



Annual Report 2021



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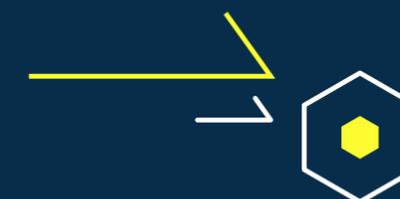
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About this report

We are pleased to present our Annual Report 2021, where we reaffirm our sustainability commitments, bringing in the main initiatives and results for the period and how we have created value for our stakeholders – shareholders, investors, employees, customers, suppliers, partners, government and society.

Our guidelines are in line with the demands from the market and our stakeholders, the international and domestic scenarios and the management of our business risks and impacts. These references were the basis for the update process of our multi-stakeholder materiality matrix, which took place in 2020, and of our Sustainability Plan – Agenda 30 BB, made up of topics and challenges that reflect the connection of our business strategies with global sustainable development priorities.

In line with major global trends towards transparency of accountability, this report references GRI Standards: Core option and is assured by Deloitte Auditores Independentes. GRI contents can be viewed with bookmarks throughout the text, or in more detail in the GRI Appendix. The GRI

Content Summary is correlated with the 10 Principles of the Global Compact and the 17 Sustainable Development Goals (SDGs).

Another important benchmark is the principles of the Integrated Reporting methodology, through which we aim to address, in an integrated manner, financial and non-financial value creation through our financial and environmental and social (E&S) performance. We also present the business overview and internal and external factors that affect our value creation.

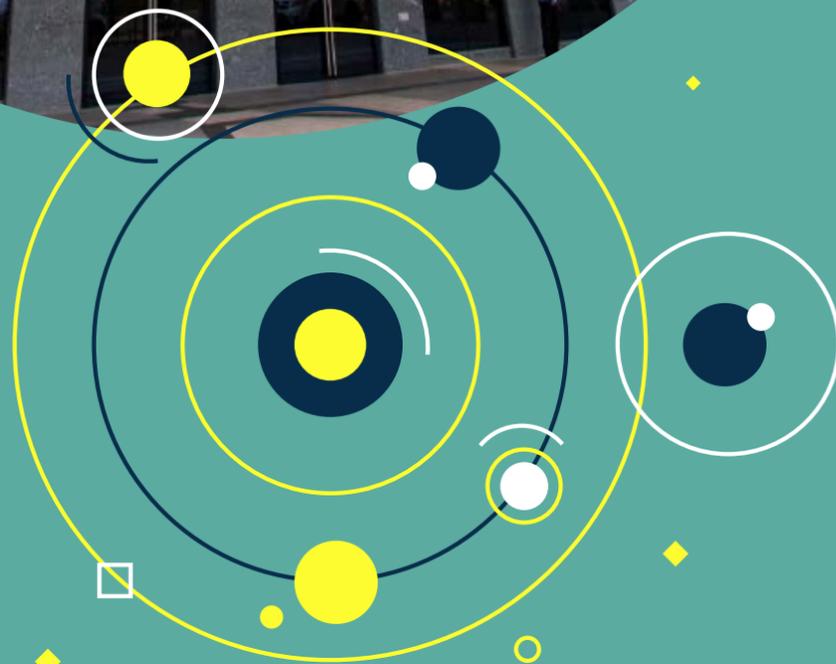
This report is organized in chapters, where we present our profile (About Us), commitment to sustainable performance and environmental, social and financial performance (Transformative Role), in addition to our Governance, Ethics and Transparency and Risk management frameworks. Throughout this document, we outline our principles and policies, followed by quantitative and qualitative performance indicators.

Our economic and financial data are in conformity with Brazilian Corporate Law and the standards issued by the Brazilian

Securities and Exchange Commission (CVM) and the Central Bank of Brazil (BCB). Balances refer to BB Conglomerate performance, in accordance with the financial statements available on the [Investor Relations website](#). Information on environmental and social disclosures refers 100% to Banco do Brasil, which accounted for 82.29% of the operating income of the BB Conglomerate in 2021.

With this report, we move forward on our journey to share and set a constructive dialogue with those who follow the improvement of our customer relationship and their experience in financial business, build up a sustainable result by properly remunerating the capital allocated by our shareholders, develop green economy-related financial solutions, improve E&S and climate risks management, strengthen corporate governance and, last but not least, adopt the best practices on people management, endeavoring to ensure business continuity while collaborating for a sustainable future.

We thank you for your kind interest. Have a good reading experience!



Message from the Management

[102-14]

At the end of 2021, we disclosed a historic result of R\$21.01¹ billion, a consequence of the solid performance of our business, rigorous control of expenses as a management priority and, particularly, client centrality. In line with our purpose and our strategy, the ten structuring initiatives declared at the beginning of our management term and grouped in the Proximity, Digital in practice and Profitability pillars guided our efforts and created value with a record result.

Profitability was driven by the commitment to efficiency. In 2021, the efficiency ratio reached 35.9%, the best ratio of the historical series, reflecting the combination of cost control and increase in revenue in the period.

The Proximity pillar strengthens the need for integrated Services and Channels management, with the vision of “a bank for each client” and this is reflected in the quality of the service. In 2021, we grew more than 8.5 points in the rate of recommendation of our clients in relation to 2020.

And, on the digital front, which brings together digital transformation and innovation, we made indirect investments in 29 startups in 2021, and we prepared and experimented many initiatives, including the use of a hybrid cloud with more than 270 million transactions carried out per day.

We believe that a service of excellence, specialized and available in multiple channels, and the sustainable work that generates positive externalities for our stakeholders, both contribute to the growing evolution of results and allow for the achievement, on a daily basis, of our purpose, which is to take care of what is valuable for people.

We optimized our models of operation with individuals, with a focus on efficiency. We increased our client base by 1.9 million, with a managed service that totaled around eight million people. As a result, we improved and expanded the specialization of the service to segments and niches of clients – such as rural producers, investors and people with high digital maturity.

We have been working for the hyper-personalization of relationships and interactions, which take place on an integrated platform of channels that adds new formats of points of contact and service, whether proprietary or belonging to partners, physical or digital, always aimed at offering the best convenience – where, how and when the client chooses. The specialization of service is also a focus of our work with companies and the public sector. We have more than 7,000 employees that are exclusive

and trained to serve micro and small companies, providing consulting services and solutions that suit their profile.

The relationship model for clients from the Public Sector was revisited in 2021 and expanded to all Brazilian municipalities for the purpose of offering specialized consulting services to these clients, with solutions that suit their needs and lives. Thirteen offices specialized in serving the municipalities were created, in addition to the 28 that are located in all capital cities of Brazil, which started to operate with clients in January 2022. Additionally, the digital service was expanded, making viable the expansion of the specialized service to all municipalities in the countryside.

For corporations, the close relationship is combined with the advisory service and, accordingly, we reviewed our service structure, also offering a complete platform of products and services. Meanwhile, for the public sector, we expanded the digital relationship and the advisory services. With these initiatives, it was possible to expand business and, at the same time, increase satisfaction in all segments.

With specialized service, in-depth technical knowledge and innovation, we have been



¹ Recurring Income, in accordance with note 31 to the Financial Statements. For further information, please see section 6 of the Management Report.

increasing our leading role in agribusiness. We announced the largest crop plan of all times and, in the first six months of the year, we disbursed more than R\$89 billion, a growth of 62.8% from 2020, strengthening BB's commitment as the largest partner of Brazilian agribusiness. We launched our first agribusiness credit investment fund, the BB FIAGRO Credit Investment Fund – Real Estate. The fund raised more than R\$400 million in its public offering, becoming the largest fund of this type available in the market to that date.

Our work is guided by sustainability, which is present in our strategy, practices, management and business. We reinforce our commitment to the 10 principles of the Global Compact and our Sustainability Plan – Agenda 30 BB is in line with the Sustainable Development Goals (SDGs).

In 2021, we disclosed our Ten Long-Term Commitments in Sustainability that present objective metrics that strengthen our commitment to the Environmental, Social and Governance (ESG) agenda by 2030. Among them are compliance with the offset of 100% of greenhouse gas emissions in Scopes 1 or 2 in 2021, in addition to the target to reduce these emissions by 30% by 2030.

We were recognized as the world's most sustainable financial institution by Corporate Knights and we are still listed in the main local and international sustainability indexes, such as the Dow Jones Sustainability Index (DJSI), the Corporate Sustainability Index (ISE) of B3 and the FTSE4Good Index Series of the London Stock Exchange.

The sustainable loan portfolio reached R\$291.4 billion in December 2021, a growth of 19.1% from 2020, and it represents more than one third of our total portfolio. This portfolio is composed of credit lines with high environmental and social additionality or that are aimed at financing activities or segments with positive environmental and social impacts.

In 2021, we continued to address the developments of the Covid-19 pandemic. We worked to provide support to clients with seriousness, agility and security as we strengthened our commitment to society by means of actions aimed at helping Brazil overcome these times of difficulties. We kept the diligence necessary for our employees' health and the efforts aimed at serving clients and the population in general.

In the meanwhile, we assessed and monitored the potential impacts of the pandemic on the loan portfolio, by factoring in the unique features of the different segments and lines, and adopted proactive measures for risk and capital management.

We made progress towards accelerating our digital transformation with the optimization of business models and the use of open innovation and digital technologies to create new sources of income and beyond-banking operations. To evolve in this transformation, we carried out a civil-service examination to hire new employees and more than 1.6 million candidates applied. We have been investing in training and qualification, in particular on digital skills, so as to enable a major cultural transformation. Through the Evolution Movement,

we offer incentives for bachelor's, lato-sensu post-graduate, master's and doctor's degrees in technology and innovation, in addition to foreign language scholarships and other training programs through our Corporate University (UniBB).

To achieve another historic result in 2022, we established our corporate projections taking into consideration the preservation of our business model; the optimization of capital allocation; the focus on relationships, seeking to be the main solution provider so as to enhance the client's experience and the Bank's result; the intensification of the Digital Strategy; and the emphasis on the improvement of operational efficiency and integration of ESG issues into each decision-making process.

We take the opportunity to reinforce our commitment to transparency and the supply of information that is relevant and reliable and that meets the needs of our stakeholders. Finally, we thank our staff and all of those that have helped us build initiatives that improve the client's experience, drive innovation, support the growth of business in a sustainable manner, increase operational efficiency and contribute to the development of Brazil. This trajectory has been allowing us to generate consistent returns to our more than 883,000 shareholders and create positive value for society.

Iêda Aparecida de Moura Cagni
Chairwoman of the Board of Directors

Fausto de Andrade Ribeiro
CEO



Awards and Recognition



Awards and Recognition

- > **Global 100:** we were recognized as the world's most sustainable financial institution and the Brazilian company best placed in this ranking, placed 21st in the 2022 ranking of the world's leading companies in sustainability. We are on the Corporate Knights ranking for the four year in a row.
- > Banco do Brasil made up the following indexes: New York Stock Exchange (NYSE)'s **Dow Jones Sustainability Index (DJSI)**, in the World and Emerging Markets portfolios, São Paulo Stock Exchange's **Corporate Sustainability Index (ISE)**, Bolsa de Valores de São Paulo – B3 – Brasil, Bolsa, Balcão (B3), for the 17th consecutive year, and London Stock Exchange (LSE)'s **FTSE4 Good Index Series**.
- > **The Sustainability Yearbook 2021:** we made up the Bronze Class of this yearbook developed by S&P Global and RobecoSAM AG, one of the world's most comprehensive publications on corporate sustainability.
- > **Banco do Brasil is one of the most transparent companies when it comes to sustainability information disclosure.** Alongside other 13 companies, the Bank made up the list of the first survey undertaken by Transparency Observatory, an initiative of the GRI Advisory Board in Brazil, aimed to recognize companies that have demonstrated good adherence to the GRI Reporting Principles in their latest report.
- > **South America's most sustainable bank** we were recognized by Capital Finance Internacional – CFI.co.
- > **Carbon Efficient Index (ICO2):** once again we made up the ICO2 portfolio, as a mainstay in this list since its inception in 2010.
- > **Score B in CDP's Climate Change Program:** Our best performance since joining the Program in 2010. We also matched our performance against top Brazilian retail banks.
- > **Banco do Brasil reached Level 1, with maximum score (grade 10), for the fifth consecutive time, in the 5th Cycle of Governance Indicator – IG-SEST of the Ministry of Economy.** BB DTVM, a wholly-owned subsidiary of BB, also achieved the maximum score for the third consecutive time in its third participation in the indicator. BB Seguridade and BB Consórcios were also certified by the governance indicator.
- > **The Federal Court of Accounts (TCU) completed its assessment of BB's governance and management practices** (IGG 2021 – Integrated Profile of Organizational Governance and Public Management). The Bank was rated as "Improved", which indicates the most advanced level.
- > **ABT (Brazilian Teleservice Association) Award:** we were awarded the Gold Seal for the case "BB Customer Service: prominence and leadership in customer service management.
- > **Aloic Latam Award:** we took home the Gold trophy in the Best Strategy in Organization category, with the case "Even if it ain't broke, just tweak it".
- > **APCA (São Paulo Association of Art Critics) Award:** CCBB was the winner in the best exhibit category with "Man Ray in Paris".
- > **Recognized by Apple** for our improved Visa card registration process in Apple Pay, with a roughly 20% rise in number of approved registrations.
- > **Broadcast Analysts Ranking:** our analysts were hand-picked for the 7th time in the award organized by Agência Estado. The team also has analysts recognized as being among the top 3 in Latin America, in the Refinitiv StarMine Analyst Awards.
- > **Number one as the "Customers' Favorite Card":** alongside three other financial institutions in the National Credit Card Survey 2021 – PNCC2, undertaken by CardMonitor in partnership with *Instituto Medida Certa*.

We were recognized as the world's most sustainable financial institution by Corporate Knights and remain listed in the main national and international indexes such as DJSI, ISE and FTSE.



- > **Banco do Brasil was the winner in the Finance and Fintech category** in the first edition of BandNews Most Admired Brands Award.
- > **CIO 100 Awards 2021:** we made up the list of the world's 100 most innovative companies.
- > **Banco do Brasil was the winner of the Banking Transformation 2021 Award** in three categories. In the Operational Efficiency area, it stood out with "Mappiá – Mapping crops by using satellite images with artificial intelligence"; in the ESG category, the award was given to the "Geo Social-Environmental Validation of the Geographical Deforestation Base of MapBiomás" solution; and in the Pandemic Impact Mitigation Strategy category, it was the winner with the case "Proof of life with Artificial Intelligence".
- > **Cliente SA 2021 Award:** short-listed in four categories and picked-up as the Company of the Year. Winner in the Leader in Consulting Project category with the case "Reimagining the employee experience to delight the customer" and took home Gold in the Leader in Visionary Project category with SIM (Immediate Solution). This is the top award for best client management practices in Latin America.
- > **Clientes SA Award:** we were awarded the Gold Seal with the case "APP SAC Comunica – agility and efficiency in Communication and Training".
- > **GHG Protocol:** we were awarded the gold seal for our greenhouse gas (GHG) emissions inventory.
- > **Friendly-Company Certificate:** we are a "Friendly Company" certified by the São Paulo State Appellate Court (TJSP) in recognition of our partnership and commitment throughout 2021. This program aims to spread a culture of societal peace building through consensual dispute resolution.
- > **For the second year running, BB Conglomerate's insurance companies featured in the Empresas Mais (Top Companies) Award.** Organized by the newspaper O Estado de São Paulo, this award recognizes companies delivering the best financial results in 2017- 2020. BB Corretora took first place in the Financial Services – Insurance Broker, Services, and Coefficient of Estadão Impact (CIE) – CO region categories. Brasilprev was awarded first place in the "Insurers" category. Meanwhile Brasilcap was ranked second in the Financial Services – Premium Bonds category.
- > **Banco do Brasil won the 11th edition of the "Companies who Best Communicate with Journalists",** survey in the Financial category, organized by the Business Communication Platform and the Communication Studies Center (Cecom).

Pro-Ethics Company Seal: for the 4th time, we took home the Pró-Ética Seal in its latest edition (2020-2021). This award recognizes companies engaged in building an environment of integrity and trust in business relationships.

- > **BB DTVM was the winner** in the Brokers and Distributors category of the Estadão Finanças Mais Award.
- > **For the fourth time, UniBB took home the Gold Award in the Culture and Technologies category,** granted by GlobalCCU, Global Council of Corporate Universities, which recognized our corporate university as one of the world's best.
- > **Global Private Banking Awards 2021** we were awarded back-to-back wins as the world's best bank in the Private Banker Education and Training category, organized by specialized vehicles of the Financial Times group. BB Private was also recognized as a highly commended institution for wealth and wealth management for Women – Investors and Megaproducers.
- > **IBEST 2021 Award:** a back-to-back win as the best digital bank by popular jury.
- > **6th most valuable brand in Brazil** in the Interbrand 2021 ranking.
- > **Best Performance in M4M Award:** Mastercard e-commerce tokenization service (granted by Mastercard).
- > **MMA - Appreciate Your Talent Award** – Took home Silver in Social Media Marketing.
- > **ReclameAqui (Complain Here) Award:** We took home the Silver trophy in the Banks category.
- > **Mobile Time Selection Award:** the instant payment app Pix on WhatsApp BB was recognized as the most innovative solution in mobile technology in Brazil (popular vote).



- > Named **the Best Bank for Small and Medium Companies in Latin America, at the SME Bank Award**, granted by Global Finance Magazine.
- > **BB DTVM resumed leadership in the Top Asset ranking**, a survey published by Investidor Institucional magazine. In addition to the general ranking, BB DTVM also won first place in the Corporate, Retail, Exclusive Funds, Pension Funds, Government and Pension Funds categories.
- > **Banco do Brasil's Economic Advisory department made up the macroeconomic projections ranking**, being picked-up in the TOP 5 ranking of BCB's Focus Research of macroeconomic variable projections in January, March, April, May, June, July, October and November 2021.
- > **Top of Mind, Banks category** in the *Folha de São Paulo* ranking, for the 31st consecutive year.
- > **PWM Wealth Tech Awards 2021:** Latin America's Best Company in Digital Portfolio Management. This award is organized every year by specialized vehicle Professional Wealth Management – PWM from the Financial Times group.
- > **Top of mind, HR:** for the sixth time, we were named the top-of-mind company, picked-up by the human resources community in

spontaneous voting, with the nationwide participation of thousands of managers, receiving the Top of Mind HR award in the Corporate Education / E-learning category.

- > **Top Employers:** We were recognized for the ninth consecutive year by the Top Employers Institute.
- > **Webby Awards 2021:** Winner (People's Voice Winner) in the Best Use of Online Media category with the "Appreciate Your Talent" campaign.
- > We were once again recognized by **Fundação Abrinq as a Child-Friendly Company**, considering the commitments made in defense of the rights of children and adolescents.
- > **Febraban Self-Regulation Seal:** BB achieved full compliance, earning the right to use the seal until December 2022.
- > **Morgan Stanley Capital International (MSCI) ESG Rating:** "AA" rating, with emphasis on access to finance, human capital development, data privacy and security, and consumer financial protection related topics.
- > **Leading company in the Traditional Banking segment** in the Green Companies ranking 2021, organized by GfK and Consumidor Moderno.



The Innovators 2021: we were named the most innovative financial institution in Latin America in the Global Finance magazine award.

About Us





Profile

Named the world’s most sustainable bank by the Corporate Knights ranking, Banco do Brasil S.A. (BB) was incorporated over 213 years ago. We have played a fundamental role in the development of Brazil over this time. [102-1]

We were also the first company to carry out a public share offering in the Brazilian capital market and we have been the only Brazilian bank listed in B3’s Novo Mercado segment, which calls for advanced corporate governance practices.

We are a publicly-traded corporation, legal entity governed by private law and controlled by the Federal Government, which holds 50%¹ of our capital. [102-5] Thanks to our commitment to delivering consistent and sustainable results, based on transparency, accountability, fairness and environmental and social responsibility, in addition to being a member of the Novo Mercado, we make up the Corporate Sustainability Index (ISE), both organized by B3. We are also listed in the global and emerging markets portfolio of the NYSE’s Dow Jones Sustainability Index (DJSI) and LSE’s FTSE4 Good Index Series.

