

A photograph of a man in a dark suit sitting at a long wooden conference table, viewed from behind. He is looking towards a group of other people seated around the table in a dimly lit room with large windows in the background. The text 'Corporate Governance Practices' is overlaid on the bottom left of the image.

# Corporate **Governance Practices**



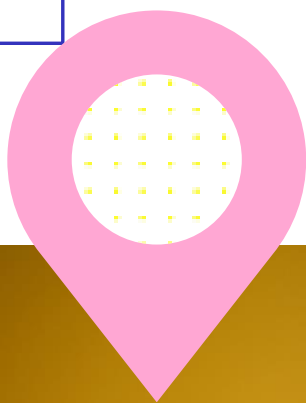
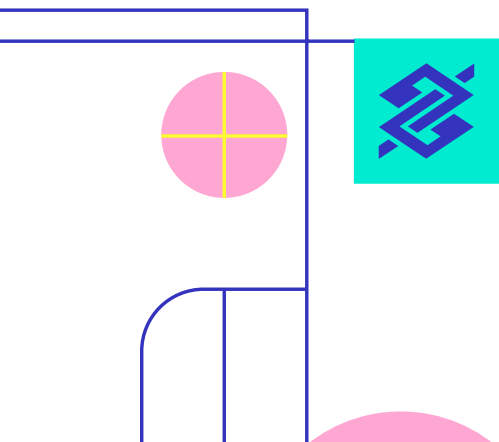
# Corporate Governance Practices

Banco do Brasil is among the largest financial institutions in the world and is one of the most sustainable banks on the planet. Considered as one of the main agents of the country's economic and social development, being present in most Brazilian municipalities, BB plays a significant role in the financial system and in the economy as a whole.

The adoption of good corporate governance practices is part of the commitment to transparency, accountability, equity and corporate responsibility. Such practices are essential to reinforce efficiency and solidity in decision-making, as well as to consolidate the trust of our stakeholders. This is relevant for shareholders and investors, who see these procedures as a reflection of our commitment to excellence in corporate governance.

The performance of our governance is guided and limited by the State-Owned Companies Law (Law 13,303/2016) and its regulatory Decree (8,945/2016), by our Bylaws and other regulations to which BB is subject. As a publicly traded company that operates in the banking system, we are subject to the regulations of the Brazilian Securities and Exchange Commission (CVM) and the National Monetary Council (CMN), among other rules that deal with various aspects of corporate governance.

It is worth noting that we are listed on the Novo Mercado of B3 – Brasil, Bolsa, Balcão, a segment that is recognized for being the most demanding in terms of corporate governance. This membership of the Novo Mercado demonstrates our commitment to high standards of governance and transparency, contributing to the trust of our stakeholders and to the sustainable development of the organization.





# Independence of the **Members of the Board of Directors of Banco do Brasil**

The Board of Directors (BoD) of Banco do Brasil is an independent body of collegiate decision-making that sets the general direction of the Bank's business. It performs strategic, guiding, elective and supervisory duties, not covering operational or executive functions. It is composed of eight members, elected by the General Shareholders' Meeting.

As provided for in our Bylaws, at least thirty percent (30%) of the members of the Board of Directors must be independent, in compliance with the provisions of Brazilian law and B3's Novo Mercado Regulation.

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Below, we present the framework of the members of the Board of Directors in relation to the independence criteria in accordance with the legal and regulatory requirements to which BB is subject as well as the requirements of the Dow Jones Sustainability Index (DJSI):



