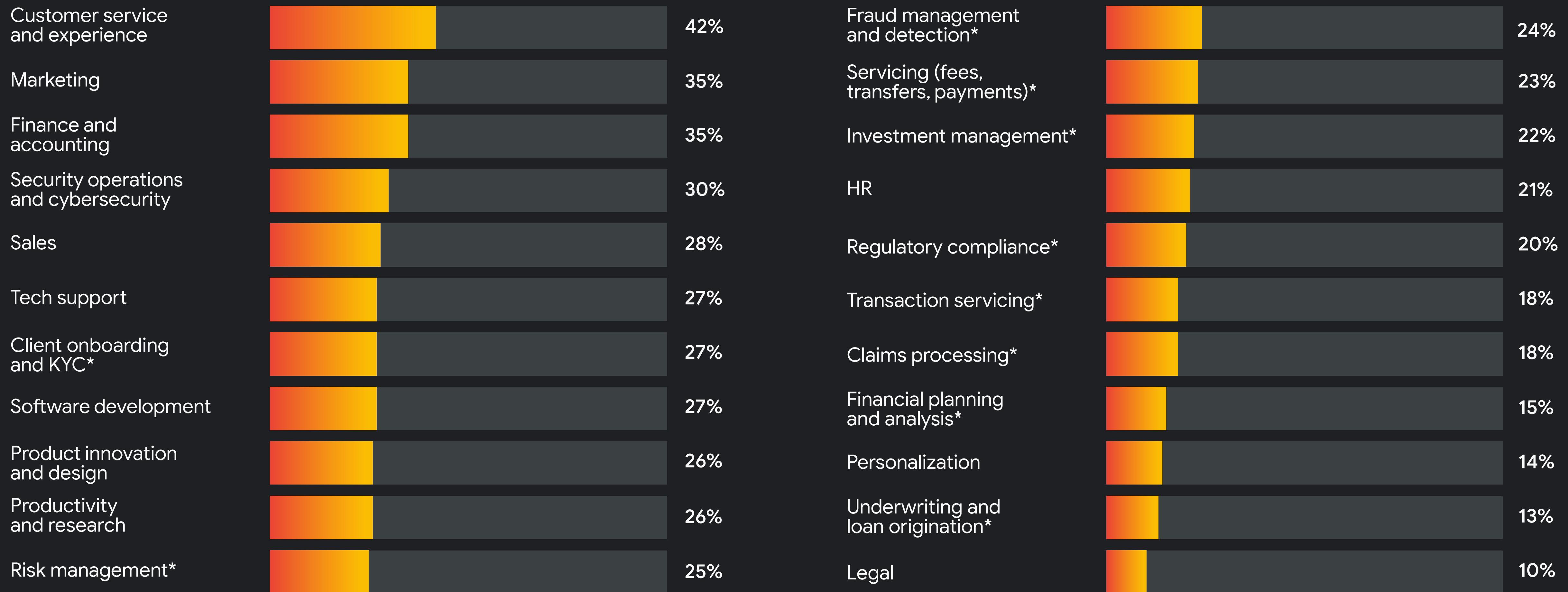


Christoph Rabenseifner

Chief Strategy and Innovation Officer TDI and Head of Corporate VC Group, Deutsche Bank



Top AI agent use cases that have already shown ROI



FS executives whose organization is leveraging agentic AI: n=296; Question: Which of the AI agent types that your company has deployed have seen ROI?

* Use cases specific to financial services industry



02

5 proven areas where AI is delivering ROI

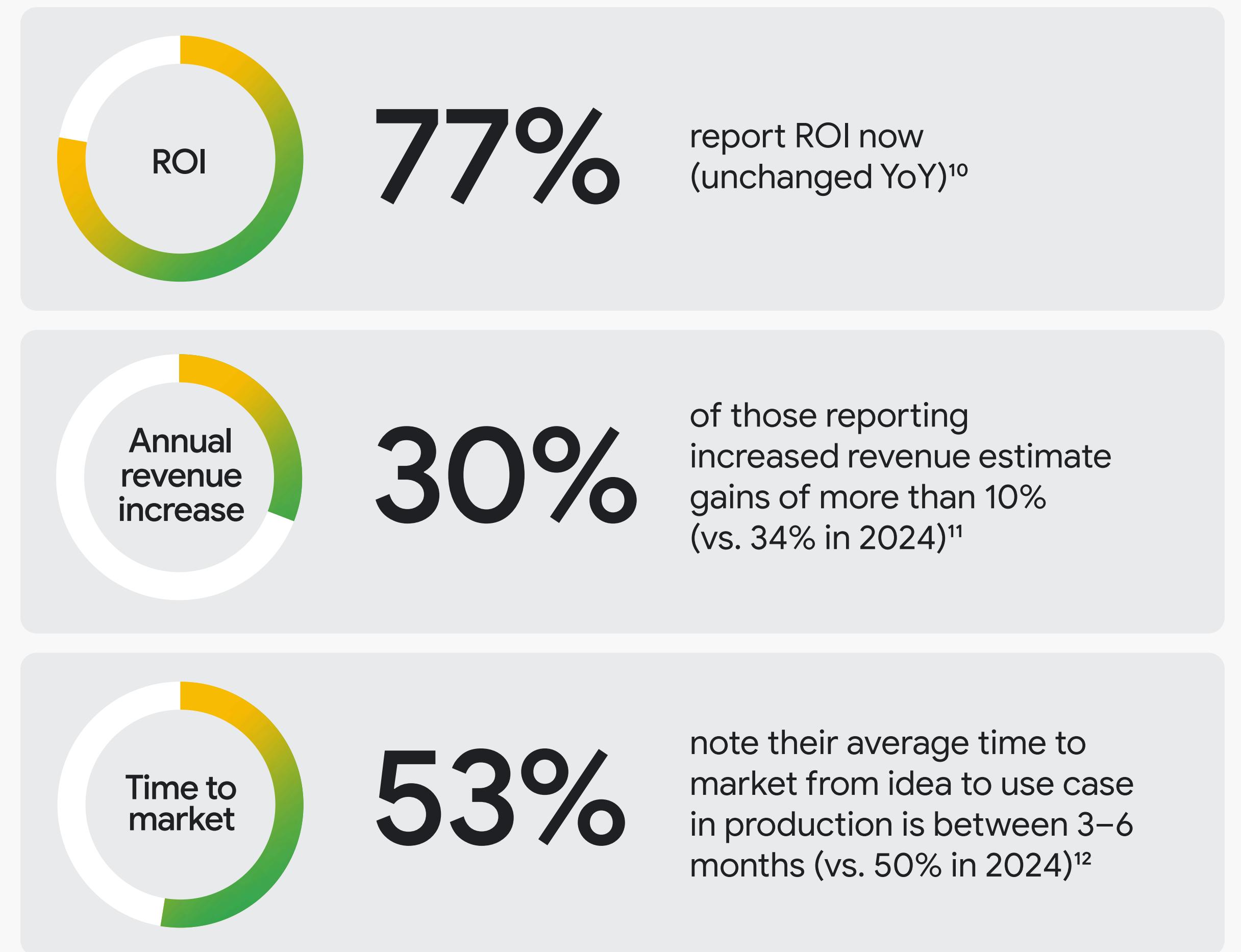


While AI agents represent the new frontier, the foundational value of gen AI continues to deliver compounding returns.

Our research shows five key areas where gen AI continues to drive significant impact for financial institutions. While 2024 proved gen AI's real-world impact, 2025 is all about building on that success.



Our survey assessed the direct value of gen AI across key areas using these 3 measures:



¹⁰ FS executives: 2024: n=213, 2025: n=556; Question: In what timeframe do you expect gen AI to deliver return on investment (ROI) to the following areas of your business?

¹¹ FS executives reporting increased revenue from gen AI solutions: 2024: n=108, 2025: n=243; Question: (1) In what ways did your company experience business growth as a direct result of gen AI? (2) Based on your past/existing gen AI initiatives, how much did gen AI directly increase overall annual company revenue?