[See further information on chapter 7 of the Reference Form \(RF\).](#)

¹The Federal Government controls 50.0000011% of the total shares of BB.

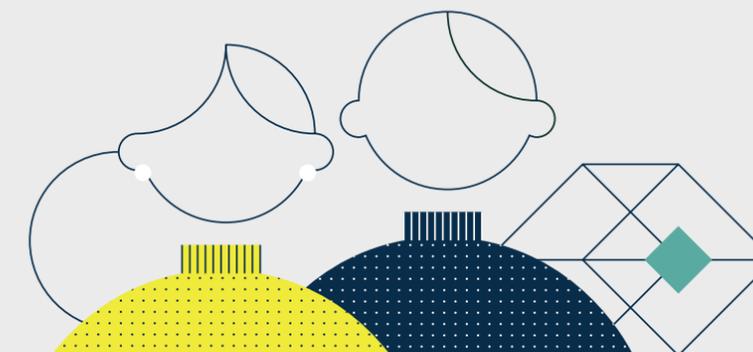
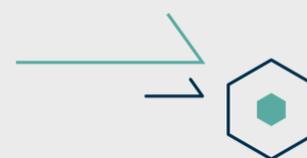
Our Guiding Values

A Customer-Oriented approach, Innovation, Sense of Ownership, Ethics, Efficiency, Reliability and Public spirit.

[102-16]

Vision

To be the company that provides the best experience for people’s lives and promotes the development of society, in an innovative, efficient and sustainable way.



Distribution and relationship network

We are present in 96.8% Brazilian municipalities with more than 56,082 service posts, among our own service network, partnerships with third parties, and correspondents.

In January 2021, we announced measures towards efficiency gains and adaptation of our service network to the new profile and behavior of customers, focusing on specialization and expanding the offer of digital solutions. Throughout the year, we carried out the opening, relocation, changes in typology and closure of service posts. As an assumption, the bank has maintained its presence in the municipalities where it operates, through either its own service network or third-party correspondents.

Driven by the results of this initiative, we were able to invest in 432 new relationship portfolios, making it possible to service customers by segment and strengthen our relationship with over 1.4 million customers. 1,993 opportunities were created for professionals to provide specialized customer service, surpassing the milestone of seven million managed customers.

Our foreign service network comprises 21 subsidiaries across 13 countries. In addition to this structure, we have agreements with other financial institutions abroad to serve their customers. At the end of 2021, 668 banks operated as BB correspondents in 94 countries. [102-4|102-6|102-7]

Domestic presence

Region	2020	2021
North	290	254
Northeast	922	818
Midwest	431	394
Southeast	1,821	1,704
South	904	809
Total	4,368	3,979

Service Network

	Dec/20	Dec/21	Variation
Service Network	49,248	56,082	13.87%
Own service network	12,083	11,360	-5.98%
Branches	4,368	3,979	-8.90%
Service posts	1,696	1,704	0.47%
Automated service posts	6,019	5,677	-5.68%
MaisBB Network	12,998	19,860	52.79%
Shared Network Channels	24,167	24,862	2.87%
Banco24Horas	23,585	24,265	2.88%
ATM: Partner Banks	582	597	2.57%



Permanent employees, by region

[102-7] [102-8]

	North	Northeast	Midwest	Southeast	South	Abroad	Total
2020	3.981	15.106	16.650	39.800	16.117	19	91.673
2021	3.678	13.919	16.090	35.894	14.997	19	84.597

Business overview



World

After the massive negative impact of the Covid pandemic on the world economic activity in 2020, we noted a widespread economic rebound in 2021, although marked by a number of issues that adversely affected global dynamism. The energy crisis in Europe and issues in the Chinese construction sector have set the tone for global uncertainty. Furthermore, the ongoing crisis in supply chains, inflation rises in top economies and the risk of a new pandemic wave, driven by the low vaccination rate in poor countries, have hampered the recovery of the global economy. The emergence of new Covid variants and doubts about how serious they are have contributed to increase global risk aversion and led to new social distancing measures in some continents in late 2021.



Brazil

Throughout 2021 we witnessed the advances in the vaccine roll-out of the Brazilian population, with the resulting drop in the number of both hospital admissions and deaths, and the rebound of economic activities of the sectors then shut down. However, the progress of this more promising scenario was countered by the troubled background of higher inflation and the squeeze over interest rates. Price rises proved to be more persistent and widespread, requiring a more restrictive stance from the Central Bank of Brazil, which raised the Selic rate by 725 basis points along the year to 9.25% in December 2021 from 2.0% in January 2021. These factors combined have placed household income under pressure and impaired a higher increase in consumption of new goods and services, which thus drove the downturn of the economic activity over the year. In 2021 we also witnessed volatility in financial assets, notably the dollar exchange rate against the Brazilian real, impacted by internal factors notably linked to tax uncertainties. In the opposite way of this process, the credit market of the National Financial System delivered a positive performance, driven by the access to credit by families and a natural and expected downturn of the companies loan portfolio, as this group was greatly boosted in 2020 by emergency credit measures. Furthermore, we noted a recovery of the employed population, mostly in the informal economy.

Highlights 2021

Adjusted Net
Income of **R\$ 21.0 billion**

Net Interest
Income (NII) of **R\$ 59.3 billion**

Expanded Loan
Portfolio of **R\$ 874.9 billion**

BIS Ratio of **17.7%**

Core equity of **11.9%**

Fee Income of **R\$ 29.3 billion**

Our main brands

[102-2]

The Banco do Brasil brand conveys to society our attributes and sense of purpose. It is constantly evolving, reflecting the way we support our customers to maximize their achievements. This has driven brand value to soar to R\$20.6 billion from R\$18 billion over 2021, a 14% increase.

Initiatives to improve the customer experience have boosted results. In addition to a better customer evaluation in general, notably in Wholesale, our impressive financial performance - with solid results every quarter - directly impacted such growth.

In December 2021, we held 497 trademarks registered and other 37 undergoing registration process in Brazil. Outside Brazil we also hold 65 registered trademarks in a number of countries in the Americas, Europe and Asia.

Valuing intangible assets, such as brands, is critical for stock exchange listed-companies, as it can affect their share price and risk rating. Intangible assets have the power to influence consumer loyalty, push demand in sales channels, employee engagement and investors interest, thus boosting business performance and financial results.

Our brand is constantly evolving, reflecting the way we support our customers to maximize their achievements.

The Banco do Brasil Conglomerate is composed of companies that are classified, according to the nature of their relationship with us, as subsidiaries, affiliates, immaterial interests, managed entities, sponsored entities and foundations. Among them, we highlight as follows:

²Banco do Brasil is the owner of all conglomerate's brands, and their use by its subsidiaries and affiliates is made through licensing agreements.



Subsidiaries



A Consortium management company incorporated in 2023 with the purpose of being a benchmark for this segment.



A company specialized in managing third-party assets and investment funds for Banco do Brasil's customers, BBAsset Management DTVM (BB DTVM) (BB DTVM), was incorporated in 1986 and is the national leader in investment funds and managed portfolios, with over R\$1.4 trillion¹ in assets under management (AuM).



BB Seguridade Participações S.A. is a holding company incorporated in 2012 and controlled by Banco do Brasil S.A. It is engaged in insurance business and its equity investments are currently organized in two segments: insurance risk and accumulation business and distribution business.



Incorporated in the 1970s, then named Cobra Computadores e Sistemas Brasileiros, it is engaged in corporate IT and security solutions in the Brazilian market.

¹ Ranking of the Brazilian Financial and Capital Markets Association (Anbima) in January 2021.

Managed and sponsored entities and foundations



Incorporated in 1994, BB Previdência is a multi-sponsored pension fund, administrator of benefit plans sponsored by public and private companies, government-controlled private companies and trade associations (trade unions, trade and other entities).



Incorporated in 1904, even before the launch of an Official Pension Plan in Brazil, Previ ranks among the largest pension funds in Latin America.



Incorporated 1985, Fundação BB is the social arm of Banco do Brasil, as it helps the social transformation of Brazilians and the sustainable development of the country.



Affiliates and immaterial interests



A special savings bonds (capitalização) company with over R\$ 2.3 billion in redemption.



Brasilprev is the national leader in the private pension segment.



This company provides accreditation of commercial establishments for transactions made via credit and debit cards, as well as other electronic payment methods.



It operates in the benefit card market (meal, food, transportation) and other prepaid cards.



A provider of payment methods and solutions services, it is the owner of the Elo brand and currently the third largest brand in the domestic market.



Specialized in partnered loyalty, independent and open programs. It engages in partnerships with issuers of payment means, retailers and other customer loyalty programs.



a company engaged in creating technological solutions for the means of payment industry, such as management of debit and credit cards.

Corporate Strategy

2022–2026 Corporate Strategy

|103-1|103-2|103-3|Innovation and technology|Sustainable businesses |Talent Attraction and Retention|Environmental and social impacts of activities and operations|Sustainability culture|Customer relationship and satisfaction

|102-21|102-29|102-43|

In 2021, the BB Corporate Strategy (ECBB) was reviewed for the 2022–2026 period through a systematic process with the active engagement of our stakeholders, such as employees, statutory management members, representatives of affiliated entities (Banco do Brasil conglomerate companies), shareholders and market analysis.

Methodologies widely adopted in planning processes were applied, notably: analysis of the financial industry and macroeconomic scenario, survey of trends and uncertainties, development of a SWOT matrix, scenario planning and Balanced Scorecard (BSC).

Diagnosis, prioritization of uncertainties, scenario planning, survey of perceptions and guidance from the Board of Directors, setting Strategic Objectives and their respective indicators and targets were the steps considered in the process, which was guided as follows:

- emphasis on end-to-end customer centricity, by strengthening the relationship with the Bank;
- sustainable growth of profitability, capital optimization, profitability and operational efficiency;

- reinforce the commitment to sustainability;
- accelerate digital transformation and innovation;
- evolution of the organizational culture, customer-oriented, innovation and meritocracy.

In the discussions taking place during the preparation of the ECBB, actions have been mapped to enable the delivery of strategic objectives and customer value creation. These actions/initiatives involved:

- enhancement of products, services and customer digital experience;
- transformation of processes impacting the customer journey, generating greater efficiency and reducing effort and response time;
- increasing analytical knowledge and methodologies for customer behavior analysis;
- expanding partnerships with digital ecosystem companies by developing financial and non-financial solutions.

Uncertainties

> Big Techs strategy within the financial ecosystem

Will tech giants push its presence in financial services?

> Speed of economic recovery

Will the pace of economic recovery become faster, with better prospects for the fiscal scenario, positive impacts on the labor market and higher confidence levels in the domestic environment? Or will it be slower, with contraction of private investments, increase in delinquency and difficulty in the creation of new business and unemployment soaring?

> Role of fintechs in the financial system

What will be the role of fintechs in the financial services industry? Will fintechs be merged into mainstream financial institutions, entering into partnerships to provide some services and

products? Or will they end up accounting for most of the overall revenue of the financial system, operating solo or in partnerships, with a leading role in the financial system?

> Changes in financial intermediation models

How will consumers and companies respond to different financial intermediation models? How knowledgeable are consumers about decentralized finance (DeFi) solutions such as cryptocurrencies, P2P credit and Blockchain? Will production and consumption continue to be mostly financed by mainstream banking credit? Will participation in capital market operations be restricted to corporates or will the participation of small and medium companies increase?

> Behavior of National Financial System regulators

How will the National Financial System regulators respond to new technologies and business models? Will they adopt a conservative stance, with strict rules to

guarantee more security and stability to the National Financial System, or will they prioritize openness and innovation, with less requirements and lower compliance cost?

> **Organizational culture and professional skills**

Considering a changing scenario (economic, technology and social), with features such as robotization, digital transformation, use of artificial intelligence, increased longevity and geographically dispersed workforce, how should the organizational culture and professional skills evolve at Banco do Brasil?

> **How important is personal data privacy and protection to consumers?**

Will consumers be willing to share their personal data in consideration for getting increasingly customized solutions? How will they view data sharing?

> **Organizational resilience against a backdrop of lack of temporary access to digital technologies**

Will organizations be ready to keep operations running in the event of a digital “blackout” scenario? What are the organizations’ contingency plans for a scenario of lack of operability of technology systems?

> **Speed of update of the Brazilian technology infrastructure**

How will the technology infrastructure keep pace with the dynamics imposed by the digital transformation of organizations? How will the 5G network implementation in Brazil work? What benefits will this new technology bring to Brazilians day-to-day?

> **Growing demand for ESG criteria from investors, customers, society and regulators**

How will financial institutions respond to the growing demand for sustainability and ESG (Environmental, Social and Governance) issues? Will the risk management models adopted in the financial industry bring about the adoption of sustainability practices in its value chain?

BB's operations are organized in the following markets: Retail - Individuals, Retail - Companies, Wholesale - Companies, Public and Private Sectors.

During the preparation of strategies, discussions are held to define main market directions and ambitions, which generally reflect the loan portfolio growth in line with financial market expectations, strengthening operations in core business, such as personal loans, support to companies, agribusiness, third-party asset management, and capital markets.

BB's operations are organized in the following markets: Retail - Individuals, Retail - Companies, Wholesale - Companies, Public and Private Sectors.

Such directions and ambitions were submitted to the Bank's Senior Management and used to prepare the Risk Statement Appetite (RAS) and the General Budget, reflecting the expectations of each market and main business lines.



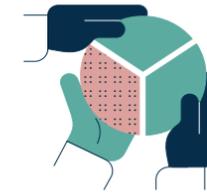
Strategic Drivers

Drivers are materialized in the Strategic Objectives, which provide the Organization's guidelines for the coming five years, broken down into five fronts:



Customers

The customer is placed at the center of our strategy, as we are committed to being the Bank with the most relevant business and services platform, providing the best experience.



Processes

We fast track digital transformation and innovation, making headway in analytical intelligence and keeping a focus on operational efficiency and improvement of processes, products and channels, by making them simpler, more agile, innovative and integrated into the customer experience.



Financial

We prioritize a sustainable profitability growth and seek to optimize operational efficiency and capital allocation.



People

We aim to become a benchmark company to work for, making headway in the organizational culture with a customer-oriented approach, innovation and meritocracy.



Sustainability

We promote the sustainability commitment in every action by adopting the best ESG practices.

Corporate strategy guidelines are expressed in our daily lives through other plans comprising the strategic architecture, the budget and tools to put in and evaluate performance.

Results are monitored by performance indicators, a strategy management tool, as well as regular reports submitted to governance bodies. |102-29|



Sustainability

Corporate Sustainability is an aspect that cut across business and process management. We believe it is possible to reconcile the interests of shareholders with socially and environmentally Sustainable businesses through ethical and responsible relationships with different stakeholders

We share the importance of incorporating sustainability principles into the action planning and performance with the entire value chain. Aiming to create value for stakeholders and minimize any negative impacts, we have leaders committed to the challenge of reconciling business competitiveness with a fairer and inclusive society.

Against this backdrop, [Política de Responsabilidade Socioambiental \(PRSA\)](#) guides the behaviors expected in relation to environmental and social responsibility and E&S risk. The principles, as stated in BB's Environmental and Social Responsibility Policy, are conveyed in the initiatives that comprise the Sustainability Plan – Agenda 30 BB and in the internal guidelines and regulatory instructions. Accordingly, economic, environmental and social variables are factored in the design and development of processes, products and services. [102-15]

The Environmental and Social Responsibility Policy was revised in 2021, but no change was made to the policy in force.

Other policies consider different environmental and social aspects, which are also included in business and administrative practices, such as loan and investment operations and relationships with suppliers and employees. Due to their relevance, these guidelines are replicated in the [BB Sustainability Guidelines for Credit and Environmental and Social Guidelines – Restrictive List and Exclusion List](#).

As a way of achieving these results, sustainability drivers are evaluated by using Corporate Strategy-defined indicators, ranging from the strategic to the operational level, covering all units.

In September 2021, the Central Bank of Brazil (BCB) disclosed its first Report on Environmental, Social and Climate Risks and Opportunities. This Report brings together a number of sustainability-focused standards and guidelines, including CMN Resolution No. 4,945, of September 15, 2021, which has revoked CMN Resolution No. 4,327/2014 and sets forth requirements to set up an Environmental, Social and Climate Responsibility Policy and the arrangements for its effective implementation by financial system institutions.

Aware of this change and the significance of sustainability for different segments of society, we have already kicked off a process to prepare our own Environmental, Social and Climate Responsibility Policy, in line with the new regulation.



"Sustainability is part of our strategy and our administrative and commercial practices and, for over 200 years, we have been among the leading players in the development of Brazil. In 2021, we reached a balance of R\$291.4 billion in sustainable businesses, a materialization of our commitment to help our clients and society in the transition to business models with a positive environmental and social impact. Besides being recognized as one of the world's largest sustainable banks, we want to be the institution that supports Brazil in the challenges and opportunities for a greener and more inclusive economy."

Antônio José Barreto de Araújo Júnior
Chief Government and Corporate
Sustainability Officer



Materiality

[102-43]

In 2020, we carried out an extensive process to define the material sustainability topics to guide our management and reporting in the coming two years. With the participation of over 15,000 stakeholders, this process has given rise to 24 mapped topics, of which 11 were considered material (priority), in the sustainability perspective, taking into account the stakeholders' perceptions and the company's strategy. These topics meanwhile escalate into the sustainability challenges that make up the Sustainability Plan - Agenda 30 BB. These challenges are reviewed every two years and, in 2020, represented the 8th Sustainability Plan Update Cycle - Sustainability Plan - Agenda 30 BB for the 2021-2023 period.

Topics include socioeconomic, environmental, governance and cultural issues, being identified and prioritized based on assessments of ESG risks, opportunities and trends; industry studies; benchmarking with national and international peers; analysis of market indexes and rankings, in addition to surveys with our stakeholders.

[Check out our 2020 materiality process in the Appendices of this report.](#)

The 11 material topics:

[102-47]

- Innovation and Technology
- Diversity
- Sustainable Businesses
- Talent Attraction, Retention, Satisfaction and Development
- Environmental and Social Impacts of Activities and Operations
- Sustainability Culture
- Environmental and Social Risk
- Ethics and Compliance
- Anti-Corruption and Anti-Money Laundering
- Climate Change
- Customer Relationship and Satisfaction



Our stakeholders

[102-40|102-42|102-43]

The perceptions of the groups of stakeholders with whom we interact bring major inputs into the process of identifying our challenges and opportunities. Aiming to address these perceptions, a review of the relevance of stakeholder groups was made in 2020 – board of directors, shareholders/

investors, customers, entities affiliated to BB, government, suppliers, employees, press/media, regulators, civil society representatives, sustainability experts and competitors, from the perspective of the Strategic Objectives (2021-2025 Strategic Map) and the results of the process carried out in 2016.

The contributions from each group have been consolidated according to the weight in the axes of influence and impact on the sustainability materiality matrix. Materiality was assigned according to the priority in the map of stakeholders, in compliance with the ISO 26000 guidelines for stakeholder prioritization.



Sustainability Plan – Agenda 30 BB

[103-1|103-2|103-3|Innovation and technology|Diversity|Sustainable Businesses|Talent Attraction and Retention|Environmental and Social Impacts of Activities and Operations|Sustainability Culture|Environmental and Social Risk|Ethics and Compliance|Anti-Corruption and Anti-Money Laundering|Climate Change|Customer Relationship and Satisfaction]

[102-43|102-44]

Our Sustainability Plan, prepared since 2005, is a tool to promote business and sustainable practices. In this ongoing improvement process, in 2017 we aligned our Sustainability Plan with the United Nations (UN) Sustainable Development Goals (SDGs), and then renamed it Agenda 30 BB. We thus demonstrate the importance of our transformative role in offering products and services, promoting the transition into a low carbon economy and expanding our operations with value creation.

Attentive to ESG (Environmental, Social and Governance) trends and domestic and foreign good practices, every two years we carry out a broad and inclusive review process to update the plan, which translates into setting sustainability challenges and making commitments to ensure the interconnection of business, people and the environment. Therefore, broken down into sustainability challenges, our Sustainability Plan covers actions, indicators and goals for a three-year period.