# Dow Jones Sustainability Index (DJSI)

Member of the Board of Directors	Fábio Franco Barbosa Fernandes	Anelize Lenzi Ruas de Almeida	Tarciana Paula Gomes Medeiros	Elisa Vieira Leonel	Márcio Luiz Albuquerque Oliveira	Fernando Florêncio Campos	Valmir Pedro Rossi	Selma Cristina Alves Siqueira
		(Chairperson)	(CEO)	(Vice-chairperson)				(Employee representative)
Independent according to DJSI	X	X		X	X	X	X	X
The director must not have been employed by the company in an executive capacity within the last year.	X	X		X	X	X	X	X
The director must not accept or have a "Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of \$60,000 during the current fiscal year", other than those permitted by SEC Rule 4200 Definitions, including (i) payments arising solely from investments in the company's securities, or (ii) payments under nondiscretionary charitable contribution matching programs. Payments that do not meet these two criteria are disallowed.	X	X	X	X	X	X	X	X
The director must not be a "Family Member of an individual who is [...] employed by the company or by any parent or subsidiary of the company as an executive officer.	X	X	X	X	X	X	X	X
The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management.	X	X		X	X	X	X	X
The director must not be affiliated with a significant customer or supplier of the company.	X	X	X	X	X	X	X	X
The director must have no personal services contract(s) with the company and cannot be a member of the company's senior management.	X	X		X	X	X	X	X
The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.	X	X	X	X	X	X	X	X
The director must not have been a partner or employee of the company's outside auditor during the past year.	X	X	X	X	X	X	X	X
The director must not have any other conflict of interest that the board itself determines to not be considered independent.	X	X	X	X	X	X	X	X



# Regulamento do novo Mercado da B3 – Brasil, Bolsa, Balcão

Conselheiro de Administração	Fábio Franco Barbosa Fernandes	Anelize Lenzi Ruas de Almeida	Tarciana Paula Gomes Medeiros	Elisa Vieira Leonel	Márcio Luiz Albuquerque e Oliveira	Fernando Florêncio Campos	Valmir Pedro Rossi	Selma Cristina Alves Siqueira
		(Chairperson)	(CEO)	(Vice-chairperson)				(Employee representative)
Independent according to the Novo Mercado						X	X	
The member is not a direct or indirect controlling shareholder of the company.	X	X	X	X	X	X	X	X
The member's vote at the meetings of the board of directors is not bound by a shareholders' agreement that has as its object matters related to the company.	X	X	X	X	X	X	X	X
The member is not the spouse, partner or relative, in a direct or collateral line, up to the second degree of the controlling shareholder, of the company's manager or of the controlling shareholder's manager.	X	X	X	X	X	X	X	X
The member has not, in the last 3 years, been an employee or director of the company or its controlling shareholder.						X	X	
The member is not related to the controlling shareholder, the company's manager or the controlling shareholder's manager up to the second degree	X	X	X	X	X	X	X	X
The member has not, in the last 3 years, been an employee or director of affiliated, controlled or under common control.	X	X	X	X	X	X	X	X
The member has no commercial relations with the company, its controlling shareholder or affiliated, controlled or under common control.	X	X	X	X	X	X	X	X
The member does not hold a position in a company or entity that has commercial relations with the company or with its controlling shareholder that has decision-making power in the conduct of the activities of said company or entity.	X	X	X	X	X	X	X	X
The member does not receive any other remuneration from the company, its controlling shareholder, affiliated, controlled or under common control other than that related to acting as a member of the company's board of directors or committees, its controlling shareholder, its affiliated, controlled or under common control, except for cash proceeds arising from participation in the company's capital stock and benefits arising from supplementary pension plans.						X	X	





## Lei das Estatais – 13.303/2016

Conselheiro de Administração	Fábio Franco Barbosa Fernandes	Anelize Lenzi Ruas de Almeida	Tarciana Paula Gomes Medeiros	Elisa Vieira Leonel	Márcio Luiz Albuquerque Oliveira	Fernando Florêncio Campos	Valmir Pedro Rossi	Selma Cristina Alves Siqueira
		(Chairperson)	(CEO)	(Vice-chairperson)				(Employee representative)
Independent according to the State-Owned Companies Law						X	X	
Holding no link with Banco do Brasil, except for equity participation.	X	X		X	X	X	X	
Being not married to or relative by blood or similar, up to the third degree or by adoption, of the head of the Federal Executive Branch, a Minister of State, or a director of the Bank.	X	X	X	X	X	X	X	X
Not having maintained, in the last three (3) years, a relationship of any nature with the Bank or its controlling shareholder, which may compromise its independence.						X	X	
Not being or have been, in the last three (3) years, an employee or officer of the Bank or its subsidiaries, affiliates or subsidiaries.	X	X		X	X	X	X	
Not being a supplier or buyer, direct or indirect, of the Bank's services or products, in such a way as to imply loss of independence.	X	X	X	X	X	X	X	X
Not being an employee or manager of a company or entity that is offering or demanding services or products to the Bank, in such a way as to imply loss of independence.	X	X	X	X	X	X	X	X
Not receiving any remuneration from Banco do Brasil other than that related to the position of director, except for cash proceeds from participation in the capital.	X	X		X	X	X	X	