¹² FS executives: 2024: n=213, 2025: n=554; Question: What is the average time to market from idea to use case in production?



Top gen AI impacts across business areas

Business benefits are used to measure the health of technology transformation initiatives and serve as leading indicators of financial performance.

01

Productivity

02

Customer experience

03

Business growth

04

Marketing

05

Security

76%

of financial services executives report improved productivity from gen AI (+5pp YoY)

67%

report improved customer experience from gen AI (+1pp YoY)

63%

report business growth from gen AI (-1pp YoY)

56%

report meaningful impact to marketing from gen AI (new to 2025)

52%

report security improvements from gen AI (-9pp YoY)

FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?



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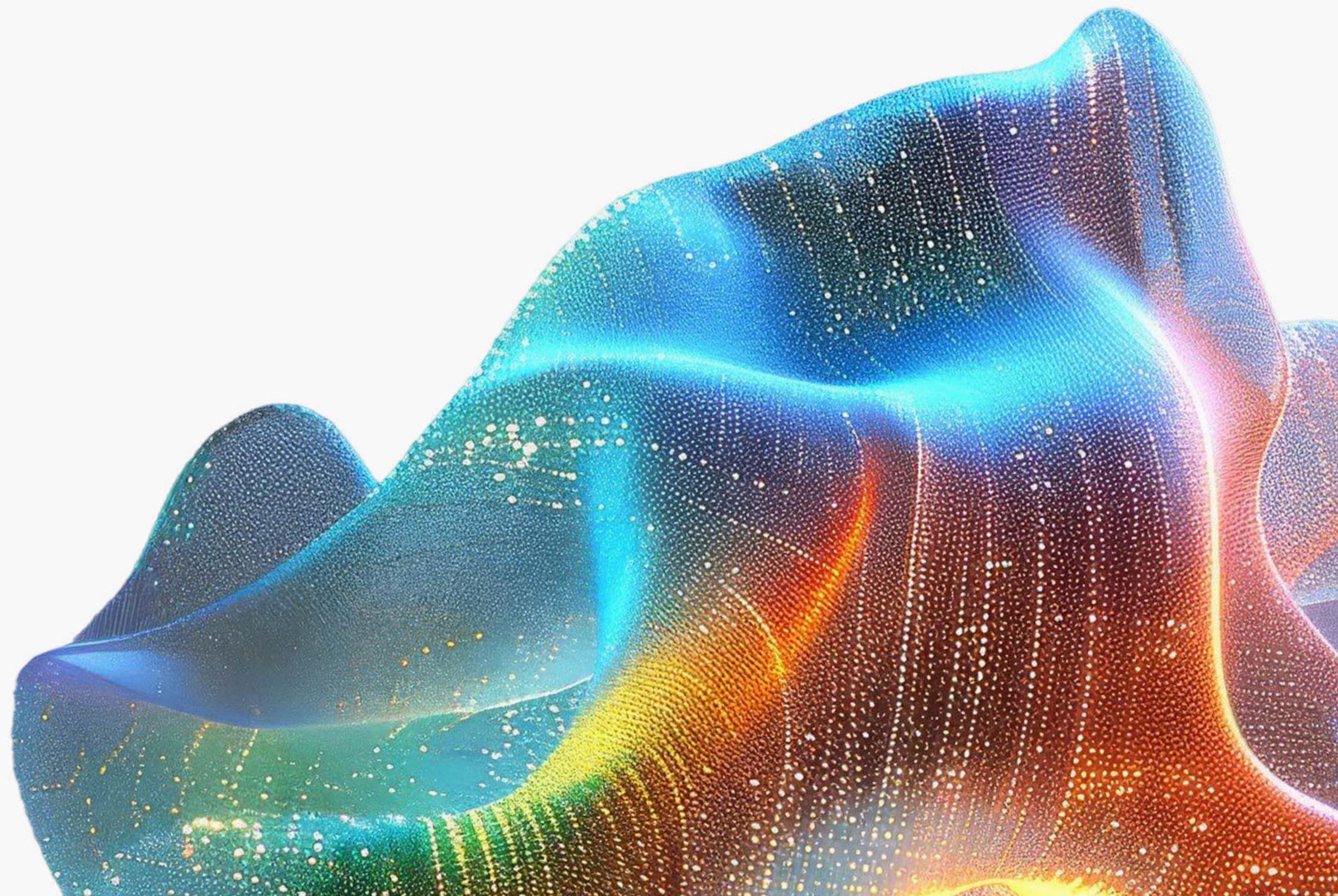


Banco BV is committed to enabling our employees to leverage some of the most advanced gen AI technologies for search, assistance and actions across all our critical systems in a secure and compliant way.”



Fabio Jabur

Head of Data and AI, Banco BV





Productivity

Financial services organizations report tangible improvements in gen AI-driven productivity.

Specifically, among those reporting increased productivity, executives are more likely to report increased IT process and staff productivity.¹³ For example, gen AI can act as a collaborative coding partner—so developers no longer need to write conditional statements and can instead define the objective and let gen AI figure out the “how.”

Outside of IT, productivity gains are also evident. The share of financial services executives reporting improved non-IT staff productivity jumped since last year (from 56% to 62%).¹⁴ For bankers, this can mean less time gathering and analyzing data or creating pitchbooks, and more time advising clients.

Asset managers could use gen AI to accelerate research and due diligence time for their analysts and improve their developer productivity. In customer support, gen AI can help call center representatives find instant answers to complex policy questions, drastically reducing information retrieval time.

However, fewer executives reported that productivity at least doubled. This may suggest that while broad productivity gains are easier to achieve, the leap to doubling efficiency requires deeper, more complex integrations that firms are still navigating.

76%

36%

report gen AI has improved productivity (vs. 71% in 2024)¹⁵

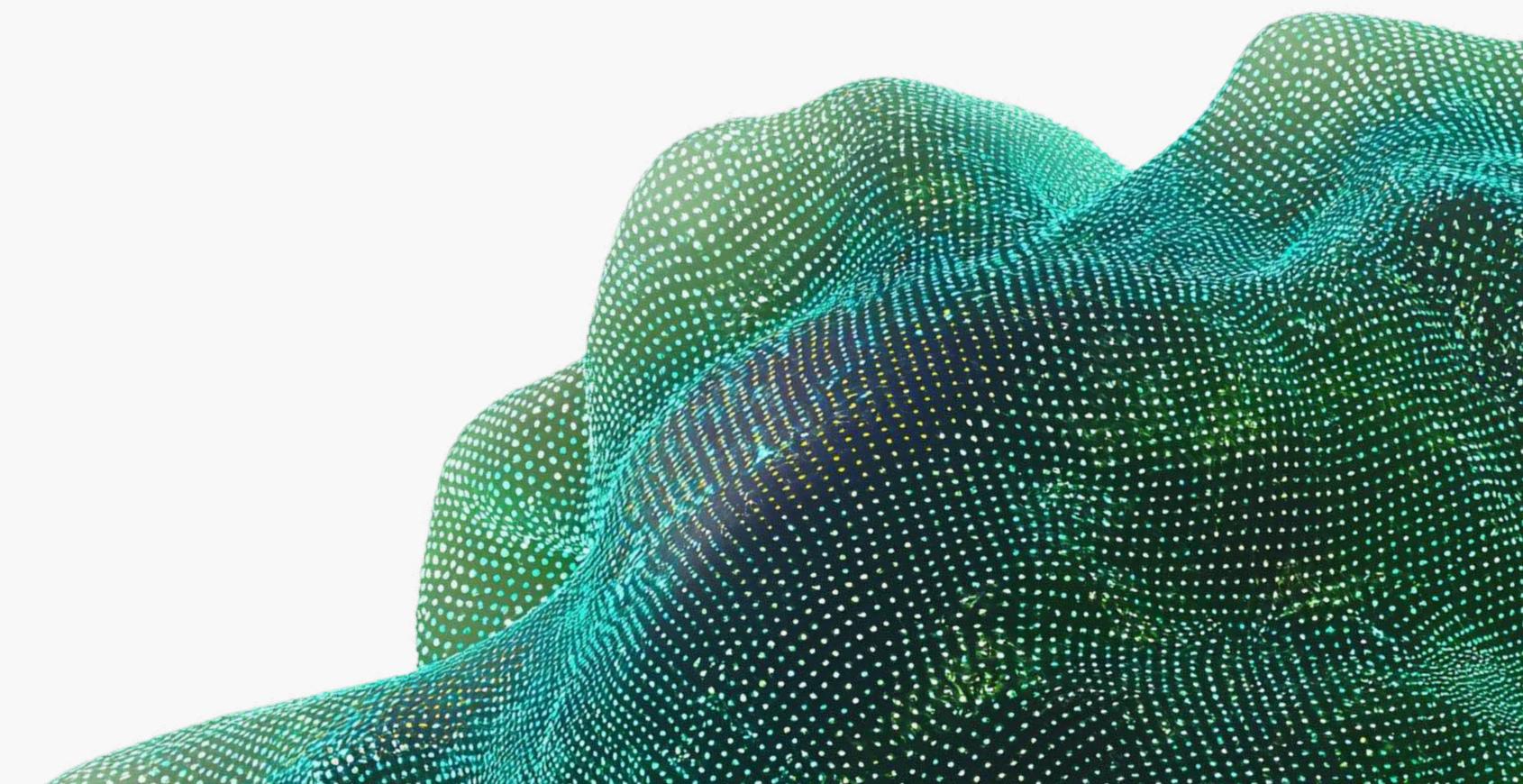
indicate their employee productivity has at least doubled as a result of gen AI (of those reporting increased organizational productivity) (vs. 50% in 2024)¹⁶