Agenda 30 BB 2021-2023

Our aim is to contribute to improve Banco do Brasil's governance, administrative and business practices, by updating and monitoring the outcomes of our Sustainability Plan – Agenda 30 BB. In this edition, in addition to factoring in our stakeholders' responses, the Sustainability Plan – Agenda 30 BB 2021-2023, approved in March 2021, was revised based on the analysis of national and international sustainability trends, market indices and sustainability ratings, as well as on demands from society.

We also factor in the accurate assessment of the risks and opportunities in place in the current global scenario, within the ESG approach. Accordingly, the update of our Sustainability Plan – Agenda 30 BB is a result of the ongoing process of improving our performance and commitments.

The Agenda 30 BB 2021-2023 covers actions, with indicators and targets aimed to, among others, enhance sustainability governance and the management of environmental, social and climate risks, develop and offer ESG-related financial solutions and business models, adopt sustainable projects and solutions, and evaluate and measure environmental, social and economic impacts (externalities).

We present below the results of our commitments for 2021, disclosed in our Annual Report 2020, within the scope of the Sustainability Plan – Agenda 30 BB 2021-2023.



Accountability 2021 – Sustainability Plan – Agenda 30 BB³



Innovation and Technology



Challenge: Anticipate market trends and promote the innovation necessary so as to ensure the perpetuity of Banco do Brasil.

Action: Innovate, with the help of new technologies, BB's business models, products and services.

Indicator: Develop a corporate sustainability information panel, taking into account internationally recognized standards, such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), among others, by December 31, 2021.

Accountability: A corporate sustainability information panel (ESG Portal) was developed, taking into account internationally recognized standards, such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), including BB's main environmental, social and governance indicators.



Diversity



Challenge: Promote diversity and combat any form of discrimination in the workplace and in the relationship with stakeholders.

Action: Promote diversity and combat any form of discrimination in the workplace and in the relationship with stakeholders.

Indicator: Reach 22% of women in leadership positions by December 31, 2022 so as to reflect the profile of BB's staff.

Accountability: Achievement of 23.18% of women in leadership positions.

³ We only publish non-confidential actions and indicators linked to material topics/challenges, since the plan is more comprehensive and considers the other sustainability topics and challenges identified in the materiality process for the updating of [Agenda 30 BB](#).



Sustainable Businesses



Challenge: Develop and offer financial solutions and business models that incorporate ESG (environmental, social and governance) aspects so as to foster the transition to an inclusive and low-carbon economy.

Action: Implement new advantageous commercial features and/or conditions (fee discounts, maturity extension) for products/services aimed at the transition to an inclusive and low carbon economy.

Indicator: Create new advantageous commercial features and/or conditions (fee discounts, maturity extension) for a product/service aimed at the transition to an inclusive and low carbon economy by December 31, 2021.

Accountability: Approval (pilot phase) of the prerogative to establish an exemption from charging of a fee on the study for contracting operations carried out with clients assessed by the organizations Grupo de Trabalho da Pecuária Sustentável – GTPS, Soja Plus and Comitê Estratégico Soja Brasil – CESB, as well as with clients that contract investment financing aimed at the environmental regularization of the real estate property benefited from the credit.

Action: Issue and originate a sustainable bond.

Indicator: Issue a sustainable bond, in accordance with BB's Sustainable Finances model by December 31, 2022.



Talent Attraction, Retention and Development



Accountability: Issue two funding instruments based on BB's Sustainable Finances Model: Sustainable Repo of US\$100 million (April 2021) and LCA Verde (Green Agricultural Time Deposits) (June 2021).

Challenge: Promote programs and initiatives related to attracting and retaining talent and developing human capital so as to increase business competitiveness and employee satisfaction.

Action: Increase the coverage of the organizational climate survey for employees and the percentage of engaged employees.

Indicator: Maintain the coverage of the organizational climate survey higher than 80% on December 31, 2021.

Accountability: Achievement of 80.51% of coverage of the organizational climate survey, totaling 70,239 respondents.

Environmental and Social Impacts of Operations/Activities



Challenge: Assess and measure environmental, social and economic impacts (externalities) generated by BB's products, services and activities so as to maximize positive impacts and reduce negative impacts on the environment and society.

Actions/indicators expected to be completed in 2022 and 2023.

Sustainability Culture



Challenge: Transform the organizational culture by implementing sustainability policies, programs, commitments and actions, fostering change in behavior and strengthening the management of this topic in the Banco do Brasil Conglomerate.

Actions/indicators expected to be completed in 2022 and 2023.

Environmental and Social Risk



Challenge: Strengthen environmental and social risk management in Banco do Brasil's business, processes and commercial relations.

Action: Review BB's credit process from the environmental and social risk standpoint.

Indicator: Develop, by December 31, 2021, new ways of monitoring environmental and social compliance in rural credit operations during the whole term of the contract.

Accountability: Many improvements were developed and implemented to monitor compliance of the rural credit operations, in particular the automation of the process during the whole term of the contract.

Ethics and Compliance



Challenge: Strengthen Banco do Brasil's performance with respect to ethics and compliance in its business and processes, with the adoption of increasingly efficient internal controls.

Action: Develop initiatives on the ethics and compliance topic, seeking to strengthen the management and commitment of employees.

Indicator: Have 95% of the employees of the Entities Affiliated to Banco do Brasil (ELBBs) trained on the Code of Ethics of BB or ELBBs on December 31, 2021.

Accountability: Have 96.67% of the employees trained on the Code of Ethics of BB or ELBBs in the scope of 20 ELBBs.

Indicator: Have, at least 95% of the employees of the ELBBs stating awareness of and agreement with the Code of Ethics of BB or ELBBs on December 31, 2021.

Accountability: Achievement of 98.32% of the employees stating awareness of and agreement with the Code of Ethics of BB or ELBBs in the scope of 20 ELBBs.

Anti-corruption, Anti-bribery and Anti-money laundering



Challenge: Improve and give transparency to the policies and processes related to the fight against corruption, illicit acts, money laundering and tax evasion.

Action: Review the Anti-Money Laundering, Counter-Terrorism Financing and Anti-Corruption Policy (PLDFCT).

Indicator: Review the PLDFCT by December 31, 2021 highlighting the definition of the terms of the Policy and in line with the Wolfsberg Principles.

Accountability: Review the Specific PLDFCT Policy and have it approved by the Board of Directors.



Climate Change



Challenge: Improve governance and the management of risks and opportunities related to climate issues, giving transparency to Banco do Brasil's commitments and practices with respect to this topic.

Action/indicator expected to be completed in 2023.



Customer Relationship and Satisfaction



Challenge: Improve customer relationship management and increase the satisfaction and retention indices.

Action/indicator expected to be completed in 2023.

Sustainability Plan - Agenda 30 BB 2021-23

Commitments for 2022

Innovation and Technology

Challenge: Anticipate market trends and promote the innovation necessary so as to ensure the perpetuity of Banco do Brasil.

Action: Improve the people management process with the use of Analytics applied to certain practices, such as: (i) employee performance measurement, (ii) strategic planning and identification of workforce skills gaps, (iii) recruitment and hiring, (iv) risk identification, (v) competitive intelligence, and (vi) professional networking analysis.

Indicator: Incorporate the use of Analytics in processes of talent attraction, identification and retention by December 31, 2022, in line with best market practices.

Impacted SDGs:



Diversity

Challenge: Promote diversity and combat any form of discrimination in the workplace and in the relationship with stakeholders.

Action: Promote diversity and combat any form of discrimination in the workplace and in the relationship with stakeholders.

Indicator: Reach 24% of women in leadership positions by December 31, 2022 so as to reflect the profile of BB's staff.

Indicator: Reach 21% of black and brown people in senior leadership positions by December 31, 2022 so as to reflect the profile of BB's staff.

Impacted SDGs:





Sustainable Businesses

Challenge: Develop and offer financial solutions and business models that incorporate ESG (environmental, social and governance) aspects so as to foster the transition to an inclusive and low-carbon economy.

Action: Increase the assets under management covered by ESG assessment.

Indicator: Achieve 100% of applicable assets under management covered by ESG assessment by December 31, 2022.

Action: Increase the balance of funds managed with ESG aspects.

Indicator: Develop ESG investment solutions for clients from the retail and private segments by June 30, 2022.

Impacted SDGs:



Talent Attraction, Retention and Development

Challenge: Promote programs and initiatives related to attracting and retaining talent and developing human capital so as to increase business competitiveness and employee satisfaction.

Action: Increase the percentage of employees whose reward is impacted by the individual performance assessment.

Indicator: Have 90% of the employees covered by the systematic use of measurable targets agreed with the direct manager with an impact on remuneration by December 31, 2022.

Indicator: Have 90% of employees covered by the multidimensional performance assessment with an impact on compensation by December 31, 2022.

Impacted SDGs:





Environmental and Social Impacts of Operations/Activities

Challenge: Assess and measure environmental, social and economic impacts (externalities) generated by BB's products, services and activities so as to maximize positive impacts and reduce negative impacts on the environment and society.

Action: Identify loan/financing operations aimed at reducing GHG emissions.

Indicator: Identify, by December 31, 2022, the loan/financing operations aimed at reducing GHG emissions (low-carbon products or products that avoid emissions) and quantify the emissions avoided and revenue generated.

Impacted SDGs:



Sustainability Culture

Challenge: Transform the organizational culture by implementing sustainability policies, programs, commitments and actions, fostering change in behavior and strengthening the management of this topic in the Banco do Brasil Conglomerate.

Action: Foster the sustainability culture by means of a greater involvement by senior management.

Indicator: Set sustainability targets with an impact on variable compensation for 100% of employees by December 31, 2022.

Impacted SDGs:



Environmental and Social Risk

Challenge: Strengthen environmental and social risk management in Banco do Brasil's business, processes and commercial relations.

There are no actions/indicators related to this challenge to be completed in 2022.

Ethics and Compliance

Challenge: Strengthen Banco do Brasil's performance with respect to ethics and compliance in its business and processes, with the adoption of increasingly efficient internal controls.

Action: Develop initiatives on the ethics and compliance topic, seeking to strengthen the management and commitment of employees.

Indicator: Have 50% of employees, identified as target audience, trained on the tax evasion topic by December 31, 2022.

Impacted SDGs:



Anti-corruption, Anti-bribery and Anti-money laundering

Challenge: Improve and give transparency to the policies and processes related to the fight against corruption, illicit acts, money laundering and tax evasion.

There are no actions/indicators related to this challenge to be completed in 2022.

Impacted SDGs:

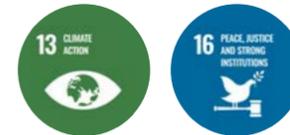


Climate Change

Challenge: Improve governance and the management of risks and opportunities related to climate issues, giving transparency to Banco do Brasil's commitments and practices with respect to this topic.

There are no actions/indicators related to this challenge to be completed in 2022.

Impacted SDGs:



Customer Relationship and Satisfaction

Challenge: Improve customer relationship management and increase the satisfaction and retention indices.

Action: Strengthen the sustainability culture in customer relationship by engaging and training employees in ESG products/services.

Indicator: Structure so as to encourage the participation of customers in the assessment of the environmental and social impacts of BB's products, establishing a forum and its frequency by June 30, 2022.

Indicator: Develop and implement, according to the needs to be identified, new training actions in the Sustainability Trail by June 30, 2022.

Impacted SDGs:



Contribution of the Sustainability Plan – Agenda 30 BB to the SDGs

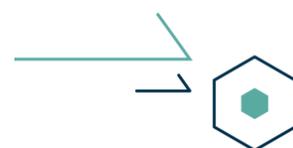
Banco do Brasil, in developing and improving business and administrative practices related to corporate sustainability, confirms its commitment to society's global objectives. Thus, we present a quantitative summary of the actions included in the Agenda 30 BB that positively impact the SDGs.



Our ten commitments

In February 2021, Banco do Brasil launched its 10 Long-Term Sustainability Commitments, which will help guide BB's actions until 2030, in line with the demands from society and the Global Sustainable Development Goals.

Structured based on axes Sustainable Businesses, Responsible Investment and ESG Management, these commitments aim to help our customers to transition into a more sustainable portfolio, in addition to helping investors allocate funds to companies that deliver positive Environmental and Social externalities; and further improve the management of ESG practices at the Bank by increasing the clean energy matrix, supporting low-carbon agriculture, reducing GHG emissions, promoting diversity and adopting robust governance practices.



Sustainable Businesses



Renewable Energy

R\$15 billion⁴ by 2025
(8.5 bn Dec 2021)



Sustainable Agriculture

R\$125 billion⁴ by 2025
(121.5 bn Dec 2021)



Entrepreneurship

1 million by 2025⁶
(901,000 Dec 2021)



State and Municipal Efficiency⁷

R\$20 billion⁵ by 2025
(4.9 bn Dec 2021)

Responsible Investment



Investments ESG

ESG Assessment of 100% AuM⁵ by 2022
(93.1% Dec 2021)

R\$20 billion⁴ by 2025
(8.2 bn Dec 2021)



Sustainable Resources

R\$30 billion⁵ by 2030
(8.3 bn Dec 2021)

ESG Management



Direct GHG emissions

Offset 100%
as from 2021 (100% Dec 2021)

Reduce 30%
by 2030 (8.4% Dec 2020)

Renewable Energy⁹ 90%
by 2024 (22.5% Dec 2021)



Diversity in Leadership positions

Black and brown people
by 2025 (22.0% Dec 2021)

30% Women
by 2025 (23.2% Dec 2021)



Digitally-mature clients

17 million by 2025
(8.5 MM Dec 2021)



BB Foundation

R\$1 billion by 2030
(114.2 MM Dec 2021)

⁴In the balance. ⁵In disbursements. ⁶Of entrepreneurs. ⁷Agriculture, culture, civil defense, education, energy efficiency and public lighting, sports and leisure, road infrastructure, public cleaning, environment, urban mobility, health, insurance and health surveillance. ⁸Applicable AuM. ⁹Renewable energy acquired in the free contracting environment (ACL) and own production at the end of the period.

Sustainability Governance

The main objective of sustainability governance is to manage Environmental and Social performance, based on the [Environmental and Social Responsibility Policy](#). At Banco do Brasil, it conforms to structure as follows:

[102-18]

- > **Board of Directors**
Monitors, half-yearly, the environmental and social performance and the initiatives in progress;
- > **Board of Officers**
Monitors, half-yearly, the environmental and social performance and related initiatives in progress;
- > **Executive Sustainability Committee**
Reports to the Board of Officers and is composed of Chief Officers and officers. Responsible for approving and monitoring the implementation of the Sustainability Plan – Agenda 30 BB, guiding the implementation of sustainability initiatives with potential impact on business, and defining guidelines for the topic, in addition to providing a multidisciplinary vision for the decision-making process;
- > **Risks and Capital Committee**
Advises the Board of Directors in the exercise of its duties in connection with risk management, including E&S and capital risks;
- > **BB Sustainability Forum**
Instance composed of executive managers of the Bank and Fundação Banco do Brasil. The Forum supports the incorporation, alignment and dissemination of sustainability precepts and practices, in addition to monitoring environmental and social initiatives and the implementation of the Sustainability Plan – Agenda 30 BB actions. It meets quarterly and reports to the Executive Sustainability Committee;
- > **Corporate Sustainability Management**
An autonomous management linked to the Chief Government Affairs and Sustainability Officer– it is responsible for guiding corporate sustainability issues by issuing strategic and awareness-raising guidelines;
- > **Credit Directorship**
Unit responsible for the specific management of E&S risk associated with the lending process;
- > **Supplies, Infrastructure and Property Directorship**
Unit responsible for the specific

management of E&S risk associated with procurement, contracting, logistics resources and ecoefficiency issues;

- > **Risk Management Directorship**
Unit responsible for the corporate management of environmental, social and climate risks and for adjusting the management structure of these risks to regulatory changes (CMN Resolutions No. 4,943 and 4,945, BCB 139 and Regulatory Instruction No. 153).

- > **Internal Controls Directorship**
Unit responsible for internal controls and compliance activities covering risk management.

In 2021, the Bank set up the Corporate Sustainability Committee, a joint body that reports to and advises the Board of Directors on sustainability-related issues at Banco do Brasil, taking into account the best market practices and the Bank’s voluntary commitments.



Our business model and value creation

Capitals

- **Over 84,000** employees
Over 2,000 online courses available at Unibb
- Digital **innovations and strategies**
Over 6,000 investments in the developer portal for access to our APIs
BB Benefits Platform
Broto: **Over 543,000** accesses originating more than **R\$1.3 billion** in business since its launch
- **Two solar plants** that generated **12.83 GWh**
- **78.3 million** Clients
Over 883,000 shareholders
Over 1 million university student clients
- **Over R\$1.9 trillion** in Loan Portfolio assets¹⁰
R\$1.4 trillion of third-party funds under management
- Service Network: **56,082**

Our strategy

Strategic drivers:

- 👤 Clients
- 💰 Financial
- 🌱 Sustainability
- 🔄 Processes
- 👥 People



- Active participation of our stakeholders
- ECBB 2022-2026**
- End-to-end customer centricity, by strengthening the relationship with the Bank
- Generation of sustainable results
- Strengthening of the commitment to sustainability
- Acceleration of digital transformation and innovation
- Evolution of skills and organizational culture



Vision

Values

Purpose

Transparency/Ethics/ Integrity:

- Internal Audit
- Internal Controls
- Anti-money laundering and anti-corruption

Accountability

Equity

Corporate responsibility



Services

Agribusiness market share: **54%**

Credit market share: **16.2%**

Sustainable Loan Portfolio
R\$ 291.4 billion
Up 19.1% from 2020

Physical presence

Digital business

Brand

➤ **External context:** Macroeconomic Context and Financial Industry/Digital Transformation/Uncertainties/Covid-19

Learn more on Value Chain on the next page.

Our differentials

Our results

- **7.9 million** training hours
3.5 million courses completed at Unibb
- Record of the Agribusiness Portfolio: **R\$248 billion** Growth of **34.3%**
Market Share BB Agribusiness: **54%**
Market Share Agribusiness Individuals: **59%**
- **Adjusted Net Income: R\$ 21.0 billion**
- Growth of **51.4%**
- Bacen ranking: **-33.8%** of valid complaints in relation to 2020
- **Lower historical rate**
- **Brand value: R\$ 20.6 billion**
- Structuring of the issuance of our **first Social Bond** in the international debt market in the amount of **US\$ 500 million**
- **Over 6 million** followers on the social networks
- **93.06%** of total assets under management with ESG screening (R\$1.3 trillion)
- **The most innovative** financial institution in Latin America in the Global Finance magazine award

Our contribution:

- Support for the Succession of businesses in Rural Areas to **10,000** clients through the BB Agribusiness Family Program
- **Best Bank for SMEs** in Latin America by Global Finance in 2021
- **100%** of GHG emissions offset in Scopes 1 and 2
- **The world's most sustainable financial institution** according to the Global 100 Ranking.

¹⁰ Individual and corporate clients that carried out at least one transaction in the past 90 days on BB digital platforms: APP, BB Wallet, APF, Financial Manager, APP Ourocard, APP and Investment Home and WhatsApp.

Value Chain

Shareholders
Over 880,000 shareholders, of whom 98.3% are individuals and 1.6% are companies.

Employees
Over 84,000 employees in all Brazilian states and abroad.

Total value added distributed:
R\$ 58.4 billion

- > Personnel: R\$ 23.0 billion
- > Government R\$ 16.0 billion
- > Remuneration on third-party capital and minority shareholders + retained earnings: R\$ 19.4 billion

Suppliers
R\$ 8.3 billion paid to suppliers.