### Independence of the Chairperson of the Board of Directors

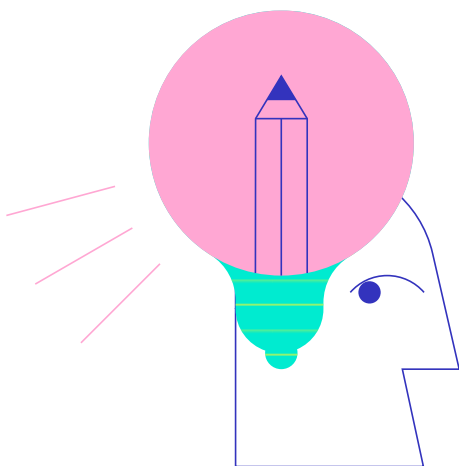
As can be seen in the table above, the Chairman of the Board of Directors of Banco do Brasil meets the independence criteria stipulated by the DJSI.

Over the past 15 years, the presidents of the Board of Directors have met the DJSI independence criteria, namely:

- Anelize Lenzi Ruas de Almeida (atual);
- Dario Carnevali Durigan ;
- Gabriel Muricca Galípolo ;
- Iêda Aparecida de Moura Cagni;
- Hélio Lima Magalhães;
- Waldery Rodrigues Júnior;
- Júlio César Costa Pinto;
- Fabrício da Soller;
- Eduardo Refinetti Guardia;
- Tarcísio José Massote de Godoy;
- Nelson Henrique Barbosa Filho.



# Profile of the Board Members



In accordance with our Appointment and Succession Policy, Banco do Brasil's Board members meet the mandatory requirements for administrators of state-owned companies set forth in Brazilian law, which apply even to representatives of employees and minority shareholders.

[See more](#)

The following is a profile of our current board members, showing their academic backgrounds and main professional experiences, as well as other relevant activities performed.

## Anelize Lenzi Ruas de Almeida (Chairperson)

### Professional experience

Member of the Board of Directors – Banco do Brasil – since April/2023 (Chairman of the Board of Directors since 05.15.2025; Vice-president of the Board of Directors from 12.05.2023 to 29.04.2025).

Member of the Personnel, Compensation and Eligibility Committee – Banco do Brasil S.A. – Jun./2023 to Jul./2024;

Member of the Risk and Capital Committee – Banco do Brasil S.A. – since Nov./2023

Attorney General's Office of the National Treasury – PGFN – since 2006, being, among others:

- Attorney General of the National Treasury – since 2023;

- Deputy Attorney General of the National Treasury – 2022;

Chief of Staff of the Attorney General – 2019;

General Coordinator of Financial Affairs – 2017 to 2018:

- Tax and financial law consulting

- Deputy Attorney General of the Active Debt of the Union – 2014 to 2017.

Presidency of the Republic – Economic Policy Assistant of the Sub-Chief for Legal Affairs – Sep/2021 to Feb/2022

Attorney General of the Union – Consultant of the Union – 2020 to 2021

Fiscal Councilor – Serenas – Non-partisan and non-profit organization to guarantee the rights of girls and women in Brazil (volunteer) – since 2021

Member of the Board of Directors of Caixa Econômica Federal – CEF – 2016 to 2018

Fiscal Council Member of Caixa Econômica Federal – CEF – 2014 to 2016

Member of the Fiscal Council of Banco do Brasil – 2011 to 2013

### Educational background

Master's Degree in Public Policy – University of Oxford – United Kingdom – 2019 to 2020