¹³ FS executives reporting improved productivity from gen AI solutions: 2024: n=152, 2025: n=415; Question: (1) When gen AI helped your employees increase productivity, what was the approximate average % increase in their productivity over a sustained period of time (e.g., several months)? (2) In what ways did gen AI directly increase productivity for your company?

¹⁴ FS executives reporting improved productivity from gen AI solutions: 2024: n=152, 2025: n=415; Question: (1) When gen AI helped your employees increase productivity, what was the approximate average % increase in their productivity over a sustained period of time (e.g., several months)? (2) In what ways did gen AI directly increase productivity for your company?

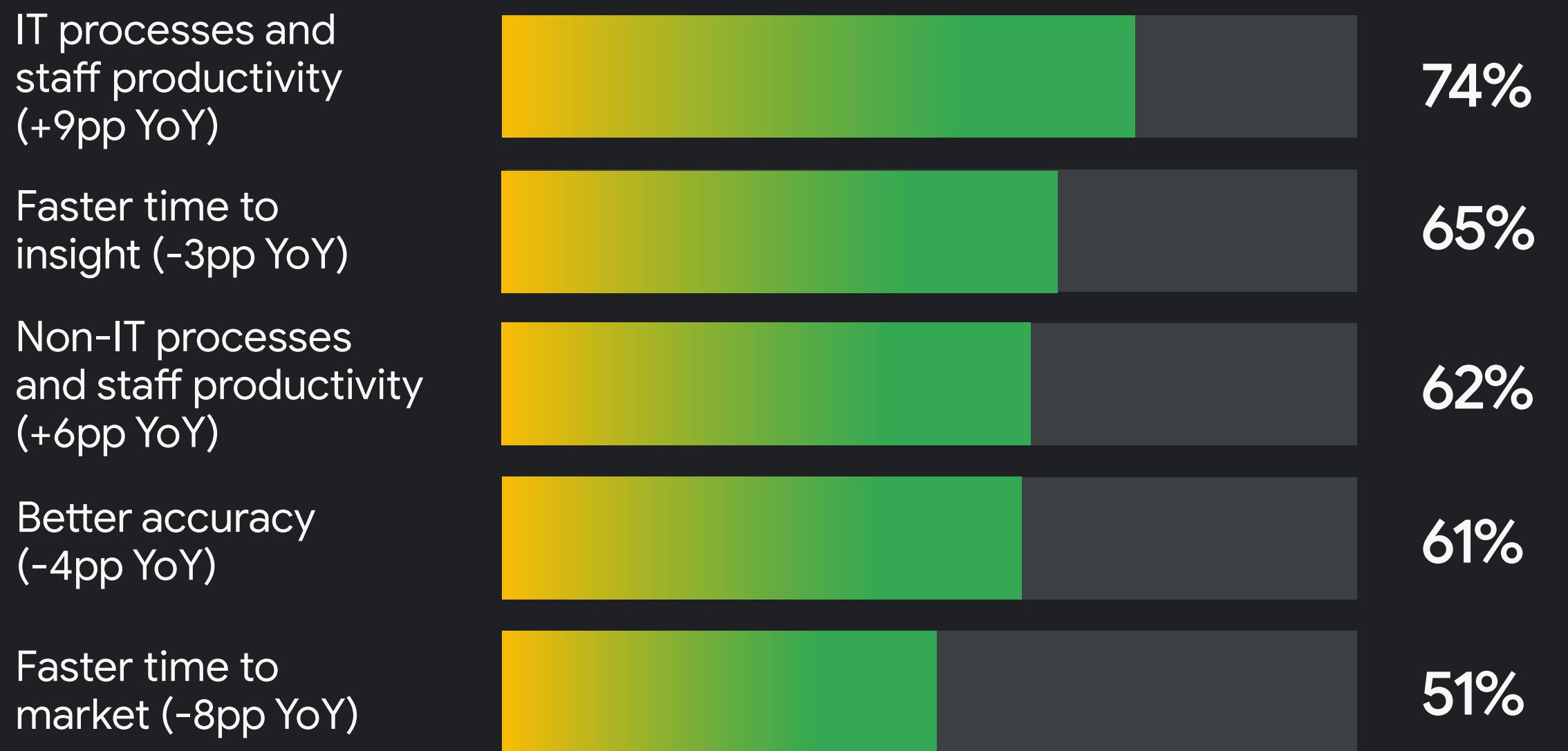
¹⁵ FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?

¹⁶ FS executives reporting improved productivity from gen AI solutions: 2024: n=152, 2025: n=425; Question: When gen AI helped your employees increase productivity, what was the approximate average % increase in their productivity over a sustained period of time (e.g., several months)?





Improved employee productivity resulting from gen AI solutions



FS executives reporting improved productivity from gen AI solutions: 2024: n=152, 2025: n=415 Question: In what ways did gen AI directly increase productivity for your company?

Key area where AI is driving ROI

45%

saw ROI on gen AI use cases for individual productivity (emails, documents, presentations, meetings, chat) (vs. 37% in 2024)¹⁷

¹⁷ FS executives whose organization is currently using or planning to use gen AI for individual productivity: 2024: n=201, 2025: n=535; Question: In what timeframe do you expect gen AI to deliver ROI to the following areas of your business?

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As a financial services organization, we see incredible opportunities for gen AI in risk management and compliance. We've also seen some of the biggest excitement and energy on the software development side.”



Ian Hargreaves

Data Science Fellow, ATB Financial



Customer experience

Gen AI continues to help improve customer experience in financial services.

Yet executives are struggling to connect this impact to customer satisfaction. Among those reporting improved customer experience resulting from gen AI solutions, financial services executives were less likely to cite improved Net Promoter Score (NPS) year-over-year.¹⁸

This suggests that while gen AI is effective for “top-of-funnel” interactions and simple queries, more complex, nuanced questions aren’t being answered effectively—and customers are getting frustrated. There’s a huge opportunity here.