Materials: water, energy and gas
R\$ 0.5 billion

Data processing and communication
R\$ 1.1 billion

Serviços¹¹
R\$ 3.4 billion

Maintenance and conservation of assets
R\$ 0.7 billion

¹¹ Third parties, surveillance, advertising and transportation

Banking segment

- > **Services**
Deposits, loan operations and service provisions, which are made available to clients through the many distribution channels located in Brazil and abroad.
- > **Markets**
Retail, wholesale, government, microentrepreneurs and the informal sector.
- > **Operating income**
R\$ 167.01 billion

Fund management segment

- > **Services**
Purchase, sale and custody of marketable securities, portfolio management and fund and investment club management.
- > **Markets**
Individual, Corporate and Institutional Investors.
- > **Operating income**
R\$ 3.2 billion



Investment segment

- > **Services**
Intermediation and distribution of debts in the primary and secondary markets, equity interests, provision of financial services, economic and financial advisory services, investments in marketable securities.
- > **Markets**
Individual and Corporate investors, fund raisers.
- > **Operating income**
R\$ 1.0 billion

Segment of means of payments

- > **Services**
Capture, transmission, processing and financial settlement of transactions through electronic means.
- > **Markets**
Issuance, brand and acquiring services.
- > **Operating income**
R\$ 1.0 billion

Insurance, pension and premium bond segment

- > **Services**
Products and services related to life, property and vehicle insurance, pension plans and premium bonds.
- > **Markets**
Individuals and Companies
- > **Operating income**
R\$ 6.1 billion

Impacts on the consumption of natural resources

- o Water: 1,139,300 m³
- o Energy: 516.99 GWh
- o Paper: 1,740 MT

Community
CCBB: 109 in-person cultural initiatives with 655,000 visitors.
Virtual: 59 initiatives, with more than 2 million viewers.
Over 2,200 actions registered in the Volunteering Portal in 2021.

Fundação BB
Since 2011, over R\$ 2.7 billion has been invested in social initiatives and over six million people had their lives changed by Fundação Banco do Brasil (Banco do Brasil Foundation).

The solidarity campaign **Brasileiros pelo Brasil** (Brazilians for Brazil) launched in October 2021 distributed around 3,000 metric tons of food from family farming to more than 500,000 socially vulnerable people in all Brazilian states.

Key:

- Stakeholders
- Impacts
- Services



A transformative role

2

A transformative role

We play a transformative role in society by offering loans and fostering entrepreneurship and sustainable production across all Brazilian regions. This ranges from microcredit operations to financial solutions for corporates, capital markets and governments, with a standout position in agribusiness lending.

As part of the financial system, we take on a crucial responsibility: direct the investment of funds and assist in the transition from a high impact economy into a sustainable, inclusive one, less intensive in carbon emissions, with proper risk management and engaged in the development of innovative fundraising models.

We adopt the assumption of structuring sustainable financial solutions to allow the rational use of natural resources and the implementation of more efficient projects, by incorporating environmental and social variables in project assessment processes. We thus contribute for society to have expeditious and facilitated access to new technologies, innovative production models and to generate growth and development for Brazil.

Major challenges include fostering sustainable economic growth nationwide, so that it encompasses production chains with lower environmental and social risk and higher return

levels. In the coming years, we will continue to focus on funding models for investments in sustainability-linked projects and on opportunities to finance reforestation, urban infrastructure, mobility, decentralized energy generation, energy efficiency and sustainable production chains in agriculture and livestock activities.

We play a transformative role in society by offering loans and fostering entrepreneurship and sustainable production across all Brazilian regions.



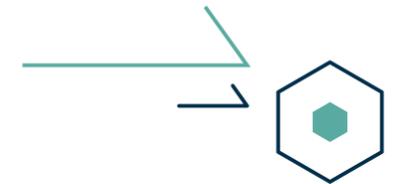


How we supported Covid-19 relief efforts

Against the backdrop of uncertainties caused by the covid-19 pandemic, we have acted on a number of fronts to provide customers with agile, safe and reliable support, while strengthening our commitment to society by adopting actions aimed to support Brazil and minimize any adverse effects brought about by such scenario.

We have got closer to customers in this very challenging time, bringing new solutions and the possibility for customers to extend obligations and adjust their financial needs and cash flows in view of the impacts of the pandemic on people and companies.

We are working to maintain business operations and the long-term sustainability of our company and relationship with customers. We are reinforcing the commitment to having the required care for our employees' health and keeping on efforts to serve customers and population in general.



Employees

In September 2021, we gradually resumed in-person activities while observing health and safety guidelines provided for in internal regulations and in regulations issued by proper authorities, given the domestic scenario. Since March 2020, thousands of employees have been under the emergency home working scheme.

Aimed to minimize the impacts of the pandemic, we signed a Collective Bargaining Agreement with workers' unions in July 2020 with specific provisions to this period in force for two years from its signature date. Among them, we highlight as follows:

- Home working, teleworking or remote working: prioritizes employees of risk groups.
- Vacation: to be informed at least five days in advance of the intended date of leave, and 15 days will be held to be used in the event of advance. Additionally, an allowance for April 7, 8, 9, 28 and 29, 2020 will be granted to employees with an other than "real workplace" status who are given a vacation notice by the company.
- Compensatory Time Off (CTO): applicable to all employees subject to working-hour control, as there is no need to adhere to this scheme; an 18-month term to compensate for overtime hours worked since April 7, 2020; employees who want to take CTO must negotiate with their managers; a 10%-discount is applied on the balance of overtime accrued until July and on the month-to-month balance from August to December 2020.
- Other commitments made as a result of negotiation: no decommissioning due to poor performance during the pandemic; possibility of taking compensatory time off, in addition to using other leave schemes, to take a rest post-pandemic, priority will be given to employees who are working in in-person service; managers

may continue to have the discretion to release employees working in-person at branches for one or two hours, even on a rotational basis.

In addition to signing this Collective Bargaining Agreement, the Bank adopted the following initiatives:

- Communicating with employees aimed at providing regular specific guidance on work conditions and customer service, according to the development of the pandemic in Brazil.
- We handed out facial masks to employees at branches, as recommended by the Ministry of Health, in addition to acrylic face shields. In 2021, PFF2-type masks were also handed out. Acrylic divider panels have been installed on the premises of the business units.
- The conduct for suspected and confirmed cases in the workplace was standardized, by using the telemedicine system for diagnostic and therapeutic guidance of the Caixa de Assistência dos Funcionários do Banco do Brasil (CASSI).
- A 14-day work leave for employees who have symptoms and had contact with confirmed or suspected cases (social isolation).
- A seven-day work leave for employees arriving from any country from the date of departure from a foreign country (social isolation).

- Setting up a Strategic Crisis Management Group to properly deal with the matter, ensuring a single, timely disclosure of information to internal and external stakeholders.
- Foreign and domestic travel suspended.
- Replacing in-person meetings by video calls and voice calls. Given the epidemiological evolution of Covid-19, in-person events, meetings and training have resumed, subject to prevention protocols.
- Step up the cleaning and disinfection of spaces.
- Prioritizing home working schemes based on the process criticality and the type of work and for risk group employees.
- Providing flexible working hours, changing vacation period and employees' taking leaves of absences.
- Priority was given to flu vaccination (H1N1) for bank employees.

Customers

The number of digital banking services provided was increased, roughly matching the number of in-person services offered. This measure has been disclosed in the media to avoid unnecessary trips to the branches. Even in such an adverse year, we

have also invested in technology and information security to improve our digital service.

We are assisting our customers adjust their financial commitments by renegotiating loan operations with grace period for payment and rescheduling payment terms, depending on the credit facility granted.

In November 2021, we engaged in the Debt Renegotiation Task-Force, an initiative to encourage customers to renegotiate their debts by offering differential conditions and allow their reintroduction into the credit market. In that period, debt discount reached up to 95%, as was the case for settling overdue debt on demand. Discounts on interest rates and repayment terms of up to 100 months were also made available for renegotiating overdue operations in installments.

Securing essential banking services to the population, prioritizing the continued supply and operation of ATMs in self-service rooms.

Other initiatives

- Providing in-person assistance for services considered essential, to be exclusively provided at branches.
- Special opening hours (9 am to 10 am) exclusively for INSS retirees and the people of greater risk.

- Encouraging the use of digital channels for customer service and relationships through internet and mobile, expanding access to different customer profiles through messaging, as well as providing all customers with the possibility of performing banking transactions directly by message apps.
- Providing up to R\$100 billion in credit lines intended to individuals, companies, agribusiness, and in health supplies for municipalities and governments. These funds refer to existing credit lines, mainly personal loans and working capital.
- With the purpose of minimizing the temporary impacts of this scenario, since March 2020 we have provided customers with the option of extending the repayment of falling due installments for the subsequent 60 days, upon their placing expression of interest which can be made through digital channels. Customers can also adjust their financial commitments by rescheduling their loan operations, with a grace period for repayment of the first installment within 60 to 180 days, according to the credit line, and by reprofiling the repayment period. This renegotiation process is also available through digital channels.

Remote service

As the pandemic has consolidated the change in customer behavior and how they interact with financial institutions, we have readied ourselves to provide customers with quality remote service (texting and voice) through a number of actions, as follows:

- **DyalMyApp:** a pilot-test to implement the digital Audible Response Unit (URA) integrated into the BB APP, for greater retention and digital engagement for users of BB Customer Service Center.
- **Implementing Speech Analytics:** this tool enables service improvement by analyzing up to 100% of phone interactions via the BB Customer Service Center, Customer Service Department and Telephone Call Management System (ATA), for a better understanding of customer needs.
- **Expanding text messaging service:** Availability of chatting service for all customers on logged in channels (internet and mobile), using Artificial Intelligence (AI). In 2021, we went from 1.4 million unique customers served per month to 2.5 million. moreover, service assessment has been improved and is available in the body of the message to customers.
- **Telephone Call Management System (ATA):** Improving and expanding this system that manages Telephone service, by recording and facilitating call routing and answering. The "Telephone service" of units without ATA was

one of the items most criticized in satisfaction surveys. 4,748 units have migrated to this model, which accounts for 99% of the service posts targeted for implementation of this tool at BB.

- **Telephone service for customers not subject to portfolio segmentation:** migration to BB Customer Service Center, which now serves all unmanaged customers, becoming another important solution and service channel with over two million calls in 2021. BB Customer Service Center is also a business channel for this stakeholder, making roughly 150,000 sales to unmanaged customers and R\$235 million in disbursements.

Companies

Since the onset of the pandemic, we have underlined our role as a partner for micro and small companies by closely monitoring them in this very challenging period, ensuring that credit is fairly and reasonably granted. In 2021, R\$70.4 billion were granted, among new loans, extensions, renegotiations and emergency lines, benefiting 349,000 companies.

With respect to emergency lines, the Government issued a new edition of Programa Nacional de Apoio às Microempresas e Empresas de Pequeno Porte – Pronampe (National Support Program for Micro and Small Companies), in which we took a leading role and led the releases of this credit line. R\$8.1 billion were granted, benefiting 95,000 companies. For granting this credit line, credit

risk and suitability models were used to select the target audience, ensuring assertiveness and sustainability. Additionally, BB's entire specialized structure was mobilized to serve companies, both in person and digitally or remotely.

Considering the 2020 and 2021 editions, Pronampe at BB added up R\$15.1 billion in releases, helping support the ongoing operation of 184,000 companies and over one million jobs. Added to the agility in funding raising, this amount evidences that Pronampe is a facility suitable to meet customer needs, by helping them weather the effects of the pandemic and getting business ready for the moment to resume economic activities.

In the meanwhile, we have assessed and monitored the potential impacts of the pandemic on the loan portfolio, by factoring in the unique features of different segments and lines, and adopted proactive measures to address risk and capital management.

Público Sector

We were the main financial institution in the payment of the Emergency Program for Job and Income Maintenance (BEm), granted to workers who had hours reduced or contracts suspended. This benefit was paid to employees from companies that signed up to the program, regardless of the fulfillment of any vesting period or number of salaries received.

4.4 million benefits were provided during the year. The amount totaled R\$3.4 billion, of which

R\$620 million through automatic deposit into BB savings accounts, R\$2.4 billion through credit order document (DOC), R\$285 million via BB Digital Wallet and another R\$100 million via in-person service channels. [SASB FN-CB-240a.1]

Society

In 2021, the Protect and Save + Lives campaign, run by Fundação BB, kept on the good work started in 2020 to minimize the effects of the covid-19 pandemic. In October 2021, the Brazilians for Brazil campaign was launched. [Learn more about this topic.](#)

Other initiatives

- Resources donated by the Conglomerate companies to contribute to the pandemic relief efforts.
- Initiatives taken by Fundação Banco do Brasil to implement assistance and awareness-raising projects in communities.



Sustainable loan portfolio

[103-1|103-2|103-3|Environmental and Social Impacts of Activities and Operations]

Our Sustainable Loan Portfolio comprises loan operations/lines intended to fund activities and/or segments with positive environmental and social impact.

To ensure even more reliability and soundness to this portfolio, formerly named Green Portfolio, we have reviewed its credit lines and operations by using the methodology developed by the Brazilian Federation of Banks, which addresses the measurement and identification of funds allocated to green economy sectors, and our sustainable finance framework. For the second time, we submitted [this review](#) to the independent evaluation of consulting firm Sitawi Finanças do Bem, which in November 2021 issued a [second opinion](#) based on the alignment of loan operations with international standards for assessing sustainable projects and businesses, assigning a rating (from A to C) according to the environmental and social additionality verified for each facility.

As a result, operations were mostly assigned high-additionally performance rating (rating

A), evidencing their positive and transformative contribution for sustainable development and transition into an inclusive, low-carbon economy. [201-2]

In December 2021, the portfolio totaled R\$291.4 billion. The Corporate Strategy of Banco do Brasil (ECBB) 2021-2025 defined an indicator signaling a 36% interest held by CNS in BB's total loan portfolio. In December 2021, this indicator reached 37.1%.

This portfolio comprises loan operations for the following sectors: renewable energy, energy efficiency, construction, sustainable transport and tourism, water, fisheries, forestry, sustainable agriculture and waste management. Additionally, to foster an inclusive economy, this portfolio includes loans to areas with social concerns such as education, health and local and regional development. Funds were allocated to customers in all segments, such as Individuals (Retail and Private), companies of different sizes (SME, Corporate, Wholesale) and the Public Sector. [201-2|203-2]



In December 2021, the portfolio totaled R\$291.4 billion. The Corporate Strategy of Banco do Brasil 2021-2025 defined an indicator signaling a 36% interest held by CNS in BB's total loan portfolio. In December 2021, this indicator reached 37.1%.



Sustainable Loan Portfolio

Total:
R\$ 291.4 billion
3,153,000 operations



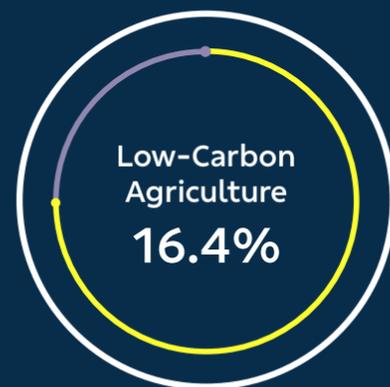
Mostly High/Transformative



R\$ 134,76 billion
1,562,000 operations



R\$ 77.89 billion
1,269,000 operations



R\$ 47.71 billion
146,000 operations

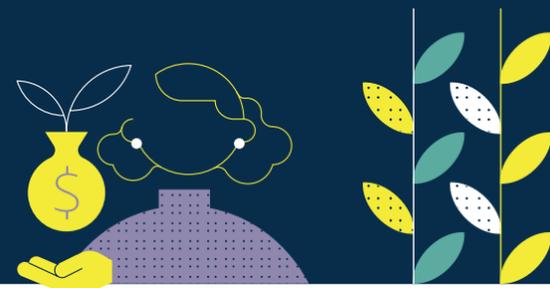


R\$ 31.09 billion
175,000 operations

Check out the full assessment:



Second-Party Opinion



Social Business

Government	52.33	●
Student Funding (Fies)	47.16	●
Minha Casa Minha Vida project	20.55	●
Emergency Covid Relief Efforts	14.41	●
Other	0.31	●

Good environmental and social practices

Pronaf – More Food	38.76	●
Investments	19.43	●
PCA/ Moderagro	9.79	●
Pronaf - Costing	8.29	●
Pronaf - Investments	1.61	●

Low-Carbon Agriculture

Direct Planting Costing	40.27	●
ABC Program	7.43	●

Corporate

Corporate	31.09	●
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Additionality / Contribution to Sustainability

- High/Transformative
- Moderate/Effective
- Limited/Transitory

(R\$ billion)
Status – Dec/2021

ESG-linked products and services

Our stance as an entity funding sustainable production chains reinforces the alignment with the provisions of the UN environment-led Green Economy Initiative, focused on green economy and best corporate practices. This has a positive impact on our relationship with customers, employees and investors, increasing the reliability for domestic and foreign funding.

For customers, sustainable business models provide solutions that generate financial returns and bring social benefits, while help preserve the environment and reduce carbon emissions. These solutions foster energy efficiency actions, renewable energy generation, low-carbon agriculture, protection of natural resources, improvement in mobility and urban infrastructure, and cleaner and less harmful production practices as well.

The greatest demands for sustainable businesses solutions and models come from the customers themselves, who increasingly seek to consume sustainable products and services and establish relationships with environmental and social

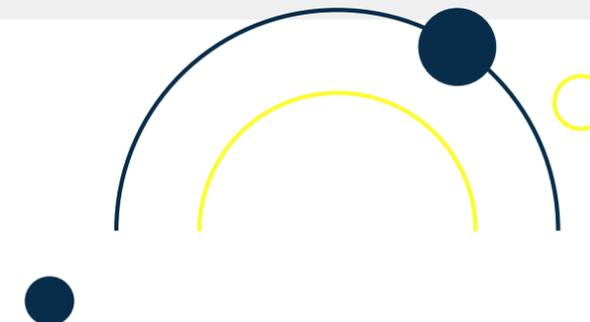
responsible companies. Market requirements are included in planning and definitions of industries for credit offers, in funding strategies and in the priority areas of activity. Based on the needs in question, we define the production chain in which we will focus our efforts.

The commitment to developing E&S-linked business solutions is guided and declared in our [Environmental and Social Responsibility Policy](#). It is also supported by the [BB Sustainable Credit Guidelines](#), which are in synergy with the international commitments assumed by the Federal Government, including those related to mitigation and adjustments to the effects of climate change.

With national prominence in financial solutions and business models for the transition into a sustainable and inclusive economy, we factor in climate change in planning and take advantage of business opportunities for a low-carbon economy, notably to fulfill the commitment to reducing emissions made by Brazil in the Paris Agreement.

"We are a major partner of Brazil's agribusiness and, besides offering credit, we stand side-by-side with the rural producers, being part of their daily activities. We understand life in the countryside, the needs and the potentials of clients and, therefore, we are able to offer innovative and agile solutions, thus contributing to the sustainability of their businesses. By working on the entire agribusiness ecosystem, we strengthen our leading role in this industry, with specialized, technical and attentive services, with nationwide penetration. The results and contributions of the industry to Brazil's economy and society continue to evolve in a sustainable and innovative manner."

Renato Luiz Bellinetti Naegele
Chief Agribusiness, Loans and Financing Officer



Inclusive Business

[103-1|103-2|103-3|Sustainable Businesses]

[SASB FN-CB-240a.1|SASB FN-CB-410a.2]

We work to boost production development, entrepreneurship and to foster social and financial inclusion through social business. We provide products for specific and strategic target groups, which provides for the renewal and loyalty of the customer portfolio while boosting Brazil's economic development.

The adoption of sustainable assumptions is in line with our strategy as it allocates funds to activities and/or production systems characterized by low environmental impact, low carbon and inclusive features, from mini to large producers across the whole value chain. Among major credit facilities, we highlight the *Programa Nacional de Fortalecimento da Agricultura Familiar- Pronaf* (National Program for Strengthening Family Agriculture) and the *Programa de Agricultura de Baixo Carbono – ABC* (Low-Carbon Agriculture Program).

The Guided Productive Microcredit (MPO) is a financial inclusion program and thus aimed towards the banking inclusion of a prominent niche

of microentrepreneurs in Brazil, most of whom participates in the informal sector. Customers seek our financial institution to meet their needs to expand sales, notably the purchase of inputs and/or raw-materials for sale or provision of services.

It is estimated that in Brazil 57.8 million Brazilians are at the forefront of an entrepreneurial activity, either consolidating a business or acting on to keep it operational. There are 6.2 million microcompanies¹; 13.6 million individual microentrepreneurs² and 38 million informal entrepreneurs³.