Post-graduation in Public Administration – Fundação Getúlio Vargas – 2011 to 2013

Post-graduation in Public Law – University Center of the Federal District – 2005 to 2007

Bachelor of Laws – University Center of Brasília – CEUB – 1998 to 2003



## Elisa Vieira Leonel

### Vice – Chairperson

#### Professional experience

Member of the Board of Directors – Banco do Brasil S.A. – since April/2023 (Vice-President since 05/15/2025);  
Member of the Corporate Sustainability Committee – Banco do Brasil S.A. – since Jul./2023;  
Ministry of Management and Innovation in Public Services – National Secretary for Coordination and Governance of State-Owned Companies – since Jan/2023;  
Director of Corporate Relations and Responsible Business – DialMyApp – Nov./2022 to Jan./2023;  
National Telecommunications Agency – ANATEL – Superintendent of Consumer Relations – May./2013 to May./2022;  
Ministry of Communications – Special Advisor to the Executive Secretary – Jan./2011 to Apr./2013;  
Presidency of the Republic – Advisor in the Personal Office of the President of the Republic – Jul./2008 to Jan./2011;  
Member of the Fiscal Council of Banco do Brasil – 2011 to 2013

#### Educational background

PhD in Political Science – University of Brasília;  
Master in Administration and Public Policy – University of Brasília – 2010;  
Postgraduate in Public Law – Superior School of the Public Prosecutor's Office of Minas Gerais – 2004  
Graduated in Public Administration – School of Government of the João Pinheiro Foundation/MG – 2003

## Márcio Luiz de Albuquerque Oliveira

#### Professional experience

Ministry of Planning and Budget:  
– Deputy Executive Secretary – since 2023;  
– Program Director of the Federal Budget Secretariat – 2022/2023;  
– Undersecretary of Budget Management of the Federal Budget Secretariat – 2020/2021;  
– Deputy Secretary of Evaluation, Institutional Relations and Information Technology of the Federal Budget Secretariat – 2016/2019;  
– General Coordinator of Monitoring and Evaluation of Strategic Programs and substitute for the Deputy Secretary of the Federal Budget – 2013/2016.  
Member of the Board of Directors of Transmissora Sul Litorânea de Energia – 2019;  
Member of the Fiscal Council – Companhia Docas da Bahia – 2022.

#### Educational background

Master's Degree in Public Administration – University of Brasília-UNB – 2014;  
Specialist in Public Management – School of Public Administration-ENAP-DF – 2010;  
Bachelor of Economic Sciences – Cândido Mendes University-RJ – 2000.





# Fábio Franco Barbosa Fernandes

## Professional experience

Member of the Board of Directors – Banco do Brasil – since 04/30/2025;

Ministry of Finance:

- Undersecretary of Tax Affairs and Management of the Executive Secretariat – since Feb/2024;
- Deputy Executive Secretary – Jan/2023 to Feb/2024;
- Special Advisor to the Minister of State for Finance – Jun/2016 to Mar/2018;
- Undersecretary for Economic Affairs – Jun/2011 to May/2016;
- Advisor to the Executive Secretariat – Jan/2009 to May/2011;
- Tax Auditor of the Federal Revenue Service – since Jan/1998.

Administrative Council of Tax Appeals – CARF:

- Trial Support Coordinator – Nov/2020 to Dec/2022;
- Head of the Division of Appeal Analysis and Standardization of Jurisprudence – Apr/2018 to Oct/2020.

Complementary Social Security Secretariat/MPS:

- Director of the Inspection Department – Dec/2006 to Sep/2008;
- Chief of Staff – Mar/2005 to Dec/2006;
- Counselor of the Council for the Control of Financial Activities – COAF – representative of the Ministry of Social Security – Feb/2007 to Oct/2008.

National Institute of Social Security / INSS:

- Fiscal Team Coordinator – 1999/2000;
- Head of the Collection Division – Nov/2000 to Sep/2001.