67%

report gen AI has improved customer experience (vs. 66% in 2024)¹⁹

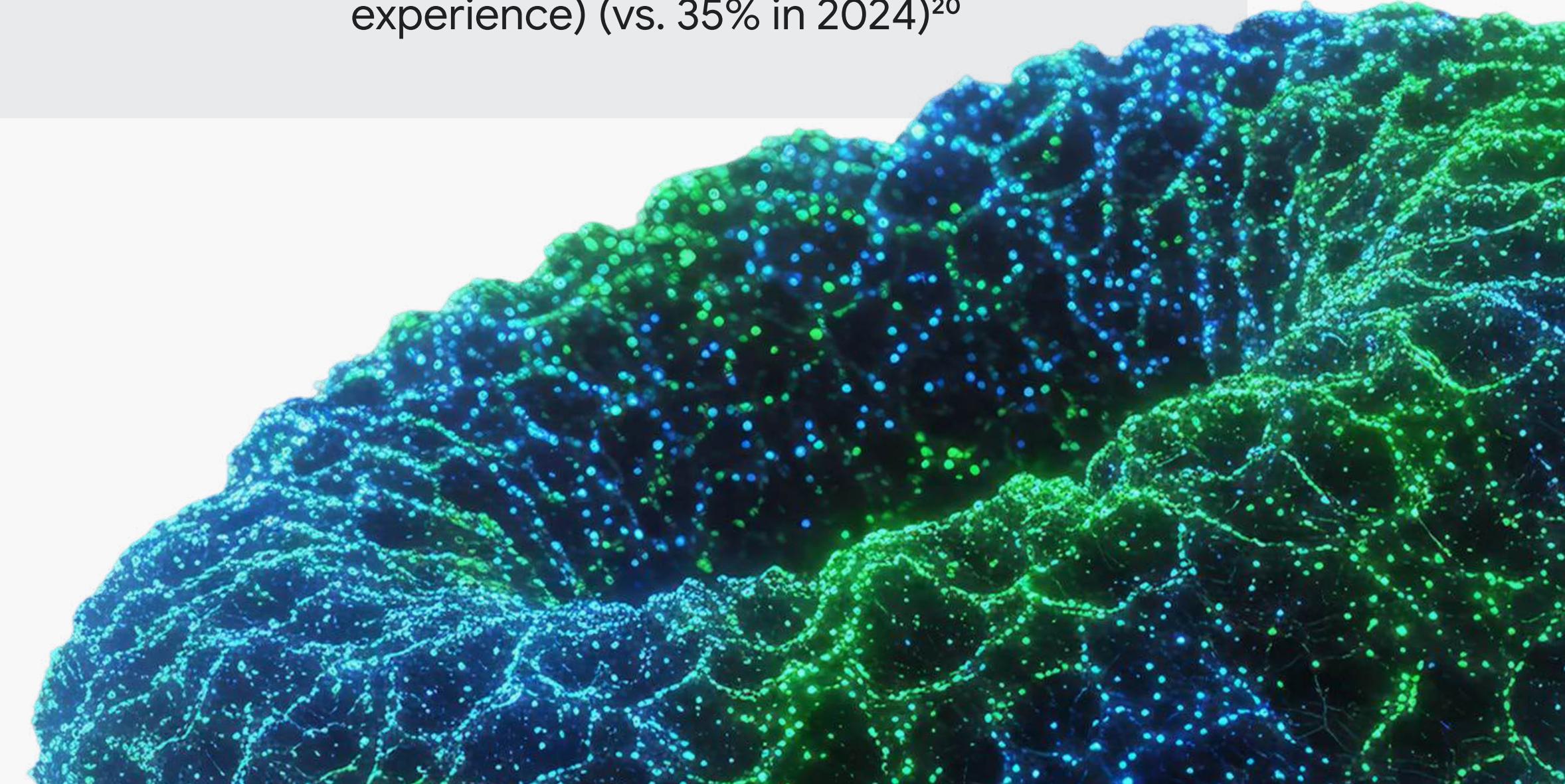
37%

indicate improvement in customer experience of more than 10% (of those reporting improved customer experience) (vs. 35% in 2024)²⁰

¹⁸ FS executives reporting improved customer experience from gen AI solutions: 2024: n=140, 2025: n=373; Question: In what ways did your company experience improved user experience as a direct result of gen AI?

¹⁹ FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?

²⁰ FS executives reporting improved customer experience from gen AI solutions: 2024: n=139, 2025: n=366; Question: (1) In what ways did your company experience improved user experience as a direct result of gen AI? (2) Based on your past/existing gen AI initiatives, how much did gen AI directly improve user experience?





Impact on customer experience resulting from gen AI solutions



84%

increased user engagement
(i.e., engagement score,
traffic or click through rate
(CTR), time on site) (+1pp YoY)



78%

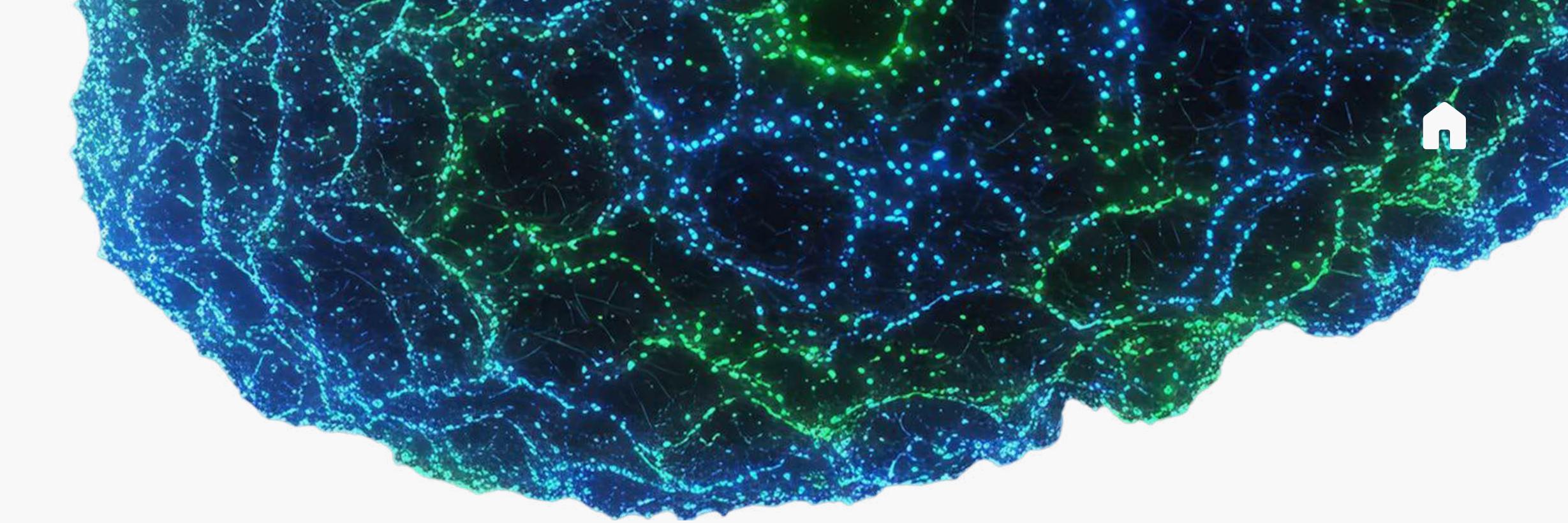
improved user satisfaction/
Net Promoter Score (-9pp YoY)

FS executives reporting improved customer experience from gen AI solutions: 2024: n=140, 2025: n=373; Question: In what ways did your company experience improved user experience as a direct result of gen AI?

Key area where AI is driving ROI

44%

saw ROI on gen AI use cases for
customer experience and field service
(including chat, call centers, and in-field
technician support) (vs. 36% in 2024)²¹



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Scotiabank.

Our employee-facing chatbot, AskAI, which we developed using Google Cloud's Gemini model, is transforming how over 10,000 of our client experience center and branch employees access information—no keywords needed, just natural questions like ‘How do I move a business account from sole proprietorship to corporation?’