BB Accessibility Credit aims to include the group of people with disabilities (PWD) in the labor market by financing assistive technology goods and services, with differential interest rate conditions ranging from 5% to 5.5% per year. The target group consists of individual account holders with monthly gross income of up to 10 minimum wages. In 2021, Banco do Brasil granted R\$98.8 million through approximately 9,000 credit granting operations for people with disabilities. Regulated by the Federal Government since 2012, when this tool was set up, investments have already reached R\$751.1 million, benefitting over 82,000 people nationwide. [SASB FN-CB-240a.4]

All these initiatives are in conformity with the commitments stated in the [Environmental and Social Responsibility Policy](#) and the [BB Sustainable Credit Guidelines](#). Learn more about it on the [webpage Sustentabilidade](#).

ESG investment portfolio

Launched in May 2021, the **BB ESG Shares Brazil** initiative invests in Brazilian companies committed to ESG criteria that make up the S&P/B3 Brazil ESG and have signed up to the Global Compact.

Another highlight is the **LCA Verde (Green Agricultural Time Deposits)**, launched in June 2021, the funds of which are exclusively allocated to loan operations linked to low-carbon, renewable energy and other lines that meet the ESG criteria stated in BB Sustainable Finance Framework. This product raised over R\$1 billion in the year. [FS8]

These products supplement our increasingly in-demand ESG investment portfolio, as investors seek strategies to diversify investments aligned with their values and market trends. The ESG loan portfolio in Retail has soared over 300% in financial volume in the year (including segments Retail - Individuals, High-End, and Retail - Companies).

Sustainable Agriculture

As one of the main drivers of agribusiness in Brazil, we provide environmental and social linked solutions for rural producers, such as the Pronaf. This program is focused on services to small rural producers, fostering income generation and strengthening the activities developed by family farmers.

In 2021, we granted R\$18.4 billion in loans through Pronaf. With such a volume, BB is the leader in this segment, with a 46.5% market share. Business reached 84.7% of Brazilian municipalities, evidencing the wide scope of the program. In terms of portfolio, more than 613,000 producers were served with Pronaf-linked products. [SASB FN-CB-240a.4|SASB FN-CB-000.A 203-2]

During the year, we also maintained the leadership in taking out loans through the Low Carbon Agriculture Program (ABC Program), reaching a 61.4% market share. Considering the total portfolio, the ABC Program covers 45.7% of Brazilian municipalities, benefiting more than 12,400 rural producers. This initiative funds sustainable farming production systems, with recognized capacity to reduce or sequester GHG emissions and promote vegetation/biomass and food production, as well as the preservation of the environment.

¹ Source: [Database Sebrae](#)

² Source: [Portal do Empreendedor](#)

³ Source: [Agência Brasil \(IBGE/PNAD\)](#)



Another important partner in the backing of sustainable agriculture is the No-till System on Straw, which we encourage through our Direct Planting Costing loan operations (Working Capital (No-till)). Some advantages of this planting system are the reduced use of chemical inputs and the control over erosion processes, since water infiltration becomes slower due to the permanent soil coverage. This system also contributes for the soil not to be carried away by erosion and is able to store more nutrients, fertilizers and corrective materials. In 2021, operations through this credit facility totaled R\$40.2 billion, up 23% year-on-year.

Agribusiness agreements

Throughout 2021, we focused our efforts on an action front aimed to strengthen and expand our activities in the Agribusiness production chain. Focusing on the partnership with farming cooperative ecosystems, during the year we signed 41 new Agreements, totaling R\$1.29 billion in new ceilings for BB Convir, Dairy Farming and Rural Sustainability in the Wholesale network. Agribusiness Agreements are crucial for backing production chains, providing benefits such as guaranteeing the supply of quality raw material to partners and credit access opportunities, specialized technical assistance and new technologies for rural producers. [203-2]

BB Convir

A business model formalized through an agreement between the BB and integrating companies or cooperatives that develop their activities in a vertical production system to support the rural integration system of farming chains through rural credit lines granted to integrated rural producers or cooperative members. Convir ended up 2021 with a balance worth over R\$2.4 billion.

Agri-Energy Program

This program aims to encourage the use of renewable energy in rural areas by funding micro and/or mini-generator plants of alternative energy. In 2021, R\$823.2 million was allocated to investments under this program, up 77% from 2020. [203-2]

Partnerships with Agtechs

We have teamed up with FieldPRO, a climate intelligence and data science startup, to provide rural producers with an innovative solution to enhance productivity gains and contribute to a better planting, management and harvest decision-making process. This solution includes a management platform and a 14 sensor piece of equipment, installed in the rural property by the producers themselves to collect data on climate and weather. The station is portable and uses 100% Brazilian technology. [203-2]

Low-Income Housing

[203-2|SASB FN-CB-240a.1|SASB FN-CB-000.A]

We are financial agents for the Federal Government's measures aimed at ease the purchase of houses by low-income families, especially through the *Minha Casa Minha Vida - MCMV* (Government Low-Income Housing Project) and the *Casa Verde e Amarela* (Green and Yellow House) programs. Through the funds allocated to mortgages, the Brazilian economy and society benefit from the reduction in housing shortage, the growth in civil construction chain and improved quality of life of population.

In 2021, 52 building projects were completed, totaling 7,837 new housing units, of which 24 were MCMV-linked undertakings, with the delivery of 4,043 housing units. In the Individuals segment, no new MCMV operations were taken out due to the termination of the program; while 42 operations were taken out under the PCVA program.

Overall, in the 2018 – 2020 period, 215 building projects were completed, totaling 33,451 new housing units, of which, 71 undertakings were linked to the MCMV line, with the delivery of 10,042 new housing units.



Productive Development and Entrepreneurship Support

[203-2]SASB FN-CB-240a.1|SASB FN-CB-410a.2]

Micro and small companies and individual microentrepreneurs are offered solutions suitable to support their development and encourage the entrepreneurial culture in Brazil, such as *Conta PJ Digital* (digital account for companies) and the *Ourocard Empreendedor* (Ourocard Entrepreneur) credit card.

Since the onset of the pandemic, we have underlined our role as a partner for micro and small companies. We have monitored them closely over this challenging time, ensuring the maintenance of credit to the extent needed, working on the extension of installments, emergency facilities and preventive monitoring of customers.

It was likewise in 2021: R\$70.4 billion was granted to micro and small companies (SME), among new loans, extensions, renegotiations and emergency lines, benefiting 349,000 companies.

As for emergency lines, in 2021 there was a new edition of the Programa Nacional de Apoio às Microempresas e Empresas de Pequeno Porte – Pronampe (National Program for Support to Micro and Small Companies). BB took the lead and has

been the number one banking institution in this credit line. R\$8.1 billion was granted, benefiting 95,000 companies.

SME customers also have the support of the BB and Sebrae Partnership, the main goal of which is supporting companies with sustainability and business efficiency plans, through online financial guidance courses.

With the objective of supporting and financing productive activities of entrepreneurs and meeting the capital needs of the productive activity of individuals and companies, we offer Guided Productive Microcredit (MPO), using a methodology based on guidance and monitoring. We ended up 2021 with a total of over 40,000 active customers and over 31,000 loan operations signed.

SME Week

SME Week is a movement of Banco do Brasil aimed at micro and small companies that operate in physical points or e-commerce. The objective is to promote the businesses that are part of the initiative, giving visibility to their offers and encouraging consumers. To this end, SME Week encourages small companies to make special offers for consumers.

With the SME Week 2021, the largest in recent years, we aim to strengthen our leading role in the support of the Brazilian economic recovery. We use our strength as a solid and traditional banking institution to encourage business between individual and corporate customers.

This initiative had the largest number of companies and offers registered: a record 40,000 participating companies that made more than 54,600 offers available to the general public. The Network mobilization and the disclosure in media channels gave rise to over 1.2 million hits on the SME Week webpage and approximately R\$53 million in coupons redeemed, covering over 21 million individuals. The platform has become a showcase for promoting the products and services of our companies customers.

Support for female entrepreneurship

At the end of 2021, we had over one million women-led companies in our customer portfolio, a 40.5% share of the total portfolio. These companies account for 35.9% of the loan portfolio balance, up 12.4% in a 12-month period, and historically have a lower delinquency level. [203-2]SASB FN-CB-240a.1 |SASB FN-CB-240a.4|SASB FN-CB-000.A]

Renewable energy initiatives

[201-2]

In 2021, loan operations worth R\$2.04 billion were taken out to finance and provide guarantees for nine medium and large projects of renewable energy generation - wind and solar power complexes and Small Hydroelectric Power Plants (SHPs). At the end of the year, five cases in this area were presented during the COP 26 climate summit in Glasgow, Scotland:

- Eneva Group's Azulão-Ocelot Integrated Project, set to promote sustainable energy generation in the Amazon region, replacing diesel oil with natural gas;
- Echoenergia Group's Serra do Mel Wind Power Complex, set to generate carbon-free renewable energy;
- Thermoelectric power generation project, by the Videolar-Innova Group, to replace diesel oil with biomass for energy production;
- Pilecco Group's project to use waste from the rice production chain for energy generation and silica extraction;
- Sabará Group's project for a Brazilian biodiversity product line, with the development of natural and technology solutions for the food, beverage, animal nutrition and veterinary pharmaceutical industries.

At the end of 2021, we had over one million women-led companies in our customer portfolio, a 40.5% share of the total portfolio. These companies account for 35.9% of the loan portfolio balance.

Also in 2021, the BB and Echoenergia Group partnership, which develops projects for electrical energy generation from renewable sources, commissioned three operations worth R\$250 million, with UBS BB coordinating the issuance of R\$142 million in incentivized debentures under this project. This offer was certified as a green bond by Sitawi, ensuring that funds are allocated to sustainable initiatives, in this case, renewable energy generation.

In May 2021, we launched BB Crédito Energia Renovável (loans for renewable energy), a specific credit line for purchase of solar power generation systems to households, bearing interest from 0.75% per month. This facility benefits individual customers, who can finance up to 100% of the purchase of photovoltaic systems, installation included. Customers can sign up in the most convenient way, on BB App or at branches.

Sustainable Finance Model

In October 2020, we approved our sustainable finance model, which sets parameters and management for funding sustainable projects in the global market. This type of funding can be used to finance projects able to offer financial and ESG benefits.

The process started with our Technical and Financial Cooperation Agreement with the Inter-American Development Bank (IADB), with the technical support of consulting firm Sitawi Finanças

do Bem, with the delivery of the Sustainable Finance Framework, which comprises green and social categories. One of the unique features of this model, compared to others available in the market, is the likely leverage of low-carbon agriculture projects. This framework was approved by Sustainalytics, a leading independent company focused on Second-Party Opinion (SPO), in conformity with a set of international standards and guidelines.

Unprecedented in the Brazilian financial system, this model considers emissions classified as sustainable, green and social, according to the framework, and also the likely issuance of green debts, such as Sustainability-Linked Loans (SLLP) and Sustainability-Linked Bonds (SLLB). These two standards link the interest paid on emissions to the performance of ESG indicators, such as reducing the company's carbon footprint, increasing diversity in its staff and reducing the risk of credit portfolios with a high environmental and social impact.

In 2021, we updated our [framework](#), by incorporating new sustainability trends and the 10 long-term sustainability commitments. We once again had Sitawi's backing to prepare this document, which was eventually submitted to [Second-Party Opinion](#) (SPO) of Sustainalytics, and was approved at the end of December 2021.

The highlights of this second version were as follows: i) inclusion of categories Energy Efficiency, Green Buildings, Clean Transport and Sustainable Management of Waste and Effluents, in addition to the social category through loans; ii) review

of the criteria of exclusion and limiting factors, and inclusion of working capital operations for micro and small companies (job creation and income generation), which increases the volume of operations eligible for issuance of sustainable bonds and loans; iii) the process of evaluation and selection of projects was also updated and adjusted to BB3's new Corporate Sustainability governance structure.

The measures adhere to the UN Sustainable Development Goals (SDGs) and are in line with our [Environmental and Social Responsibility Policy](#) and BB Corporate Strategy 2021-2025 (ECBB). Sustainable funding requires commitment to advanced ESG standards, with monitoring through performance indicators related to sustainability, transparency and disclosure of funding results. Emissions can be categorized as green, social and sustainable, depending on the project to be financed, as well as foster our environmental and social operations, linking the operation financial cost to the performance in specific predefined ESG performance indicators. PRSA and BB Corporate Strategy 2021-2025. Sustainable funding requires commitment to advanced ESG standards, with monitoring through performance indicators related to sustainability, transparency and disclosure of funding results. Emissions can be categorized as green, social and sustainable, depending on the project to be financed, as well as foster our environmental and social operations, linking the operation financial cost to the performance in specific predefined ESG performance indicators.



Funding in sustainable categories

Based on our sustainable finance model, in 2021 we carried out three funding operations with funds to be specifically allocated to ESG categories.

The first one was a Sustainable Repo operation carried out in April 2021. It consisted of a US\$100 million worth financial treasury sustainability-linked operation. This is the first time we have engaged in the sustainability-linked debt market. It was intended to refinance Pronaf-linked loans – areas with a social concern – and operations under the BB Funding Companies scheme, specifically to install solar power panels – that is, with environmental features.

The second one was the launch of Green Agribusiness Letters of Credit, which is aimed at promoting BB's Sustainability portfolio. The funds raised with LCA Verde (Green Agricultural Time Deposits) will be exclusively allocated to credit lines that meet ESG criteria with a focus on reducing the greenhouse effects, recovering pastures, developing renewable energy and operations intended towards family farming, such as Pronaf. By December 2021, over R\$1 billion had already been raised.

Finally, along 2021 we carried out negotiations to structure the issuance of our first Social Bond in the international debt market. This funding worth US\$500 million was carried out in January 2022 and aimed to promote positive social impact projects and, most importantly, help micro and small companies overcome the challenges imposed by the pandemic.

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The first-ever issuance of this social bond was supported by the updated Sustainable Finance Framework and triggered high engagement in the international market, especially in Europe, the United States and Asia. During the structuring of this operation, meetings were held with ESG expert asset managers, which allowed us to discuss in depth our sustainability strategy and eased the exchange of feedback and perceptions on major demands from investors sustainability-wise.

All these are in line with BB's commitment to funding R\$30 billion by 2030 in funds to be invested in sustainable activities and promoting the transition into a green and inclusive economy.

Assets Management

BB Gestão de Recursos DTVM S.A. administers, manages and distributes funds and portfolios under management. According to the global ranking of third-party asset management disclosed by the Brazilian Financial and Capital Markets Association (Anbima), BB DTVM ended up 2021 with R\$1.4 trillion in asset management, up 15.75% in the year.

BB DTVM, by strategic direction, performs extensive asset screening by taking into account ESG aspects. By means of a proprietary ESG methodology, which combines positive and negative screening, BB DTVM it ended up the period with R\$1.3 trilhão in assets subject to this methodology, accounting for 93.06% of total assets under management. [FS11]

This third-party asset manager administers and distributes to different investor segments 25 sustainability-linked investment funds that totaled R\$7,0 billion in net worth in December 2021.

In order to comply with the Central Bank of Brazil requirements and the guidelines of the Principles for Responsible Investment (PRI) and the Brazilian Stewardship⁴ Code, financial returns combined with corporate governance are taken into consideration in evaluation processes of invested assets from third-party resources, according to ESG principles.

This methodology covers general indicators, such as governance structure, environmental and social aspects, ranking in sustainability indices and alignment with the GRI standard, as well as specific ones, according to the needs of each area.



⁴ Launched in May 2021 by CFA Society Brazil and the Capital Market Investors Association (Amec), the Brazilian Stewardship Code represents an update of the Amec Code of Principles and Duties of Institutional Investors – Stewardship, originally created in 2016.. (<https://cfasociety.org.br/advocacy/stewardship/>).

To achieve an in-depth analysis of ESG aspects, BB DTVM has developed its own methodology for assessing the sustainability of companies in its coverage framework and ESG Sovereign Rating methodology (MRS-ASG). For equity assets, a ranking is prepared with the best-placed companies, influencing the various share allocation strategies. For private loan operations, ESG aspects make up a qualitative and quantitative rule that influences the decision-making process, which may imply objections to a given credit limit, or its reduction or increase. Assessments are provided to managers so that they can apply practices that favor the integration of ESG issues. Main dimensions analyzed are as follows:

- Governance, ethics and integrity – Evaluates the composition and independence of the Board of Directors (CA) and the remuneration of management members;
- Social performance indicators – Evaluates issues related to turnover, occupational health and safety (OHS), social certifications, fairness and family assistance; and
- Environmental performance indicators – Evaluates aspects of biodiversity, innovation, environmental certifications and use of water and energy.

To assign the ESG Sovereign Rating (ESG-SRM), an independent matrix of ESG scores and a country-specific scenario analysis are prepared, incorporating environmental and social risks.

The rating seeks to reflect a government's ability and willingness to honor its financial obligations influenced by policy, governance, social issues, natural disasters and the long-term impact of environmental factors. [SASB FN-CB-410a.2]

A proprietary methodology is in place to qualify candidates nominated for the Board of Directors and the Supervisory Board, actively influencing the improvement of corporate governance.

To learn more about this topic, please access the [Responsible Investment Guideline](#) and the [Environmental and Social Responsibility Policy](#) available on BB DTVM website, in addition to other documents and policies.

Throughout 2021, the risk rating agencies Moody's and Fitch Ratings reaffirmed their ratings for BB DTVM's asset management, rated excellent by both agencies. According to Moody's, BB DTVM has an excellent investment infrastructure, with real-time portfolio management, risk controls and compliance systems, as well as very low exposure to the risk of business interruption. Fitch Ratings meanwhile has highlighted the investment capacity and very strong operating characteristics, the robust and well-disciplined investment process, and strong generation of revenue and profitability, in addition to the well-segregated and segmented organizational structure, experienced team and the robust risk framework and controls.

Private Equity Investment Funds (FIP)

The Private Equity and Venture Capital Investment Program is being divested. In 2021, four divestitures were made in assets of FIPs invested by BB-BI. During the period, BB-BI received R\$108.4 million among divestiture and earnings from these funds.

The FIPs regulations, of which we are a member as an investor, value the adoption of best governance and environmental and social management practices. Among them, we highlight as follows:

- Setting a term of office of up to two years for all Board of Directors members (CA);
- Providing shareholders with their business-related information;
- Signing up to the court of arbitration for corporate conflict resolution;
- Providing annual audit of their financial statements by independent auditors registered at Securities and Exchange Commission of Brazil (CVM);
- Implementing a policy to minimize harmful effects to the environment;
- Implementing social action plans for surroundings communities;

- Acting on in compliance with the best human resource management practices, making headway in this capital;
- Adopting environmental and social responsibility standards;
- Implementing a policy to comply with regulatory corporate governance standards;
- Refrain from using child or forced or compulsory labor; and
- Conducting and provide equal treatment to its stakeholders.

FIP investment opportunities must fall under the Investment Program limits, rules and parameters, in order to mitigate our legal and image risks and add value to investees. The fund regulations set corporate governance rules and standards to be complied with by supervisor so that these are adopted by investees prior to the investment decision-making process, as well as carried out during the period the FIP acts as a shareholder.

We monitor compliance through a due diligence process carried out previously to the investment by the supervisor who, during the entire FIP cycle, holds regular meetings to disclose updates on the investee monitoring.

Private Equity Investment Fund (FIP) invested by (a wholly owned subsidiary of BB)⁵

Product	% BB-BI's Interest	Type of attributes	Description (purpose, product description and, when applicable, the target environmental and social aspect)	Fund's net worth in 2019 (R\$ million)	Fund's net worth in 2020 (R\$ million)	Fund's net worth in 2021 (R\$ million)
Brasil Sustentabilidade FIP – Multiestratégia	9.50%	Environmental, Social, Governance	Description (purpose, product description and, when applicable, the target environmental and social aspect)	265.20	268.50	126.30
Brasil Agronegócios FIP – Multiestratégia	19.05%	Environmental, Governance	Intended for purchase of interest in companies whose activities are associated with projects with potential carbon credit generation, with incorporation of sustainability principles into the investment decision-making process.	474.10	381.70	592.00
Fundo Brasil de Internacionalização de Empresas FIP – Multiestratégia	24.44%	Social, Governance	Intended for purchase of interest in Brazilian companies with sound worth fundamentals that can benefit from capital contributions so that they become listed companies. The fund's investment focus will cover the entire agribusiness production chain.	359.70	396.90	336.10

⁵ Until 4Q2020, BB-BI provided economic-financial advisory services to these funds, when, due to a strategic decision, it discontinued the service. From then on, BB-BI remained only as a fund's shareholder.