Member of the Fiscal Council – PPSA Pré-Sal Petróleo S.A. – since Apr/2023;

Member of the Fiscal Council – Brazilian Mint – from Apr/2023 and from Apr/2016 to May/2017;

Member of the Fiscal Council – Brasilcap Capitalização S.A. – Feb/2014 to Apr/2018;

Member of the Fiscal Council – BB Administradora de Consórcios S.A. – Apr/2010 to Apr/2016

Member of the Board of Directors – BB Seguridade – Nov/2013 to Jan/2014;

## Educational background

Post-graduation – Specialization in Tax Law – National School of Public Administration – ENAP – 2019

Bachelor of Laws – Universidade Paulista – 2000/2005

Bachelor's Degree – Accounting Sciences – Italo-Brazilian University Center– 1986/1988

Bachelor's Degree – Business Administration – Italo-Brazilian University Center 1983/1986



## Fernando Florêncio Campos

### Professional experience

Banco do Brasil S.A.:

- Member of the Board of Directors – since 04/30/2025;
- Titular Fiscal Council – 2023/2025;
- Director of Capital Markets, Infrastructure and Large Corporate – 2016/2019;
- General Manager in the Governance Unit of Related Entities – 2015/2016;
- Executive Manager at Corporate Bank – 2010/2015;
- Wholesale Commercial Superintendent – 2006/2010.

Banco Crefisa S.A. – Statutory Officer – 2020

BB Investimentos – BB BI – Managing Director – 2016/2019.

Member of the Statutory Audit Committee – Eneva S.A. – since 2021;

Member of the Board of Directors – Banco Patagonia S.A. – 2019; Alternate – 2017/2019

Full Member of the Board of Directors – 2017/2019; President in 2019;

Chairman of the Board of Directors – BB Securities Limited – 2016/2019;

Chairman of the Board of Directors – Banco do Brasil Securities LLC – 2016/2019;

Chairman of the Board of Directors – BB Securities Asia Pte. Ltd. – 2016/2019;

Member of the Fiscal Council of BBTur Viagens e Turismo Ltda – 2016/2019;

### Educational background

Post-graduation "Lato Sensu" – General Training and Executive Development in Administration – 2002;

Post-graduation "Lato Sensu" – Specialization in Financial Management, in the area of Administration – 2000;

Bachelor's Degree – Accounting Sciences – 1992.

## Selma Cristina Alves Siqueira

### Professional experience

Banco do Brasil S.A.:

- Member of the Board of Directors – since 04/30/2025;
- Solutions Manager in the Risk Management Department – since Feb/2017;
- Business Manager in Retail Credit Recovery Unit – Brasília-DF – 2015/2017;
- Business Manager at Judicial Reorganization Management Wholesale-SP – 2014/2015

### Educational background

Post-graduation "Lato Sensu" – General Training and Executive Development in Administration – 2002;

Post-graduation "Lato Sensu" – Specialization in Financial Management, in the area of Administration – 2000;

Bachelor's Degree – Accounting Sciences – 1992.



## Tarciana Paula Gomes Medeiros

### Professional experience

Member of the Board of Directors – Banco do Brasil S.A. – since January 2023;  
President – Banco do Brasil S.A. – since January 2023;  
Member of the Board of Directors – Brasilprev – since 2023;  
Member of the Board of Directors – Elopár – since 2023  
Executive Manager – Banco do Brasil S.A. – May/2019 to January/2023;  
Executive Superintendent – BB Seguridade – June/2018 to May/2019;  
Superintendent – BB Seguridade – March/2015 to June/2018.

### Educational background

MBA in BI and Analytics, Data Science – USP/Esalq – 2022 to 2023;  
Lato Ssensu Post-graduation – MBA Administration and Business – PUC/RS – 2021 to 2023;  
Master of Business Administration – MBA in Leadership, Innovation and Management – PUC/RS – 2018 to 2023;  
Lato Ssensu Post-graduation – Administration, Business and Marketing – ESAB – Escola Superior Aberto do Brasil – 2019 to 2020;  
Bachelor's degree in Business Administration – AIEC College – 2008 to 2012.