Yannick Lallement
Chief AI Officer, Scotiabank

²¹ FS executives whose organization is currently using or planning to use gen AI for customer experience and field service: 2024: n=206, 2025: n=530; Question: In what timeframe do you expect gen AI to deliver ROI to the following areas of your business?



Business growth

Gen AI's impact on business growth is more subdued this year.

Slightly fewer executives reported business growth resulting from gen AI.²² This decline could indicate a maturation in how the technology is being applied. The financial services industry may shift to more agentic processes and streamlined workflows, where gen AI is no longer a standalone tool, but is integrated to create efficiencies that accelerate every step of the value chain.

Among those reporting that gen AI has resulted in business growth, there has been a slight increase in the number of executives reporting annual revenue growth of 1–5% as a result of gen AI, with fewer reporting annual revenue growth of more than 6%.²³

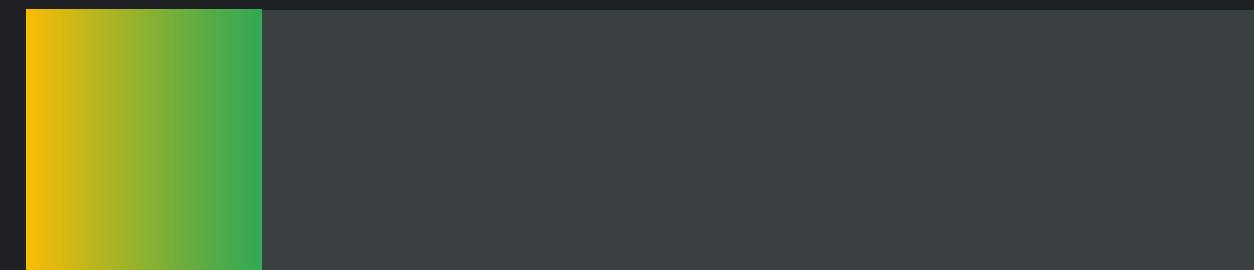
These shifts may reflect the fact that there are fewer net-new, near-term opportunities to generate revenue with gen AI in financial services, particularly given that it is already widely adopted by most financial institutions.

63%

report gen AI has resulted in business growth (vs. 64% in 2024)²⁴

Revenue growth resulting from gen AI solutions

Increased overall annual revenue between 1–5% (+7pp YoY)



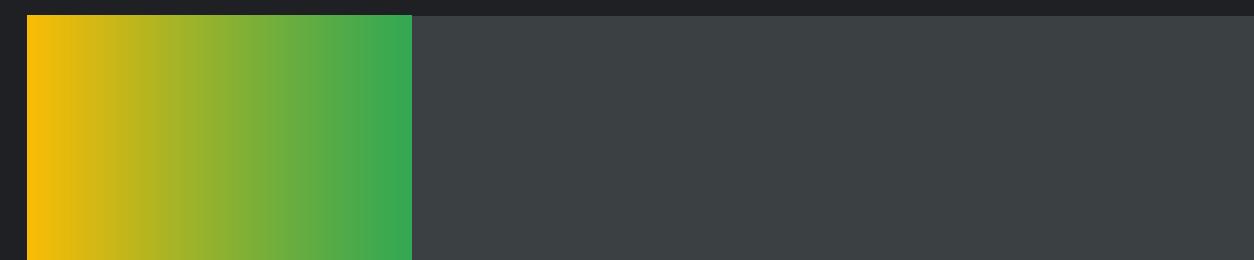
17%

Increased overall annual revenue between 6–10% (-5pp YoY)



51%

Increased overall annual revenue more than 10% (-4pp YoY)



30%

FS executives reporting increased revenue from gen AI solutions: 2024: n=108, 2025: n=243; Question: (1) In what ways did your company experience business growth as a direct result of gen AI? (2) Based on your past/existing gen AI initiatives, how much did gen AI directly increase overall annual company revenue?

²² FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?

²³ FS executives reporting increased revenue from gen AI solutions: 2024: n=108, 2025: n=243; Question: (1) In what ways did your company experience business growth as a direct result of gen AI? (2) Based on your past/existing gen AI initiatives, how much did gen AI directly increase overall annual company revenue?

²⁴ FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?



Marketing

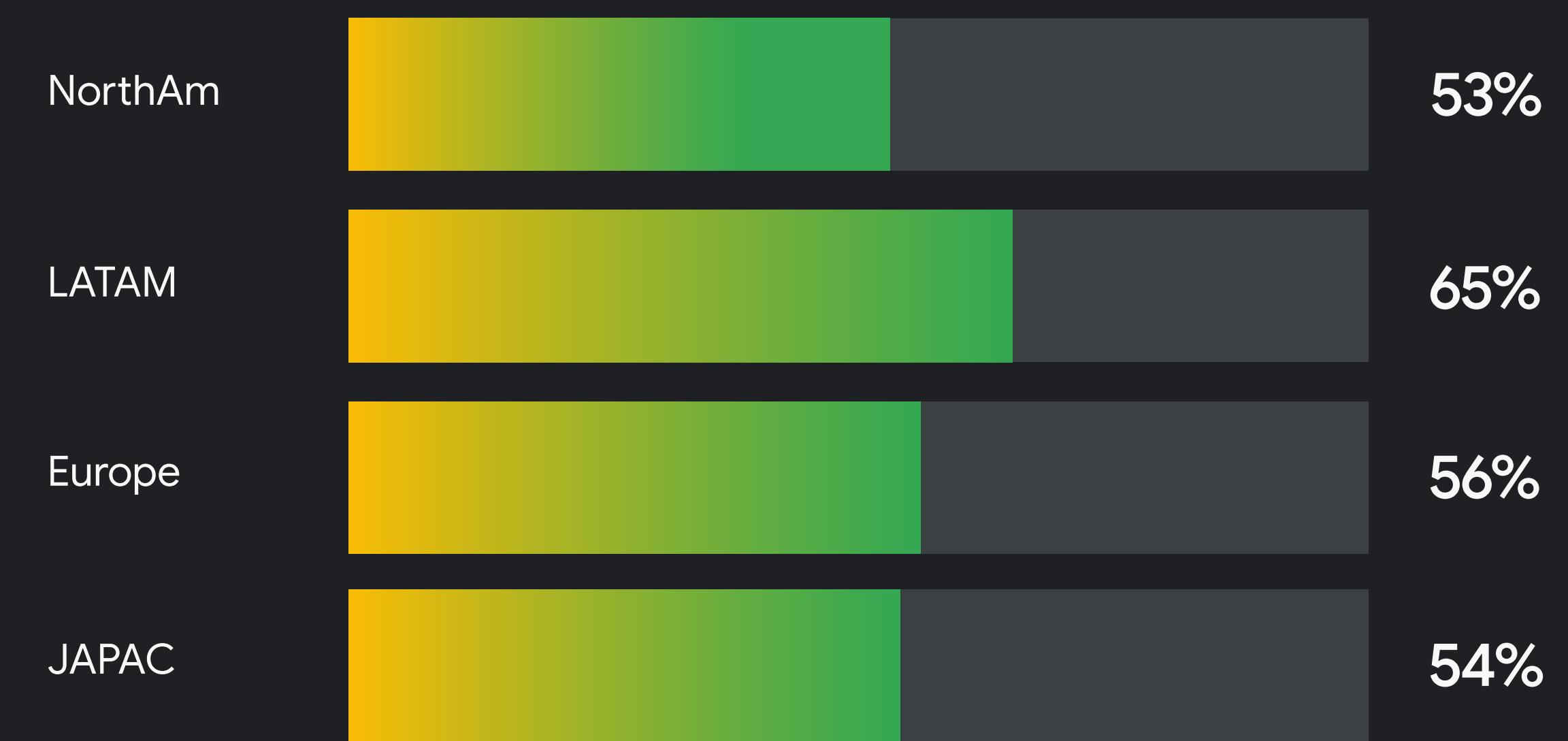
In the highly regulated financial services industry, marketers must balance creativity with the need for clear, compliant communications.