Product	% BB-BI's Interest	Type of attributes	Description (purpose, product description and, when applicable, the target environmental and social aspect)	Fund's net worth in 2019 (R\$ million)	Fund's net worth in 2020 (R\$ million)	Fund's net worth in 2021 (R\$ million)
Brasil Portos e Ativos Logísticos FIP	18.81%	Governance	Intended for the purchase of companies in different logistics sectors, including port, backport and storage assets, distribution centers and cargo handling and transportation assets. Investees must adhere to environmental and social responsibility standards (seeking to minimize any harmful effects of their activities on the environment) and adopt good corporate governance practices.	166.40	132.70 ⁶	216.00
FIP Brasil Internacionalização de Empresas II	21.45%	Social, Governance	Intended for purchase of interest in Brazilian medium companies already operating in foreign trade or with the potential for internationalization (such as high added-value sectors, leading companies in domestic sectors and sectors in which Brazil is competitive). Investees must adhere to environmental and social responsibility standards (seeking to minimize any harmful effects of their activities on the environment) and adopt good corporate governance practices.	551.40	1.097.00	781.50

⁶ GRI 102-48. The amount was changed due to the reprocessing of the Fund's Portfolio on 01/14/2021, changing the value of Shareholders' Equity on 12/31/2020.

Environmental

|103-1|103-2|103-3|Environmental and Social Impacts of Activities and Operations|Sustainability Culture|Environmental and Social Risk|Climate Change|



In line with our Environmental and Social Responsibility Policy, Banco do Brasil's Environmental Management (GABB) follows the specifications of the 2015 Brazilian Standard ABNT NBR ISO 14001 regarding the definition of objectives, assumptions, requirements, responsibilities, programs and initiatives for the implementation of guidelines related to the topic in question. Covering all units in Brazil, the system organizes and monitors all actions to control environmental impacts.

Efforts are systematically coordinated for ongoing performance improvement, ecoefficiency-oriented, aimed to minimize the consumption of natural resources, waste generation and Greenhouse Gases (GHG) emissions. Assumptions include the ongoing improvement of GABB; recognize and consider stakeholders' expectations and priorities in environmental management; sharing concepts and practices for the efficient consumption of natural resources and prevent pollution, aiming at the engagement and strengthening of Environmental and Social Responsibility (RSA) culture, in addition to train internal and external stakeholders to improve their environmental management skills.

Ecoefficiency

Ecoefficiency management results in the reduction of natural resources consumption, such as water and energy, thus minimizing environmental impact and expenses on the purchase of such inputs. With the same goal, GHG emissions and consumption of materials, such as: paper, toner and fuel were rationalized, which led to the reduction of solid waste generation.

Energy

In 2020, we made the commitment to expanding the share of renewable sources in our energy matrix: the goal is to achieve 90% of renewable energy supply by 2024. This will be achieved through remote distributed generation, of up to 22%, and deregulated market, of up to 68%.

We are investing in energy efficiency and changing the energy matrix consumed by the Bank, increasing its share of renewable sources. We now already consume energy from two solar power plants, four renewable energy plants are under construction, 13 are being commissioned, and 10 are in the bidding process phase, totaling 29 energy plants by 2024. Once these 29 energy

plants are in operation, they will generate enough energy to power 1,428 branches, making the institution save R\$561 million over 15 years.

Proceeding with the strategy to increase operations in the deregulated market, in 2021, 13 consumer units were migrated, totaling 39. Together with previously migrated building, operations in the deregulated market resulted in R\$18.7 million savings, a 30% reduction in expenses compared to the captive market tariff (purchased directly from the energy concessionaire). We achieved R\$27.1 million savings from 2019 to 2021, with expected R\$50 million savings by 2024.

To back this strategy, we have purchased 523,900 renewable energy certificates, linked to the energy consumed in 2020, under the I-REC (International Renewable Energy Certificate) standard, an international transaction platform that allows consumers to purchase traced renewable energy certifications to offset emissions from the electrical energy consumed. In a pioneering operation in the public administration, this purchase was carried out through a bidding process and the winner was Matrix Energia, whose RECs come from wind power. This initiative addresses one of the 10 sustainable commitments made by BB, the "Promotion of Renewable Energy". |201-2|

As part of the climate change management strategy, as from 2021 we will also use the purchase of I-RECs as coverage for energy consumption, concurrently with the implementation of projects to expand operations in the deregulated market as well as distributed generation projects. Accordingly, the Bank guarantees that 100% of the 516.99 GWh consumed in 2021 will be linked to sustainable energy sources.

Among other initiatives developed in 2021 to optimize electrical energy consumption and reduce expenses, the following stand out:

- **Electricity bills management:** initiative carried out in the review of energy supply contracts that resulted in R\$300,000 reduction in expenses with this input in 2021;
- **Integrated control of energy, water and building utilities:** solution installed in 298 branches, with expected 15% savings in consumption over four years' service contract.

Energy consumption (comparison) (GWh)

[302-1]	2019	2020	2021
National Interconnected System (SIN) ⁽²⁾	522.02	449.30	423.59
Free Contracting Environment	48.98	74.86	80.57
Distributed Generation (solar power plants)		8.68	12.83
Total	571.00	532.84	516.99
		I-REC ⁽¹⁾	

¹Since 2020 we have purchased I-RECs to offset 100% of emissions from electrical energy consumption.

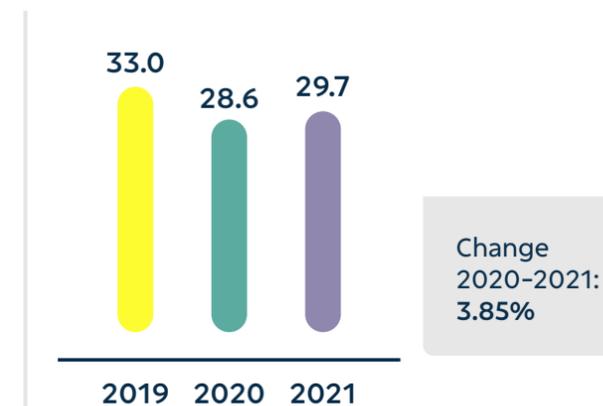
²According to the ONS (National Electric System Operator), at the end of 2021, 77% of SIN energy matrix was provided by renewable energy sources. Source: <http://www.ons.org.br/paginas/sobre-o-sin/o-sistema-em-numeros>.

As we have used the same parameters for the regional monitoring of electricity consumption, as previously stated in the [Annual Report 2020](#), this item remained unchanged.

Water

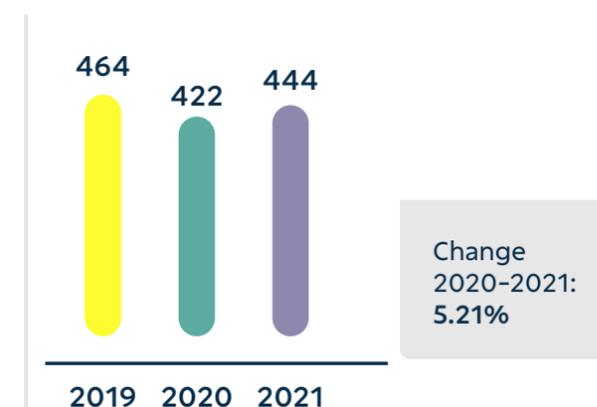
Regionalized efficient consumption parameters are also adopted for water consumption – as water is input from public concessionaires. Management is carried out by determining actions for those units with water overconsumption, that is, above previously-set targets. Accordingly, noteworthy are the inspections in the installations of plumbing systems to detect the causes of high consumption.

Total waster expenses Amount in the year (R\$ million)



[302-4]	2019	2020	2021	Change 2020-2021
Energy consumption (GWh)	571.00	532.84	516.99	-2.97%
Reduction target set % change year-on-year	-1.00%	-5.00%	-3.00% ⁷	
Target achieved in the year	✓ achieved -4.63%	✓ achieved -6.68%	✗ not achieved	

Total energy expenses Amount in the year (R\$ million)



Water consumption (comparison)

[303-5]	2019	2020	2021	Change 2020-2021
Water consumption ⁽¹⁾ (thousands of m ³)	1,136.00	955.70	1,139.33	19.28%
Reduction target set % change year-on-year	-1%	-3%	-5%	
Target achieved in the year	✓ achieved -17.94%	✓ achieved -15.87%	✗ not achieved +19.28%	

⁽¹⁾ Recycled water is not used at units. Water is supplied by concessionaires. Data on water consumption in 2021 was obtained based on water bill expenses. The model used estimated the percentage of buildings served by wastewater network based on 16,000 water bills recorded by a third-party company. Then, the consumption was estimated based on the tariff of each State most representative concessionaire. In 2021 consumption increased year-on-year driven by the resumption of in-person work in the second half of the year.

⁽²⁾ Due to the nature of the industry, we have not yet measured the total water consumption in all areas with water stress in mega liters.

⁽³⁾ We monitor the need for facilities to purchase mineral water from sources other than local water concessionaires. In the case the water supplied is not suitable for consumption or there is no water supply whatsoever, mineral water will be purchased by the facility as follows: either from a water truck, to supply the facility as a whole (water tank) or bottled mineral water, to be consumed by employees and customers.

⁷For 2022, the target set is to reduce 2.5% compared to 2021.

As we have used the same parameters for the regional monitoring of water consumption, as previously stated in the [Annual Report 2020](#), this item remained unchanged.

Paper

The main objective of the BB Zero Paper program, adopted in all units, is to make paper obsolete in our processes. Less paper consumption reduces not only environmental impacts but also costs of document printing and mailing, maintenance, transportation and storage services, as well as reduce the use of other related inputs such as toner, coils, mailing pouches and a number of materials and pieces of furniture for filing paper documents.

After achieving a 50% reduction in 2020, compared to 2017, our 2021 target was to eliminate 20% of print-outs on a year-on-year basis. The result however was an 8.16% drop, equivalent to 9.2 million documents no longer printed out.

For 2025, we will proceed with the challenging target of fully eliminating the printing of documents.

Paper consumption (comparison)

[301-1]	2019	2020	2021	2025	Change 2020-2021
Number of print-outs (million)	134.92	112.82 ⁽¹⁾	103.76		-8.03%
Reduction target set	-	-50% ⁽¹⁾	-20% ⁽²⁾	zero print-outs	
Target achieved	-	✓ (achieved -50%)	✗ (not achieved -8.03%)		

⁽¹⁾ In 2020, BB delivered a 50,20% reduction, thus surpassing the previously-set target of a 50% reduction in print-outs, compared to 2017 (224.22 thousand tons of print-outs).

⁽²⁾ % change year-on-year.

⁽³⁾ 102-48

Solid waste

The Integrated Solid Waste Management Plan (PGRS), aimed to foster in-company initiatives has been in force since 2015, in compliance with the parameters of the National Solid Waste Policy (PNRS). In 2020, we signed a contract with two companies for the disposal of movable goods (waste collection, transportation, storage, de-characterization and treatment). The service hired allows for the collected material traceability. Under this process, in 2021, 117,123 unserviceable goods were disposed of in an environmentally proper way and were recycled. [306-3]

We use an internal application to reuse idle goods, with a friendly interface and functionalities that encourage the reuse of goods with clear procedures about the process. In 2021, 42,157 goods were reused. [306-3]

To carry out the reuse of unserviceable assets, 9,768 movable assets were donated in 2021, benefiting 121 public institutions and 182 non-profit civil organizations and NGOs.

The Selective Waste Collection Program aims to the proper disposal of the waste produced in our facilities and includes initiatives for non-hazardous, recyclable and non-recyclable solid waste management. Recyclable waste (paper, plastic, metal and glass) is mainly sent to cooperatives and recycling waste collector's associations or to public selective collection and organic and non-recyclable waste is allocated to public waste collection.

[Learn more about this topic in GRI content](#) – [306-3].

Selective Waste Collection (Recycling) Program

	2019	2020	2021	Change 2020-2021
Units with the selective waste collection (recycling) program implemented ⁽¹⁾	1,679	1,849	1,860	11 units
New units implementation target	100	100		-
Target achieved in the year	✓	✓	⁽²⁾	

⁽¹⁾ For selective waste collection (recycling) program to be adopted, the municipality in question must have cooperatives/ recycling waste collector's associations or public selective waste collection program.

⁽²⁾ The program is undergoing adjustments and the target related to the inclusion of new branches has been extinguished.

In 2021, 117,123 unserviceable goods were disposed of in an environmentally proper way and were recycled.

Zero Plastic

In July 2020, we joined the global #noplasticjuly movement and made a commitment to becoming drivers for the adoption of a circular and sustainable economy, by transforming our relationship with people and the environment. We then launched the #PlaticoZeroBB (BBZeroPlastic) initiative, aimed at reducing the consumption of plastic material in the Bank's processes and products and eliminate the use of disposable cups by the end of 2022.

This commitment was extended to suppliers: all of our coffee and snack supply contracts were altered to have plastic disposable cups fully removed in 2020.

A strategy was implemented in 2021 for the procurement of other types of disposable cups to be used by customers, excluding traditional plastic cups, with the option to buy paper cups and oxo-biodegradable cups.

Greenhouse Gases (GHG)

We are founding members of the Empresas pelo Clima – EPC (Businesses for the Climate) Initiative and the Programa Brasileiro GHG Protocol (Brazilian GHG Protocol Program), both aimed at reflecting on and proposing actions to combat climate change. We are members of the Thematic Chamber on Climate Change (Weather Chamber), coordinated by the Brazilian Business Council for

Sustainable Development (CEBDS), and the Carbon Efficient Index (ICO2) of B3 S.A. – Brasil, Bolsa, Balcão.

As in previous years, we aim to achieve a wider and reliable GHG Emissions Inventory by hiring an environmental audit expert company for external verification of this document, in accordance with the ISO 14064 standard and the GHG Protocol methodology. In 2021 we took home the Gold Seal of the Brazilian GHG Protocol Program for the quality and reliability of the inventory.

In addition to changes in our energy matrix, we are committed to reducing by 30% our GHG emissions by 2030 and, as from 2021 we started to offset 100% of our direct emissions from fuel consumption, air conditioning and security by purchasing carbon credits and linking our electricity consumption to Renewable Energy Certificates (I-RECs).

This strategy has driven us to offset Scope 1 emissions of 27,000 metric tons of CO2e (carbon dioxide equivalent), via carbon credits, and neutralize 532,800 Megawatt/hour consumption (33,000 tCO2e) of Scope 2 emissions, with the purchase of 533,000. I-Recs [305-5].

Participation at COP-26 Climate Summit

We supported Brazil's participation in the 26th United Nations Climate Change Conference (COP 26), with the presentation of videos featuring "sustainable cases" of BB customers and partners which addressed topics such as renewable energy, sustainable agriculture, sustainable use of land and

sustainable industrial processes. At the Brazil Pavilion, BB's Chief Executive Officer addressed how we create sustainable value for society: by supporting customers in the adoption of sustainable practices, reducing and offsetting the GHG emissions generated by their activities.

ICO2 Internal Pricing

Based on the average prices of qualified projects to compose the portfolio to offset our emissions, at the end of 2019 we approved the internal carbon pricing, with the adoption of R\$18.00/ tCO2e (or US\$4.50/tCO2e), obtained by calculating the ton of carbon average price registered in Brazil's captive and regulated markets.

The definition of the internal carbon pricing methodology and the internal carbon pricing is aimed to offset our Scopes 1 and 2 emissions, in accordance with our commitment to tackle climate change, and to evaluate investments in the institution's proprietary structure. Accordingly, we aim to support investment stress testing, as well as to foster low carbon investments, supply chain/ suppliers and employees.

Carbon pricing makes it possible to allocate investments to less carbon-intensive solutions by internalizing part of the externalities represented by emissions, so that companies can incorporate these external costs into their business decision-making process and seek alternatives to minimize their effects.

[103-2] Impactos socioambientais das atividades e operações [201-2]



Operational ecoefficiency index

With the objective of rationalizing the consumption of water, energy and paper, increase the coverage of the Waste Collection Program, and intensify the reduction of GHG emissions, we adopted the Operational Ecoefficiency Index (IEO), a tool by which all units were evaluated in the following aspects:



Water/energy: measured by the cumulative average of the unit's monthly consumption records, with a consumption target equal to or below the set regional standard.



Paper: a 2% linear reduction consumption target year-on-year.

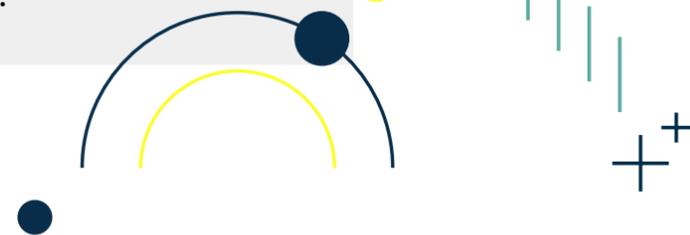


Selective waste collection (recycling): measured by the monthly records of volume of waste (paper, plastic, metal, and glass) selectively disposed of and sent for recycling.

Certifications

At the end of 2021, we held on to the following certifications, which evidence our commitment to environmental preservation:

- o **Leadership in Energy and Environment Design (LEED)**, a seal for sustainable construction awarded by for our headquarters in Brasília (Federal District) the United States Green Building Council.
- o **ISO 14001 for the Environmental Management System** in operation at BB's headquarters in Brasilia (Federal District) and at the Tower Torre Matarazzo in São Paulo (São Paulo State). Banco do Brasil's Environmental Management (GABB) is verified by internal and external audits that certify the standard requirements and prove the effectiveness of environmental actions related to water and energy consumption, selective waste collection (recycling) and services and the involvement of over 8,000 people working within the area.



Social

Employees

Talent development and retention are critical to business continuity. Investing in these aspects is a way to remain competitive against a digital transformation and customer-oriented backdrop.

Planning and developing employees' careers were driven by management tools and corporate succession and career advancement programs, with major actions taken to reconcile organizational strategies with professional growth expectations. These are based on advancing one's career on merit and having clear-cut, transparent opportunities open to everyone.

Human resources management policies and practices are guided by meritocracy, commitment to the company's values, cultural and digital transformation, innovation and improvement of customer and employee experiences.

To increasingly support our strategy, in 2021 UniBB continued to invest in leadership selection and development, based on the Corporate Strategy of Banco do Brasil (ECBB) and cultural drivers. The PIT+ (Talent Identification Program) was launched for middle managers with a focus on identifying talents, in line with the best talent

identification and development practices in the market. It consists of a data-oriented approach to collect, sort out, diagnose and match information about teams, optimizing human resources management. In its first edition, we were able to certify 2,139 employees for PIT+ focus functions by cross-referencing different results and behaviors indicators.

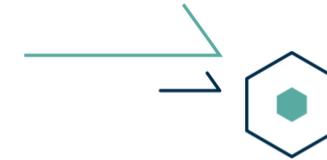
From the perspective of running day-to-day business, the Digital Leader, Leader Evolution and Super Regional Journeys have provided training to over 4,000 supervisors in leadership skills by making use of digital technologies. A selection process for a Regional Superintendent was also held, in which 65 candidates were identified.

With respect to senior management, a selection process was held for Executives and Supervisors abroad and picked up 56 candidates for the talent pool, thus underlining UniBB's commitment to meritocracy and the company's succession process. These initiatives help our leaders become increasingly prepared to build the bank of the future in a sustainable and efficient way.

With regard to senior managerial positions (General Managers for Strategic Units, General Auditor, Officers and Chief Officers), in 2016 we started the so-called Programa Dirigentes BB (BB Leaders Program) primarily aimed at assessing and mitigating possible succession risks and providing guidance for participants to move forward in a planned and proactive way. This program also generates inputs for decision-making on moves and succession in connection with the Company's senior management roles.

This Program sets annual evaluation cycles for its entire target group, addressing every employee's performance, potential and readiness, at all times focusing on succession, advancement in the professionals' career and mitigation of the Company's succession risks.