## Valmir Pedro Rossi

### Professional experience

Member of the Board of Directors – Banco do Brasil S.A. – since 04/30/2025;  
Member of the Audit Committee – Boa Safra Sementes S.A. – since Oct/2024;  
Member of the Fiscal Council – Eternit S.A. – since Apr/2024;  
Member of the Audit and Risk Committee – Kepler Weber S.A. – since Mar/2024/  
Member of the Fiscal Council – Randon S.A. – since 2023;  
Member of the Fiscal Council – Hidrovias do Brasil S.A. – since Apr/2023;  
Member of the Fiscal Council – Taurus Armas S.A. – since Apr/2023;  
Member of the Audit and Integrity Committee – BRF S.A. – 2021/2022;  
Coordinator of the Audit Committee – Simpar S.A. – since 2018;  
Member of the Deliberative Council – Superintendence of the Manaus Free Trade Zone – Suframa – 2013/2015;  
Member of the Deliberative Council – Superintendence of the Development of the Amazon – SUDAM – 2013/2015;  
Member of the Deliberative Council – Brazilian Association of Development Banks – ABDE – 2013/2015;  
Member of the Deliberative Council – Latin American Association of Development Banks – ALIDE – 2013/2015;  
President of Banco da Amazônia S.A. – Feb/2013–Nov/2015;  
Banco do Brasil S.A.:  
– From 1983 to 2013 he worked at BB, occupying several positions, with emphasis on:  
State Superintendent of Pará; State Superintendent of RS; Retail Superintendent SP; Corporate Superintendent SP; and Regional Superintendent for Latin America.

### Educational background

MBA Advanced Business Management – Federal University of Mato Grosso – UFMT and Institute of Teaching and Research in Administration – INEPAD – 2007/2010;  
Post-graduation – Specialization in Marketing – PUC-RJ – 2001;  
Post-graduation "Lato Ssensu" – Program of General Training and Development of Administration Executives – USP-FIA-SP – 1998/1999;  
Post-graduation – Specialization in Finance – University of Caxias do Sul-RS – 1996;  
Bachelor's Degree – Accounting Sciences – University of Passo Fundo-RS – 1982.



# Diversity in the Board of Directors



Banco do Brasil recognizes the importance of diversity in the composition of its governance bodies and, therefore, seeks to ensure that management positions are occupied by prepared and experienced people, familiar with the Bank's activities and able to implement the defined strategy, taking into account the diversity of people, qualifications and experiences, as well as in relation to gender, race and generations.

Currently, BB's Board of Directors has 4 women (50%), one of whom is the Chairperson of the Board.





# Attendance of the Members in Meetings of the Board of Directors

BB's Board of Directors meets ordinarily at least eight times a year, and extraordinarily whenever called by its Chairman, or at the request of at least two directors.

As provided for in the Bylaws, the person who fails to attend, with or without justification, three consecutive ordinary meetings or four alternate ordinary meetings during the term of office will lose the position of member of the Board of Directors.

In fiscal year 2024, the average participation rate of the members of the Board of Directors in the ordinary meetings held was 93.75%, above the minimum required by Banco do Brasil, which is 87.5%. The members listed below are all members who participated in regular meetings of the Board of Directors during the 2024 fiscal year:

Member of the Board of Directors (last fiscal year: 2024)	Dario Carnevalli Durigan <sup>(8)</sup>	Anelize Lenzi Ruas de Almeida <sup>(9)</sup>	Elisa Vieira Leonel <sup>(10)</sup>	Kelly Tatiane Martins Quirino <sup>(12)</sup>	Marcelo Gasparino da Silva <sup>(13)</sup>	Paulo Roberto Simão Bijos <sup>(14)</sup>	Robert Juenemann <sup>(15)</sup>	Tarciana Paula Gomes Medeiros <sup>(16)</sup>
Attendance at Regular Board Meetings	9	11	12	12	12	12	12	10
Total Ordinary Meetings in the Period	12	12	12	12	12	12	12	12
Average Attendance at Regular Board Meetings (%)	75.00%	91.67%	100.00%	100.00%	100.00%	100.00%	100.00%	83.33%