Gen AI can help create more personalized marketing campaigns that simplify complex investment products for diverse audiences, while ensuring compliance by automating and enhancing the review process. It's not about uploading all the rules into the gen AI tools, but rather training the AI to understand and apply them. This more streamlined approach can help maximize engagement, build trust, and increase conversions, resulting in new customer acquisition.

56%

report gen AI has resulted in meaningful impact to marketing outcomes (vs. 58% in 2024)²⁵

Improved marketing resulting from gen AI solutions across regions



FS executives: Northam: n=208, LATAM: n=109, Europe: n=115, JAPAC: n=107; Question: In which of the following areas have your gen AI solutions created meaningful impact?

Key area where AI is driving ROI

33%

saw ROI on gen AI use cases for sales and marketing (field sales activities, marketing operations, and content creation) (vs. 36% in 2024)²⁶

²⁵ FS executives: 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?

²⁶ FS executives whose organization is currently using or planning to use gen AI for sales and marketing: 2024: n=201, 2025: n=533; Question: In what timeframe do you expect gen AI to deliver ROI to the following areas of your business?



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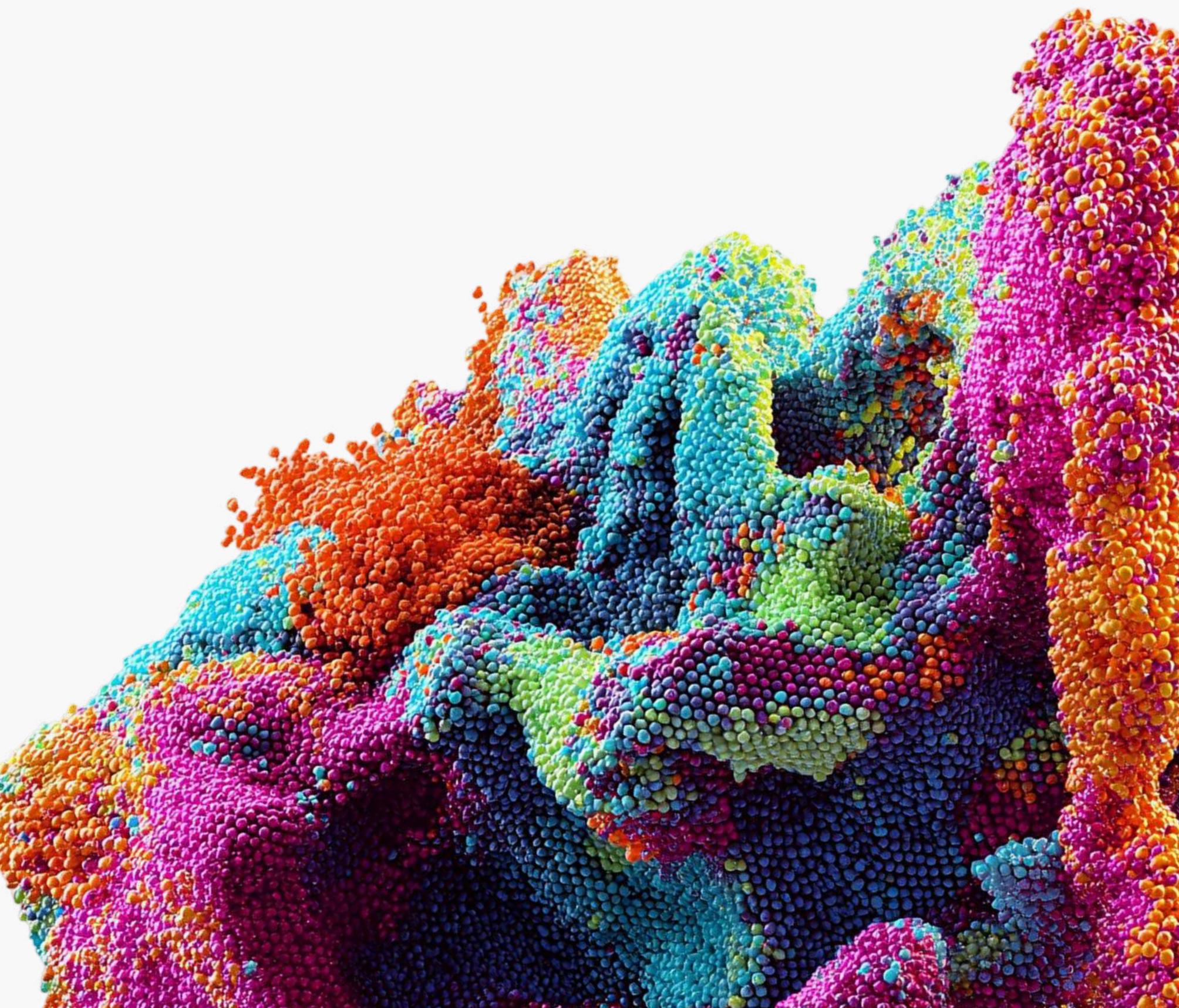
ATB

I can't think of a better technology to reimagine content creation and personalization workflows than AI.”



Ian Hargreaves

Data Science Fellow, ATB Financial





Security

Given the value of asset and customer data, such as Personally Identifiable Information (PII), gen AI's ability to improve the security posture for financial institutions is critical.

Yet, fewer executives reported a meaningful impact on security posture²⁷ and its underlying metrics²⁸ this year.

This suggests that while gen AI delivers foundational benefits, firms are turning to specialized agentic AI to combat increasingly complex, AI-driven threats. It's no surprise, then, that security operations is one of the most highly adopted AI agent use cases (46%).²⁹ This indicates a strategic shift towards a layered, AI-powered defense to ensure core assets and client trust remain intact.

52%

report gen AI has resulted in meaningful impact to security posture (vs. 61% in 2024)³⁰

Improved security resulting from gen AI solutions



81%

improved ability to identify threats (-6pp YoY)



79%

improved intelligence and response integration (new to 2025)



66%

reduction in time to resolution (-10pp YoY)



55%

reduction in number of security tickets (-5pp YoY)

FS executives reporting improved security posture from gen AI solutions: 2024: n=129, 2025: n=288; Question: Based on your past/existing gen AI initiatives, how did gen AI directly improve your company's security posture?

²⁷ FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?

²⁸ FS executives reporting improved security posture from gen AI solutions: 2024: n=129, 2025: n=288; Question: Based on your past/existing gen AI initiatives, how did gen AI directly improve your company's security posture?

²⁹ FS executives whose organization is leveraging agentic AI: n=297; Question: What use cases has your company deployed AI agents for?

³⁰ FS executives: 2024: n=213, 2025: n=556; Question: In which of the following areas have your gen AI solutions created meaningful impact?