Concerned about talent retention, we also invest in the employees' quality of life, health and safety, in compliance with Brazilian legal requirements and international policies, such as those issued by the International Labor Organization (ILO), and good practices and global standards.



"We believe in our ability to add more quality and innovation to our customer service. To this end, we invest in valuing and developing our employees and in people management practices, guided by meritocracy, commitment to company values, customer focus, digital transformation and innovation. Our performance is also guided by a commitment to a positive social and environmental impact, the reduction of greenhouse gas emissions and the efficient and sustainable use of natural resources. All these initiatives reinforce the value of sustainability as one of the pillars of our Strategy."

Ênio Mathias Ferreira
Chief Corporate Officer

Public service entrance exam

In 2021, we held the biggest ever public service entrance exam in Brazilian history, in the words of Cesgranrio Foundation, the selection process organizer. **Over 1.64 million applicants registered** for vacancies in all Brazilian states and in Brasília, the Federal District. This process offered **2,240 vacancies** for commercial agent and technology agent vacancies, **plus 2,240 vacancies** to be held in a reserve log. More than **880,000 applicants** took the test in **147 cities across Brazil**. Applicants will be called for hiring as from January 2022, subject to BB's needs and their place in classification.



Profile of employees

[103-2|103-3|Talent attraction and retention]

External selection and hiring through the public service entrance exam system take place according to the Bank's needs of human resources identified for each region. Qualification vary depending on the position requirements, although it also factors in social inclusion aspects.

Number of own and statutory employees by employment contract and gender ⁽¹⁾

		Male	Female	Total
2019	CLT ⁽²⁾	54,068	39,122	93,190
	Statutory	29	3	32
	Interns	877	1,164	2,041
2020	CLT ⁽²⁾	53,028	38,645	91,673
	Statutory	28	6	34
	Interns	336	490	826
2021	CLT ⁽²⁾	48,670	35,927	84,597
	Statutory	28	4	32
	Interns ⁽³⁾	16	17	33

⁽¹⁾ There are no temporary staff amongst the company's own employees.

⁽²⁾ Individual employment contract governed by Brazilian Labor Laws (CLT).

⁽³⁾ Hiring of interns has been suspended during the pandemic, mainly driven by in-person distancing rules and unavailability of VPN, Office and equipment for interns to carry out their duties remotely. This figure refers to interns with active employment contracts, in addition to interns at affiliates (BB Seguros, BB DTVM, and BB Consórcios). These data include all interns registered at the systems at the Bank and at affiliates that also register interns in our system.

Institutional restructuring

To improve customer experience, undertake digital transformation and provide innovation in processes, we carried out an institutional restructuring process at the end of 2020.

These actions involved opening, relocating, changing typology and closing service posts, with efficiency gains and optimization in 870 locations across Brazil; reviewing the operation model of executive tellers; providing a new relationship nomenclature for clerks; optimizing the structure and activities of Strategic Units and implementing expert functions; in addition to adjusting appropriations allocated to Strategic Units and Support departments and Business Units.

Some actions are related to Human Resources Management, such as the effective implementation of the Y career, which enhances employee training and career by improving and increasing the likely technical advances at eligible Strategic Units. This aims to strengthen the incentive to the culture of continuous learning and improve the career attractiveness, keeping our talents engaged and motivated.

Based on the changes the market has been going through and to optimize workforce distribution, two types of voluntary employee severance schemes were approved, as follows: Staff Adequacy Program and Extraordinary Severance Program. By the end of the accession period, 5,533 terminations were validated, of which approximately 75% of these employees were eligible for retirement. The financial impacts of terminations were R\$795 million in 2021.

We have likewise moved people across the organization by prioritizing the move of employees from facilities and functions with excess staff to those with vacancies. Such moves prioritize both the interest of employees and those of the Bank.



Employee diversity

|103-2|103-3|Diversity|

A greater gender and racial representation in staff makes professionals from different backgrounds and with diverse skills, experiences and views work together towards a common goal. Working with people with different life stories widens visions, boosts productivity and drives a thoughtful business decision-making process. This makes teams stronger and more prepared to adapt and gain ground in an increasingly changing world. Accordingly, this pervades our relationship with customers, with greater empathy among employees to act on in a series of situations and improve business.

Our diversity management is based on three pillars: gender and race equity, LGBTQIA+ (lesbians, gays, bisexual, transgender and intersex people) and people with disabilities (PWD).

Actions to promote staff diversity are backed by general policies and the Code of Ethics. We have also made headway in gender equity devices and actions, by addressing awareness-raising, accountability and organic construction of internal representation. According to the Bank's internal regulations, no criteria based on discrimination or prejudice, such as: age, gender, race, length of service at the bank, among others, are to be adopted.

Furthermore, the second edition of the Capacitação de Liderança Feminina (Women's Leadership Training) program, launched in 2020, aims to have more women registering for the company's professional growth opportunities and to share this gender equity culture throughout the Bank. Under this new version of the program, all employees can access the educational actions available at the Women's Leadership Space, at Banco do Brasil Corporate University (UniBB) Portal or the UniBB Mobile App.

We are signatories to and support pacts and commitments towards diversity appreciation, such as the Business Initiative for Racial Equality, which we joined in 2021. We support and engage in cultural events and debate forums, such as the Brazilian Federation of Banks' Diversity Subcommittee. To illustrate this point, we have joined the campaign in favor of female victims of domestic and family violence in Brazil, organized by the National Council of Justice (CNJ) and the Association of Brazilian Justices (AMB). In support of this initiative, UniBB has made available the Red Sign Course, which has been taken by over 24,000 people. We also promote internal marketing actions on commemorative dates, internal communication actions and debates at meetings of leaders nationwide. Learn more about this topic on the [website Sustentabilidade](#).

In the table below, for comparison purposes with the same base (total number of employees), only employees listed as actual workforce are included. Figures were adjusted for the same comparison purposes.

Diversity (number of employees) |405-1|

Groups	2019	2020	2021		Change 2020-2021
	Number	Number	Number	% of total	
Black people	2,745	2,732	2,600	3.07	-4.83%
Brown people	18,840	18,606	17,444	20.62	-6.25%
Indigenous people	172	166	144	0.17	-13.25%
People with disabilities ⁽¹⁾	1,601	1,640	1,567	1.85	-4.45%
Total	23,358	23,137	21,755	25.71	-5.97%

⁽¹⁾ In the three-year period, the total number of people with disabilities (PwD) is 1,658 in 2019; 1,707 in 2020, and 1,631 in 2021.

Diversity in managerial positions |405-1|

Groups	2019	2020	2021		Change 2020-2021
	Number	Number	Number	% total	
Black, brown and indigenous people	7,043	7,145	7,284	23.17	1.95%
People with disabilities ⁽¹⁾	314	337	370	1.18	9.79%
Total	7,357	7,482	7,654	24.35	2.30%

⁽¹⁾ The number of people with disabilities (PwD) with disabilities may include other members of the diversity groups: black, brown or indigenous people.

Employee satisfaction

We systematically monitor organizational climate and customer satisfaction and engagement to evaluate the quality of relationships at the workplace, including interpersonal conflicts and critical points, strengths and weaknesses. Regular evaluations unveil root causes for employee turnover, absenteeism, lack of motivation, low productivity, and talent retention, among other issues.

The diagnosis of an organizational culture represents the internal scenario and is one of the elements factored for definition of drivers. From 2017 to 2020, after the survey strategy was revised by our organizational behavior department, only the Organizational Climate and Engagement Survey was applied annually.

In 2021, two different surveys were conducted: Organizational Climate Survey and BB Engagement Survey.

The engagement survey is conducted by an external company (Instituto Gallup), with a proprietary evaluation and calculation methodology different from previous years, which required targets to be resized accordingly. It compares the Bank's engagement results with other financial and non-financial companies in the market, representing a valuable input in connection with people management practices for the decision-making process.

Engagement Survey

	2021	2021 target	2022 target
BB engagement ratio	66.11	64.00	66.00
Female	3.76		
Male	3.70		
Managerial	3.78		
Advisory	3.78	No target	
Technical	3.90		
Operational	3.70		
Clerks and Executive Cashiers	3.58		
Satisfied employees (target in indicator) ⁽¹⁾	3.92	3.92	3.95

⁽¹⁾ Assessment based on a 5-point satisfaction scale

Organizational Climate Survey

	2019	2020	2021	Change % 2020-2021	2020 target	2021 target	2022 target
Survey coverage (% of total employees)	80.59	82.37	80.51	-2.26%	68.00	80.00	80.00

Other initiatives in 2021 to improve organizational climate and employee satisfaction were as follows:

- No employee or supervisor attended the Organizational Climate Management Workshop. No in-person training was held due to the pandemic. This course was migrated to the online live streaming format.
- We updated the roadmap to improve the Organizational Climate event, for supervisors along their teams to be able to design an action plan to improve the climate at the workplace.
- The You and the Climate course, offered to employees through the UniBB portal, was attended by 2,336 people.

Due to the pandemic, in 2020 and 2021 the in-person training was suspended, which caused a drop in the number of trained employees compared to 2019.

In 2021, we updated the roadmap to improve the Organizational Climate event.



Careers and succession

Corporate education is a strategic tool for achieving our purpose and goals, as well as underlining the company’s values. For our educational solutions to effectively contribute to the employee development, our corporate education system is broken down into four interrelated sub systems: Training Needs Diagnosis and Assessment, Educational Planning, Implementation, and Evaluation of Results of Educational Actions.

In the Diagnosis and Analysis of Training, Development and Corporate Education Needs, the professional competences to be developed, according to the corporate strategy, and the performance gaps are evaluated, as well as the expected business results are defined by carrying out the educational action. In 2021, 38 requests were received for developing initiatives, of which 21 resulted in training in line with the Corporate Strategy.

The training outcomes were evaluated through the Integrated Training, Development and Education Programs Evaluation System, aimed to provide comprehensive and reliable information for the decision-making process and improvement of actions, performance of educators and trained employees, organizational results, and allocation of funds.

The last training program assessment was carried out in 2021 in connection with the Super Journey and Debt Payment Management Training

programs. The Super Journey has helped supervisors of tactical business units, in the retail, wholesale and asset recovery segments, developed critical leadership skills. The program was aimed at 148 leaders, including regional superintendents and regional asset recovery managers, plus 11 approved from the talent pool to take on these functions, totaling 159 supervisors. [404-2]

On the other hand, the Debt Payment Management Training aimed at improving customer service and reducing delinquency rates. Targeting Retail Networks (Business and Tactical) employees who work with collection, renegotiation and prevention/ reversal of delinquency, it is made up of four educational actions developed by internal content writers, and is available to employees on the online UniBB course platform. This initiative has reached 68 thousand employees.

Along the same line, in 2020 we promoted induction training initiatives, training 10,773 employees at Debt Payment Management and ALL Synapse; 12,528 employees at Credit Dealing, Collection and Recovery Synapse; 12,703 employees at Mortgage – Companies – Collection and Renegotiation Synapse; and 28,254 employees at the Debt Renegotiation Course. Based on the 2021 assessment, return on investment reached 4.200%, driven by increase in contribution margin of R\$7.84 million over a R\$0.18 million investment.

In 2019, we launched the Careers Map, a career guidance environment to help employees build a development and career plan, available on the UniBB Portal, which has already surpassed 37,000

hits since its creation. Over 11,000 employees have designed their career plans, with approximately 25,900 maps being drawn up. As a result of the process integration, since early 2020 the Skills Development Plan (SDP) has been designed directly at the Careers Map rather than at the performance management tool, thus favoring the performance - career ratio. [404-2]

Launched in 2019, the BB Mentorship Portal is an online environment that supports professional guidance processes and shares knowledge and experiences among employees, aimed at managing knowledge corporate and developing key skills for the professional growth of participants. In 2021, 32 mentoring programs were held with the participation of 1,902 mentees.

Corporate education

Initiative	2019	2020	2021	Change
Number of requests for training initiatives	42	30	38	26.67%
Total demands identified as adhering to the Corporate Strategy	14	17	21	23.53%

Training program assessed

Description	2019	2020	2021	
Name of program assessed	Relaciona-e Program	Exclusive Workshop	Super Jornada	Debt Payment Management Training
Number of employees/ profile of program assessed	6,000	3,262	159	68,000
Investment made in the program assessed	R\$835,000	R\$1,221,000	R\$1,399,000	R\$182,000
Return on investment made in the program assessed	224.67%	3.760.00%	546.00%	4.200.00%
Increase in contribution margin	R\$2,71 million	R\$47,13 million	R\$9,04 million	R\$7,84 million

Scholarships

Type of scholarship granted	2019	2020 ⁽¹⁾	2021
BB MBA Hired Group	211	-	257
Specialization	1,055	-	437
Graduation	946	-	257
Languages	866	267	229
Master's Degree/Doctorate	147	27	63
Grand total	3,225	294	1,243
Total number of scholarships in progress as of December 31	5,974	4,306	4,492

⁽¹⁾ The major change from 2020 to 2021 was due to the lack of selection scholarships processes, driven by a number of series of measures adopted to safeguard our employees' health and wellbeing against the backdrop of the Covid-19 pandemic - such as the adoption of home working arrangements and discontinuing commuting.

BB Corporate University – UniBB

UniBB's actions are in line with the corporate strategy and help accomplish our vision of the future, achieve strategic goals and strengthen beliefs and values, consolidating the company's commitment to stakeholders. Educational actions are offered both online and in-person in a number of Brazilian locations.

During 2020, the offer of in-person educational actions was suspended due to the covid-19 pandemic. In 2021, UniBB made available a new mode to replace in-person courses: the live online solutions through which a number of employees were trained. Online educational actions were crucial to ensure the development of employees.

UniBB currently offers over 2,000 training solutions, organized in learning trails for developing specific skills, in different modes and

at collaborative environments. Since the launch of the UniBB Portal in 2013, over 25.6 million pieces of content have been completed, of which 3.5 million in 2021. The UniBB Mobile app has had over 2.7 million hits in the last seven years, with 79,400 in 2021 alone.

The Sustainability Trail, made up of 27 training solutions, brings together every training theme-related piece of content in one single environment. In 2021, over 304,000 trail courses were completed, covering topics such as Credit, Environmental and social Risk, Human Rights, Green and Inclusive Economy, Volunteering, and Climate Change. [412-2]

Description	2019	2020	2021
Number of courses in the online catalog	727	642	2,036
Number of courses completed in the year	3.0 million	3.59 million	3.54 million
Number of courses completed since 2013 – overall since UniBB Portal was launched	+ 18.5 million	+ 22.09 million	+ 25.63 million
Number of courses completed in the year via UniBB Mobile	555,000	221,700	79,430
Number of courses completed since 2013 – overall since UniBB Mobile was launched	+ 2.49 million	+ 2.71 million	+ 2.78 million

|103-2|103-3| Training | Talent attraction and retention

	2019	2020	2021
Minimum number of annual training hours per employee	30 ⁽¹⁾	30 ⁽¹⁾	30
Percentage of employees who fulfilled the minimum number of annual training hours	96.01	98.36	99.16
Annual target for employees who should meet the minimum number of annual training hours, in percentage points	90%	90%	90%

⁽¹⁾ These 30 hours of training include both in-person and online educational solutions available in the UniBB catalog. Employees are advised to use part of these hours to attend courses, along the year, deemed strategic for their area of activity.

Leadership training

Since 2017, the training of our senior management is based on three pillars: annual lectures given by professionals with reputed knowledge on the subjects covered; internal training given through the UniBB Portal; and availability of a catalog of open-class courses, covering strategically relevant content to the Bank, in addition to those legally mandatory.

All management members and members of the Supervisory Board of Banco do Brasil have access to the UniBB Portal, the UniBB Mobile app and their respective course portfolios, to carry out online training, with courses of their free choice, without the need of prior authorization.

Available on the Portal since 2018, the Senior Management Trail currently has 14 solutions. This trail is updated every year, incorporating new themes or delving into past covered topics. In 2021, a course on the General Data Protection Law (LGPD), legislation that poses a series of challenges for organizations, was included.

Investment in Corporate Talent Development and Retention Programs (R\$ million)



⁽¹⁾ This major change in corporate education investments is explained by the drop in the number and training hours due to the Covid-19 pandemic. Trips for training purposes were drastically hit when compared to previous periods.



This trail is updated every year, incorporating new themes or delving into past covered topics. In 2021, a course on the General Data Protection Law (LGPD) was included.

Evolution Movement

Launched in March 2021, the Evolution Movement has become a key driver of our cultural transformation, with opportunities for professional requalification focused on developing digital skills, customer-oriented and focus on innovation and meritocracy.

Language scholarships, incentives for graduation, *latu sensu* post-graduation, and technology and innovation-focused master's and doctorate courses were offered. We also recommend technology and digital transformation books that are available in our UniBB Virtual Library.

The main action was to provide all employees with immediate and unlimited access to the largest Brazilian platform of technology courses: Alura. The success of this action may be proven with the following figures: in 2021, over 350,000 courses were completed by more than 66,000 employees who took advantage of this opportunity to develop new skills, acquire new knowledge, build digital dexterity for our company and look for the novelties every single day.

Another Evolution Movement initiative was the launch of the IT Dictionary, with 10 articles on technology-related topics, its concepts and applications in the Bank and our daily lives. The series of published articles is now part of an ebook available on the UniBB Portal.

Performance evaluation

[103-2|103-3|Talent attraction and retention]

PEmployee performance is evaluated half-yearly using the Professional Performance Management by Skills and Results (GDP), which measures the employee's contribution to results achieved, with two dimensions being considered: Skills and Targets.

The Skills dimensions assesses behaviors observable in the workplace, operating as patterns to guide the employees' professional work or performance. The Targets dimension assesses results delivered and compliance with agreed deadlines. Therefore, the performance evaluation is adopted to underline other human resources management programs and sub systems.

Based on identified improvement needs and considering career aspirations, employees are guided through the process of developing a voluntary Career Development Plan (PDC).

The results of these evaluations, which identify gaps in skills and training needs, provide inputs for the other Human Resources Management sub systems: UniBB Scholarships, Performance-Bonus Program, Recruitment and Internal Selection, Professional Growth and Automatic System of Competition for Transfer (SACR).

The Supervisor's Radar is a system that monitors the performance of supervisors, offering information based on the consolidating results derived from appraisal systems or corporate databases. Dimensions Business and Processes,

Human Resources and Sustainability are factored in, which bring together variable indicators according to the target group. In 2021, the Supervisor's Radar certified 3,816 General and Business Managers in the Retail and Government network and 607 Managers in the Wholesale Network, including Relationship Managers.

The Radar indicators take into consideration a number of environmental and social aspects in business and management practices, such as loan operations and investments, and employee training as well. The Sustainability indicator is used for all target groups, and is composed of the Corporate CSR Culture, Ecoefficiency and Social Business axes, which encourage business practices that directly support Brazil's sustainable development.

Performance evaluation ⁽¹⁾ [404-3]	2019	2020	2021
Number of employees eligible for evaluation ^{(2) (3)}	92,368	88,890	84,315
Number of employees evaluated ⁽⁴⁾	92,217	88,874	83,203
Percentage of employees evaluated	99.84	99.98	98.68

⁽¹⁾ Fluctuations occur due to possible absences longer than 90 days in each review cycle, as well as changes in the overall number of functional employees.

⁽²⁾ "Number of Employees eligible for evaluation": number of employees who worked at least 90 days in the half-year period, disregarding those absent due to sundry leaves of absence, or assigned employees, employees with probationary employment contracts, etc.

⁽³⁾ The selection / definition criteria for evaluations prevent the use of the same target groups used in the contents 102-8 and 405-1.

⁽⁴⁾ "Number of Employees Evaluated": number of employees who received grades upon total employee performance employee and who were considered eligible for appraisal at some time during the cycle, even if they became "not eligible for evaluation" at a later time (within the cycle).

Supervisor's Radar

Certification Program	2019	2020	2021	Change
Number of certified General Managers and Business Managers of the Retail network and Government	4,021	4,122	3,816	-7.42%
Number of certified General Managers and Relationship Managers of the Wholesale network	-(⁽¹⁾)	435	607	39.54%

⁽¹⁾ The Supervisor's Radar has been extended to General and Relationship Managers of the Wholesale network in 2020, and that is why the 2019 information is null.