(1) Commissioner Dario Carnevalli Durigan held office from 09/01/2023 to 04/29/2025 (2023/2025 term).  
(2) Commissioner Anelize Lenzi Ruas de Almeida held office from 28/04/2023 to 29/04/2025 (2023/2025 term) and has held office since 30/04/2025 (2025/2027 term).  
(3) Commissioner Elisa Vieira Leonel held office from 04/28/2023 to 04/29/2025 (2023/2025 term) and has held office since 04/30/2025 (2025/2027 term).  
(4) Commissioner Kelly Tatiane Martins Quirino held office from 04/28/2023 to 04/29/2025 (2023/2025 term) and has held office since 04/30/2025 (2025/2027 term).  
(5) Commissioner Marcelo Gasparino da Silva held office from 04/28/2023 to 04/29/2025 (2023/2025 term) and has held office since 04/30/2025 (2025/2027 term).  
(6) Commissioner Paulo Roberto Simão Bijos holds office from 07/13/2023 to 04/29/2025 (2023/2025 term) and has held office since 04/30/2025 (2025/2027 term).  
(7) Board Member Robert Juenemann held office from 28/04/2023 to 29/04/2025 (2023/2025 term) and has held office since 30/04/2025 (2025/2027 term).  
(8) Commissioner Tarciana Paula Gomes Medeiros held office from 19/01/2023 to 27/04/2023 (2021/2023 term) and from 28/04/2023 to 29/04/2025 (2023/2025) and has held office since 30/04/2025 (2025/2027 term).



## Election of the Board Members

At Banco do Brasil, board members are elected individually, by majority vote, for a unified two-years term, allowing up to three consecutive reappointments.

[See more](#)

## Evaluation of the Board Members

In addition to the performance evaluation process already applied internally by the Bank, in 2024 BB implemented the independent annual evaluation of the individual and collective performance of the members of the Board of Directors, carried out by an external company contracted in the market. In addition to being considered a good governance practice, with transparency and impartiality, the independent evaluation has, among its objectives, to assess the degree of maturity of the collegiate and identify points for improvement to reinforce the performance of the members.

## Other Mandates

Pursuant to Law No. 13,303/2016 (article 20), members of the public administration are prohibited from direct or indirect remunerated participation on more than 2 (two) boards of directors/supervisory boards, of state-owned enterprises, mixed-economy companies or their subsidiaries.

### Average tenure of the Board Members

The average length of tenure of members on the Board of Directors is 1.52 years.

The average length of stay of the current members of the Board of Directors is 0.87 years.

*Note: For the calculation of the last 10 years, the period from 05/30/2015 to 05/29/2025 was used. To calculate the average time of the current members of the Board of Directors, the period from the dates of investiture to 05/29/2025 was used.*





# Senior Management Variable Compensation (RVA)

In the 2024 Edition, the indicator considered for the corporate level was the achievement of the Bank's Master Plan (PD). In this way, the program is aligned with BB's corporate strategy. In the period, the variable compensation of senior management was impacted by financial indicators and metrics such as the Market Return on Equity (RSPL); Adjusted Efficiency Ratio; Extended RAR and the Dow Jones Sustainability Index, which covers financial, social and environmental aspects and is evaluated on a comparative basis with the performance of the sector.

In addition to the financial metrics, the Master Plan includes indicators, targets related to material sustainability topics defined by BB in the materiality process carried out in 2024, as shown in the table below:

Material Themes	Indicator	Target	Target year
Climate Change and Decarbonization	Sustainable Business Volume (R\$ billion)	397	2025
Diversity	Diversity, Equity & Inclusion–Leadership (%) <sup>1</sup>	30%	2025
Sustainable Business	Sustainable Business Volume (R\$ billion)	397	2025

<sup>1</sup> It measures the percentage of Women and Black People (black and brown) and other underrepresented ethnicities (indigenous and yellow race) occupying key leadership positions.

## Last result History

Indicator	Target	Target year	Results	Month/Year	Achievement
Sustainable Business Volume (R\$ billion)	397	2025	393.55	03/2025	99.1%
Diversity, Equity & Inclusion–Leadership (%)	30%	2025	28.67	03/2025	95.8%



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