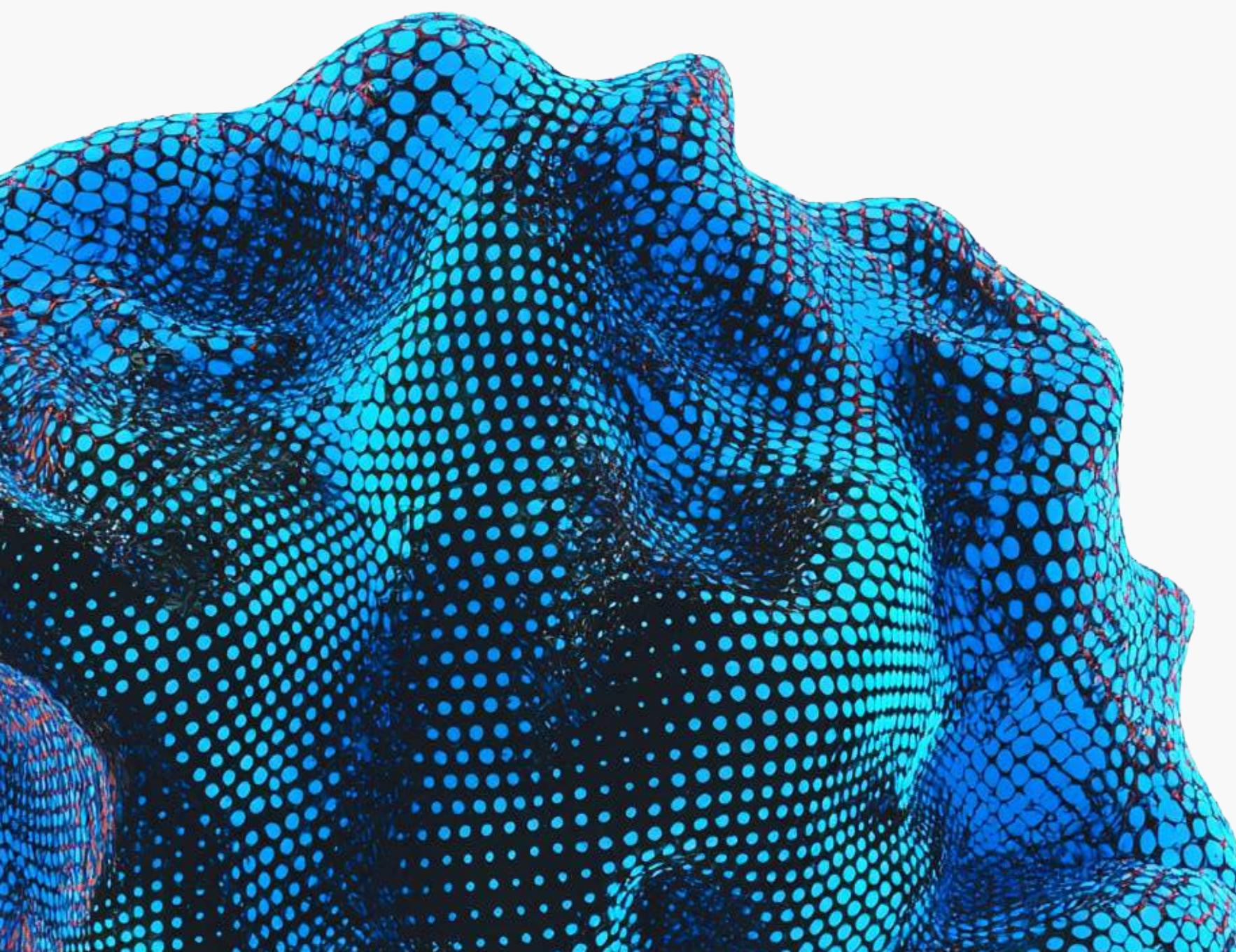
03

Invest in the AI-ready future



The maturation of AI signals a shift in business priorities.

As financial institutions make progress on foundational goals like operational efficiency, business objectives are shifting. The focus is now moving toward the next wave of innovation, with AI agents emerging as a new strategic objective.



Top business objectives to pursue with gen AI within the next 2–3 years



FS executives: 2024: n=213, 2025: n=556; Question: In light of recently completed gen AI initiatives, which of the following business objectives are you planning to pursue with gen AI within the next 2–3 years?



AI budgets are following suit

AI is now a mission-critical enterprise investment—evidenced by two clear trends.

Overall spending on AI is rising, even as technology costs fall. These investments are increasingly funded by net new budgets,³¹ in addition to 27% mean percent of total annual IT spend already allocated for AI.³²

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COMMERZBANK 

At Commerzbank we prioritize AI use cases that promise the greatest ROI, enabling us to unlock significant cost savings.”



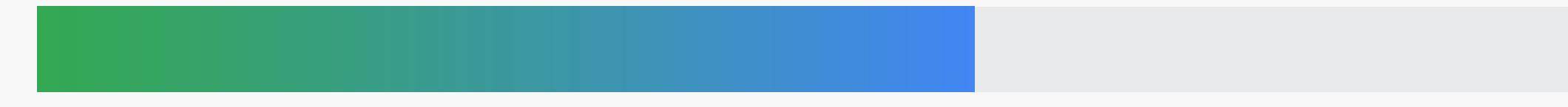
Oliver Dörler

Chief Data and AI Officer, Commerzbank



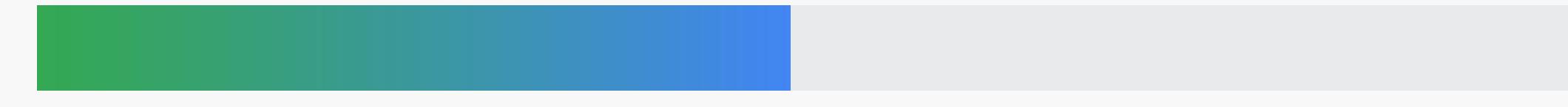
79%

report their organization's gen AI spend has increased as technology costs fall (new to 2025)³³



61%

report their organization is allocating net new budget (without reducing other budgets) to fund gen AI investments (vs. 58% in 2024)³⁴



49%

report their organization is allocating 50% or more of their future AI budget to AI agents³⁵

³¹ FS executives: 2024: n=213, 2025: n=556; Question: What is your approach to funding gen AI?

³² FS executives: n=531; Question: What percent % of your total annual IT spend is allocated for AI? AI expenses would include talent, AI software licenses, AI hardware and infrastructure, and AI application development. Please exclude data and BI analytics that are not directly using AI or ML.

³³ FS executives: n=556; Question: Did the decreasing costs of AI technology (model training and operating) change your spending on gen AI?

³⁴ FS executives: 2024: n=213, 2025: n=556; Question: What is your approach to funding gen AI?

³⁵ FS executives: n=532; Question: What % of your future AI budget is being allocated to agents?



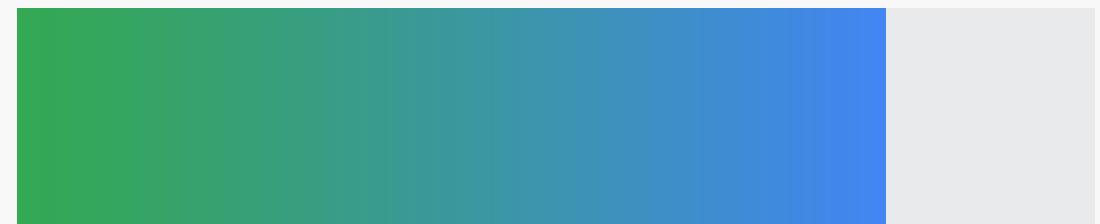
ROI needs C-suite sponsorship

AI initiatives in the highly regulated financial services industry require deep, cross-functional collaboration between risk, compliance, legal, and technology teams.

To enable this, C-suite sponsorship is critical. This top-level alignment can enable organizations to navigate once-in-a-generation decisions on the fundamental nature of risk management, client relationships, and regulatory compliance.

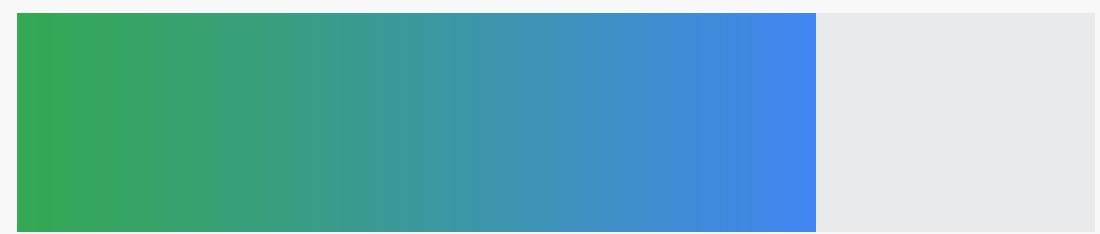
C-level sponsorship remains more strongly correlated with seeing ROI on gen AI

Organizations with comprehensive C-level sponsorship



82%

Organizations without comprehensive C-level sponsorship



74%

FS executives who report their organization has comprehensive C-level sponsorship and clear corporate vision for gen AI objectives: n=234; FS executives who do not report comprehensive C-level sponsorship and clear corporate vision for gen AI objectives: n=322; Question: In what timeframe do you expect gen AI to deliver ROI to the following areas of your business?





“



Deutsche Bank

While everyone believes in their value, deploying AI agents while covering enterprise security, compliance and other requirements is still tremendously difficult.”



Christoph Rabenseifner

Chief Strategy and Innovation Officer TDI and Head of Corporate VC Group, Deutsche Bank





Key challenges to consider

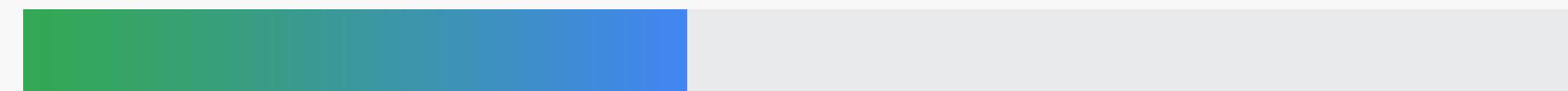
For many organizations, the top challenges with AI are rooted in the foundational work required to support them.

In the financial services industry, meeting the high standards for data security is paramount, given the critical need to protect proprietary information and customer data across every touchpoint.

The solution lies in adopting a modern, integrated data strategy that prioritizes strong governance and security protocols from the start. This approach ensures that data is both accessible for innovation and secure throughout the entire AI lifecycle.

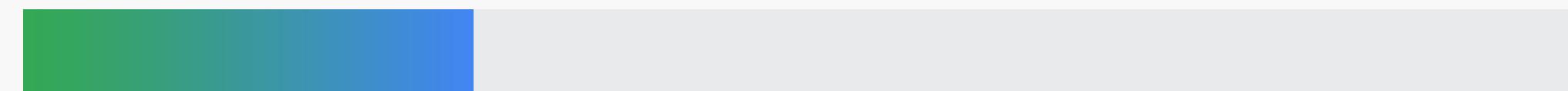
Top 3 considerations for LLM providers

Data privacy and security



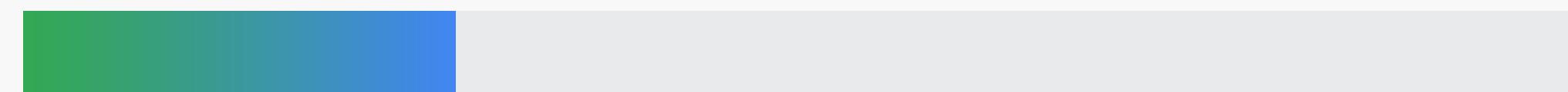
43%

Integration with existing systems



29%

Compliance and regulatory requirements



28%

FS executives: n=556; Question: Which of the following factors are MOST important to your company when considering LLM providers?



“

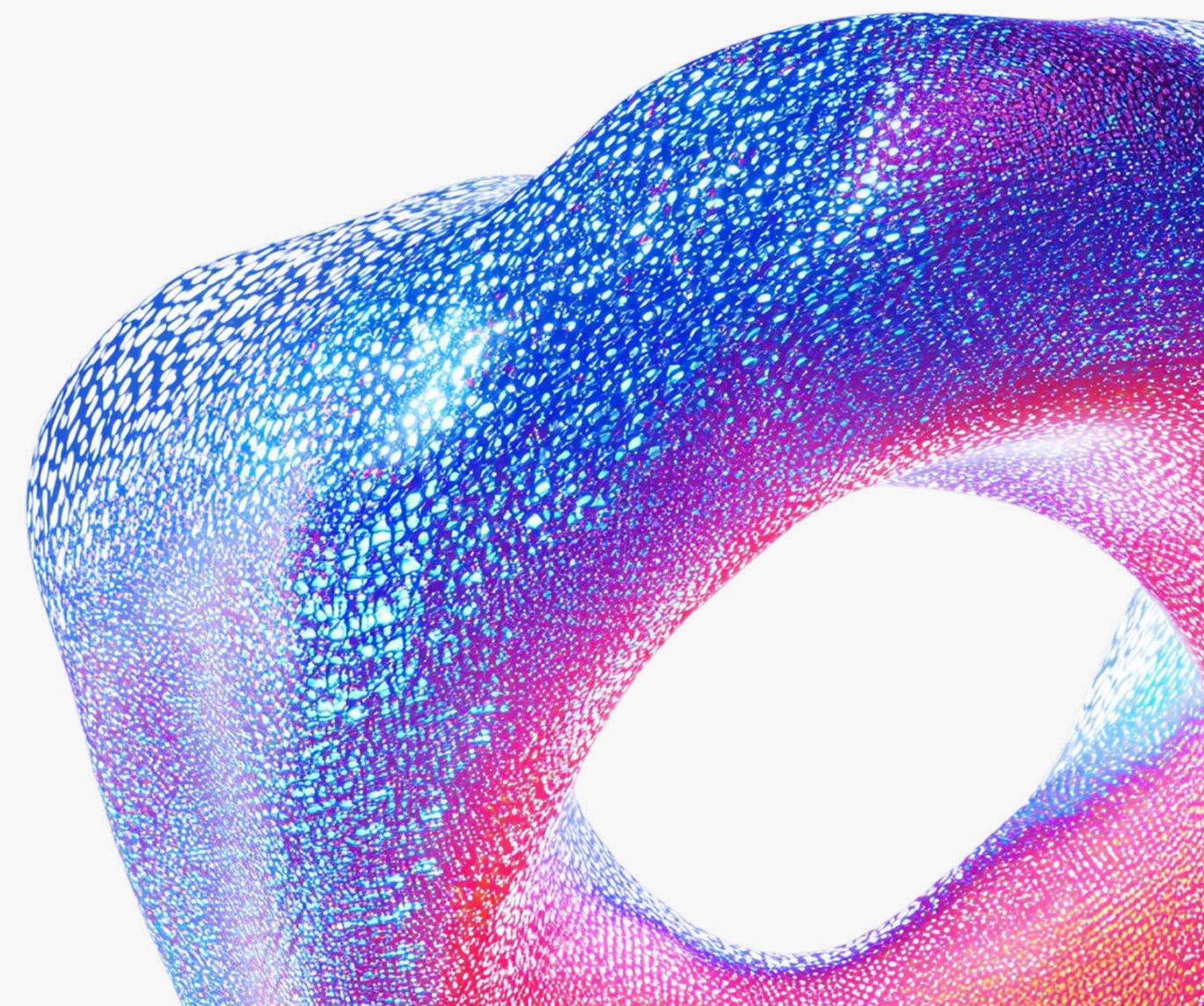
Scotiabank®

Data privacy and security prioritization reflects the reality of enterprise AI adoption. At Scotiabank, data privacy and security are non-negotiable. We operate in a highly regulated environment, so any AI solution must meet the highest standards.”



Yannick Lallement

Chief AI Officer, Scotiabank





04

Your next steps



The AI agent ROI checklist

- Find your executive champions.**
Cultivate C-suite sponsorship to advocate for AI initiatives, clear roadblocks, and align to results.
- Demonstrate value to secure AI budget.**
Build a compelling business case for why AI deserves its own investment.
- Create your AI rulebook now, not later.**
As AI use grows, so do the risks. Establish clear, enterprise-wide guidelines to address client data privacy, model risk management for autonomous systems, and evolving regulatory requirements.
- Start with the biggest wins.**
Not all AI projects are created equal. Focus your energy on building AI agents that can automate repeatable tasks to deliver clear ROI.

- Build trust in AI from day one.**
First, get your data house in order with a robust data governance and enterprise security framework. Second, always keep a human-in-the-loop.
- Give your AI agents the tools to be useful.**
For an AI agent to do the work, it needs access to your internal enterprise systems, like your risk management or internal policy databases. Grant it secure, governed access.
- Invest in your talent and internal AI education program** to build and manage the AI agents so they can handle sensitive financial data and processes. The most successful companies don't just buy technology, they build skills.

See where
your business
could realize
ROI from AI.

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