All supervisors who belong to the target group are certified on the Supervisor's Radar, aiming to be eligible for career moves and professional advancement. Therefore, no target has been previously set for the number of certificates per group. The goal is to improve performance every half-year, considering the indicators assessed.

Compensation

[102-35|102-36]

Employee compensation consists of the sum of their personal payment amounts and, when applicable, performance-related payment amounts. Personal payment amounts are calculated individually and, once triggered become irrevocable, varying from one employee to another based on career history, duties/ commissions and start date on the job. Function-related payment amounts are fixed according to attributions, hierarchical level, complexity, location, grouping and other factors linked to functions/ commissions. Therefore, they may be extinguished or altered at any time.

To provide compensation consistent with that provided in the market by the Bank's main peers and other financial institutions, BB adopts an internal and external salary balance study. The internal balance factors in the compensation scale for functions and positions that are part of the organizational structure. Furthermore, activities, responsibilities, scope of command and other factors linked to functions/ positions/commissions

are also considered. The parameter used to appraise the external salary balance is the annual compensation survey conducted by Mercer Human Resource Consulting for the banking segment, 2021 edition. [102-36]

All rewards (salaries, statutory profit sharing and awards) undergo an ongoing improvement process, according to the scenario and strategy for the period. These are guaranteed by the Bylaws and the Specific Management Compensation Policy, in addition to complying with federal legislation. The last Collective Bargaining Agreement on Statutory Profit Sharing (ACT/PLR), signed in 2020, is valid for two years.

Performance-Related Bonus Program (PDG)

[102-35|102-36]

The Performance-Related Bonus Program is linked to the participants' results and performance according to management and results indicators aligned with the strategic goals. 100% of employees are currently eligible to the program.

In the first half-year of 2021, this Program benefitted over 35,000 employees, who were granted bonus ranging from 25% to 200% of the basic salary assigned to the function assessed in the period. The amounts due to eligible participants in the second half-year of 2021 will be paid in the first half-year of 2022.

Statutory Profit Sharing

[102-35|102-36]

The Statutory Profit Sharing program encourages the search for the best results at the Bank by providing employees with a share of the profit achieved each period. Among its main goals, we highlight as follows:

- a) strengthen the partnership between employees and the Bank;
- b) recognize the efforts of individual participants and the team to build up the result;
- c) boost the employees' interest in the Bank's management and destiny;
- d) pay out profits to the Bank's employees; and
- e) leverage the Bank's business and profits.

The Statutory Profit Sharing program provides for the payment of fixed and variable installments, the latter being conditioned on the performance of the units in which employees have worked during the period in question.

The performance of the unit is measured through corporate tools, including the Work Agreement (ATB) - performance evaluation model, based on the Corporate Strategy-proposed goals. The variable compensation of Strategic, Tactical and Operational Units employees is also linked to the Work Agreement and is based on indicators linked

to efficient use of resources (water, energy and paper), the compliance with the Sustainability Plan, sustainable finance and engagement in volunteering and social causes.

As required by law, we have ratified the Collective Agreement on Statutory Profit Sharing with employee representation entities, which addresses eligibility criteria for the program and defines how it will be triggered, distributed and paid.

In the first half-year of 2021, PDG benefitted over 35,000 employees, who were granted bonus ranging from 25% to 200% of the basic salary assigned to the function assessed in the period.

Health, safety and wellbeing

Our People Management Policy has specific occupational health and safety (OHS) sub items and provides for the ongoing improvement of OSH Management systems. We consider occupational health and safety as a key institutional pillar, as we adopt quality of life in the workplace practices that provide working conditions that are healthy, safe and bring wellbeing.

Along 2021, we adjusted our Health and Safety Management System to achieve the ISO 45001 certification. The external audit began in March 2022 and is expected to be completed by May 2022.

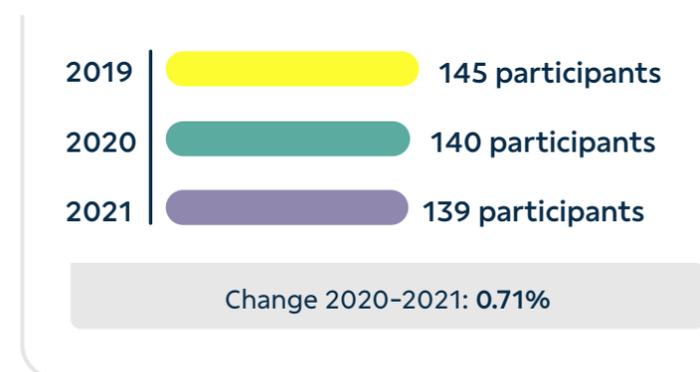
We have a system to identify hazards, and environmental (physical, chemical and biological), ergonomic, mechanical and accident risks. In 2022, due to a change in legislation, the Environmental Risk Prevention Program (PPRA), a model that we had been applying and was defined by law, was replaced by the Risk Management Program (PGR/GRO) which encompasses in a single program the management of environmental, ergonomic and mechanical risks and accidents. The Bank's health and safety system has already been adjusted and adapted to the new charter.

Tools such as Ergonomic Workplace Analysis (EWA), which addresses ergonomic risks, security inspections, monitoring of occupational incidents and accidents, monitoring of epidemiological data as well as occupational exams, are used to feed the OSH management system.

Strategic actions are carried out by the Specialized Safety Engineering and Occupational Medicine Services Network (Sesmt), which has 140

professionals (engineers, occupational safety technicians, doctors, nurses, and nursing assistants) and teams in every Brazilian State.

Specialized Safety Engineering and Occupational Medicine Services Network (Sesmt)⁽¹⁾



⁽¹⁾ Units with up to 100 employees have an Accident Prevention Officer (RPA) and those with over 100 employees have Internal Accident Prevention Commissions (CIPA), as provided for by Ministry of Economy's Regulatory Instruction No. 5.

Both the Accident Prevention Officer and the CIPA involve professionals trained to act on to prevent occupational accidents and diseases within the buildings where they are located. Accordingly, all employees are covered by occupational health and safety committees. Trained and deployed Evacuation Groups (Gruas) are in place to act on in emergencies, in addition to Fire Brigades, as provided for by local law.

In compliance with the Environmental Risk Prevention Program, the state teams composed of Occupational Health and Safety (OHS) professionals

make annual field visits to the units, focusing on the identification and mitigation of chemical, physical and biological risks in the workplace, by measuring environmental variables, such as noise, lighting, humidity and temperature.

Based on this field visit, Sesmt professionals also carry out building safety inspections, where it is likely to identify employee's exposure to any nonconformities to legislation in force. When requested, an Ergonomic Workplace Analysis (EWA) is also carried out to ascertain workplace ergonomics.

Based on hazards and risks identification, within the PPRA and now the PGR, action plans are drawn up to eliminate or mitigate any identified risks. A schedule and targets for achieving these actions, monitored by OSH professionals, are in place. Quantitative targets include, among others, adjustments to the work process, training and delivery of personal or collective protective equipment.

In addition to identifying hazards and risks, we also get ready to respond to emergencies based on plans to address events such as robbery, fire, flood, landslide, pandemics, epidemics and outbreaks.

With the onset of the Covid-19 pandemic, we have set up strategic executive and regional groups to carry out the measures adopted by the institution, as recommended by the Ministry of Health. Drawn up in 2020, the information system to monitor suspected and confirmed Covid-19 cases continued to be used in 2021 as a source of information on the number of pandemic cases

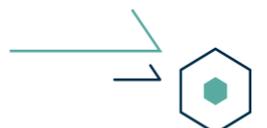
and to actively monitor and identify people who had contact with ill persons, as well as to guide administrative decisions on the measures adopted by the company. As an immediate response to social isolation requirements, we moved over 40,000 employees into a remote working scheme.

In the event of a fire, we have recurring training for evacuating buildings, conducted by groups of employees, named the Evacuation Groups (Gruas), trained to perform the procedures provided for in emergency plans.

Environmental Risk Prevention Program⁽¹⁾

	2019	2020	2021
Environmental risk assessments carried out	4,674	540	1
Safety inspections carried out	4,561	535	-
Ergonomic analyses carried out 403-10	351	10	-

⁽¹⁾ Due to the pandemic, field visits to the facilities were reduced to prevent the spread of Covid-19.



Risk prevention

[403-9|403-10]

We traditionally invest in training to prevent occupational and health risks. In 2021, 24,548 training sessions on Occupational Health and Safety Learning Trail were carried out, involving educational solutions on occupational risks, labor and social security legislation, ergonomics, health and quality of life.

Through the Wellbeing Trail available on the UniBB Portal, we aim to raise awareness among employees to adopt a healthier lifestyle based on educational solutions including topics such as: Nutrition and Health, Overweight and Obesity, Cardiovascular Risk, Stress and Sleep Quality, Time Management, Conflict Management, Resilience, Organization and Ergonomics (professional guidelines). In 2021, 10,309 training sessions on the Wellbeing Trail were carried out.

Aimed at preventing and reducing health problems, we have the Occupational Health Medical Control Program (PCMSO), which, through occupational examinations (hiring, periodical, return to work), identifies the employee epidemiological profile, which guides the design of actions to prevent risks/health issues, in addition to addressing activities such as the annual flu vaccine, provided free of charge to all employees, with a 66% target.

Another practice is the annual Regular Health Check-ups (RHC), which include, in addition to screening for possible occupational problems, the identification of diseases that most affect the

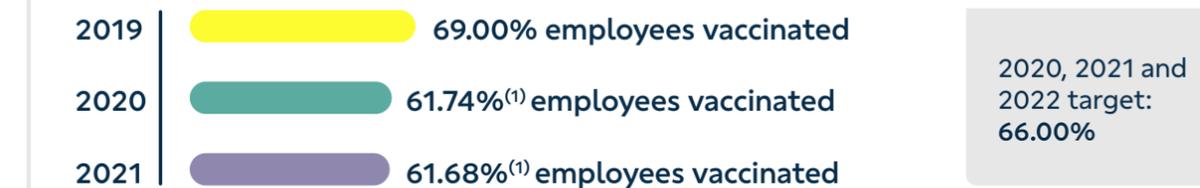
banking population, such as depression, the Lipp test for general stress, and checking for BMI and sedentary lifestyle, directly related to cardiovascular risks. The target for this check-up is 100%.

Training on prevention of occupational and health risks

	2019	2020	2021 ⁽¹⁾
Training on Occupational Health and Safety Learning Trail	42,799	58,831	24,548
Wellbeing Trail Training	29,639	24,496	10,309

⁽¹⁾ In 2021, efforts were focused on the new mental health trail. No new courses were launched for the Wellbeing Trail. Reduced adherence to the Health and Safety Trail, which targets CIPA and RPA, due to decrees suspending administrative OSH obligations.

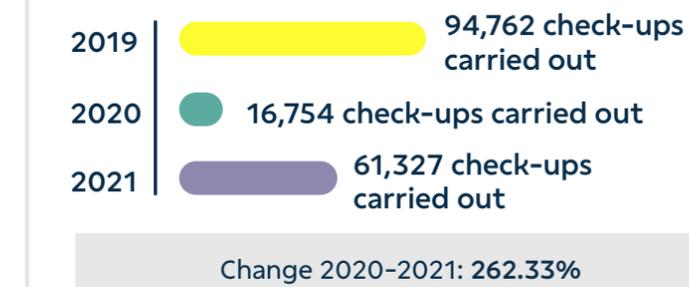
Flu vaccine roll-out



⁽¹⁾ Due to the Covid-19 pandemic, vaccine roll-out was below target set.

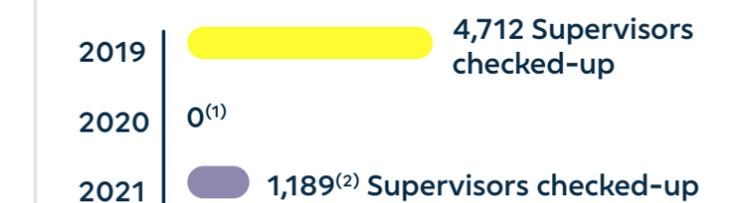
In 2020, due to the covid-19 pandemic, we exempted employees who would not be obliged to carry out the RHC and preserved the risk groups. In 2021, still impacted by legislation that suspended the mandatory exam, 60,705 RHC were carried out. In addition to consultations with an occupational doctor according to age and gender, the professionals also undergo optional additional clinical exams.

Regular health check-up (RHC)



⁽¹⁾ The number of EPS was lower than the 100% predicted due to the pandemic: the exam was only started in September, after MP 1,046, of 4/27/2021, lost its validity.

Health check-up program for first supervisors



⁽¹⁾ Due to the pandemic, the check-up program for first managers was not carried out.

⁽²⁾ Due to the pandemic, the number of check-ups was lower compared to 2019.

Observing the external scenario, in addition to the epidemiological evidence from BB, in September 2021, we launched the Mental Health Program, based on five pillars (Healthy Habits, Education, Ergonomics, Psychological Support, and Care). This initiative involves different actions and levels of prevention, focusing on the person's integral health. Main outcomes were as follows:

Health Habits Pillar: over 5,000 active employees on the fitness platform Gympass. The Top Chef BB 2021 had over 300 recipes sent by employees and a book including all recipes was made available to the entire staff.

Education Pillar: over 80,000 courses completed in the Mental Health educational trail, provided by Banco do Brasil Corporate University. Leadership training reached approximately 5,000 supervisors. The 20 expert videos published in 2021 had over 20,000 views.

Ergonomics Pillar: Over 1,000 surveys carried out in the second half-year of 2021, with average satisfaction score of 9.78 (maximum score 10).

Psychological Support Pillar: Over 7,000 registered employees and over 17,000 appointments carried out by the free online psychological assistance program.

Care Pillar: We carried out the Post-Covid Survey with the Bank's employees, which has helped us get a more accurate diagnosis of the employees' condition, making it possible to propose structuring actions more focused on main complaints.

Quality of life

[403-10]

We rely on a comprehensive strategy to promote the wellbeing of our employees, aiming to keep them healthy, motivated and productive. This strategy covers occupational health, safety and quality of life actions. Quality of life at the

workplace is based on the concept that, with the collective build-up of institutional conditions allowing people to feel appreciated, it is possible to carry out work that is meaningful for them and important for the organization, customers and society, favoring room for debate, know-how, cooperation and a production and living together balance by promoting occupational health and safety.

In 2020, we signed a partnership with Gympass, a platform promoting and encouraging physical activities. Employees have access to wellbeing and physical activity apps, classes broadcast live and personal trainers anywhere, anytime.

This partnership is part of one of the institutional actions of the Quality of Life at Work (QVT) program and aims to encourage employees towards physical activities and a healthy lifestyle, improving their physical and mental wellbeing, even in times of pandemic.

Regarding compliance with OSH criteria in contracts with suppliers, we have a contractual provision that guarantees, among other aspects, training related to occupational risks; supply of personal protective equipment and presentation of labor documentation.

The Occupational Health Medical Control Program (PCMSO), through occupational examinations (hiring, periodical, return to work), identifies the employee epidemiological profile to guide the actions to be designed for risks/health prevention.

Absenteeism rate (%)¹ [403-9]

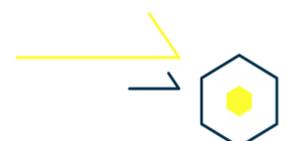
	2019	2020 ²	2021 ²
Total absenteeism due to health reasons	3.12	3.30	3.65
Absenteeism due to occupational health and safety reasons	0.20	0.19	0.20
Absenteeism due to non-health reasons	2.92	3.11	3.45

⁽¹⁾ Absenteeism rate = (scheduled days lost/scheduled days) x 100

Absenteeism excludes paid absences such as holidays, sabbatical study leaves, maternity leave, paternity leave and compassionate leave.

⁽²⁾ Rise in absenteeism due to non-occupational health issues was hardly hit due to the Covid-19 pandemic in 2020 and continued in 2021.

2019 target	2020 target	2021 target
3.05	3.02	3.13



Benefits and programs [401-2]

[103-2|103-3] Talent attraction and retention

Benefit/Program	Description	Gains for/effects on employees	Monitoring indicators
Stress management [403-10]	Follow up data on occupational or non-occupational stress.	Early detection and intervention in cases of stress-related illnesses tend to fend off the worsening of cases, preventing prolonged absences from work.	Absenteeism rate, outcome of specific test (Lipp)
Ergonomics at the workplace [403-10]	Ergonomic Workplace Analysis (EWA) to adapt working conditions and the employee's psychophysiological characteristics by addressing, at least, workstation furniture and equipment related issues; environmental conditions, such as noise, temperature, air speed, relative humidity, lighting; and work organization.	Prevention of illnesses caused or worsened by occupational conditions.	Organizational climate and engagement Absenteeism rate
Quality of Life at Workplace Program (QVT) [403-10]	Promotes actions supplementary to occupational health and safety at the workplace.	A healthy lifestyle, including sports activities and emotional health, tend to reduce illness risks, increase production capacity and improve general wellbeing.	Organizational climate and engagement Absenteeism rate RHC indicators
Staple food card	Amount made available via electronic card, used to purchase food in grocery stores or supermarkets.	Help with expenses on food items.	-
Food/Meal allowance	Amount made available via electronic card, used to purchase food in restaurants and snack bars.	Help with expenses on food items.	-
Flexible working hours	Having a Compensatory time off (CTO) scheme to make it possible that any need to reduce working hours may be compensated in up to six months.	Personal and professional balance.	-
Remote work	In 2022, the remote work model was implemented for units with processes that can be carried out in this format. Throughout the year the program will be evaluated with a view to its improvement.	Flexible work alternatives, aligning the interests of the company with the interests of the employees.	-
Day-care allowance	Financial support to reimburse expenses incurred with freely chosen childcare and preschool institutions, including, under the same conditions and amounts, expenses incurred to pay maids/nannies. The amount is defined by the Collective Bargaining Agreement.	Help with dependant care expenses in daycare centers and preschool institutions.	-

Benefit/Program	Description	Gains for/effects on employees	Monitoring indicators
Financial support if you have a disabled child	Financial support to partially meet the needs of employees with children with disabilities, with no age limit. The amount is defined by the Collective Bargaining Agreement.	Help with expenses on care of direct-line dependants with disabilities – children, stepchildren, foster children, wards, or minors under care during an adoption process.	-
Benefit for Employees Parents of a Disabled Child	Enables the reduction of working hours for employees who have children with disabilities, and who have a high degree of dependence	Balancing the work routine and monitoring therapeutic treatments	-
Benefits for employees who breastfeed	1 hour reduction of working hours for mothers who breastfeed until the child is 1 year old.	Longer time spent with the child, favoring breastfeeding and/or the child's development.	-
Maternity leave paid above the minimum legal requirements	Possibility of extending paid maternity leave for another 60 days, in addition to the 120 days provided for in legislation, in the <i>Empresa Cidadã</i> (corporate citizen) program.	Longer time spent with the child, favoring breastfeeding and/or the child's development.	-
Paternity leave paid above the minimum legal requirements	15-day extension to paternity leave, as set forth in the <i>Empresa Cidadã</i> (corporate citizen) program.	Longer time spent with the child, strengthening paternal responsibility bonds.	-
Support for Robbery and Kidnapping Victims (Pavas) 403-10	Provides medical, psychological, legal and security support to victims of property crimes, such as robbery or kidnapping for ransom.	Psychological, social support helps prevent potentially serious psychiatric illness. It covers expenses on the event-related injuries.	Absenteeism rate Occupational illness rate
Leave to Care for Sick Family Member	Partial paid leave (70% of pay) granted to employees who prove the need to care for a sick spouse/partner, child or parents.	Possibility of being present during the treatment/recovery of sick relatives while being eligible to have a portion of compensation.	-
Social Assistance Program	A type of financial support that partially meets specific needs of employees. It complements the coverage of health procedures offered by Cassi Associates Plan.	Partially meets the specific needs of employees, as provided for in the program.	-



Customers

The customer is at the center of our strategy. Rather than just getting to know our customers, we want to act proactively, based on their goals and needs, preserving our historic partnership with and support for individuals, companies, the public sector and rural producers. We underline the use of digital channels as a way of providing customer service, with convenience and safety.

Customer satisfaction: NPS and experience survey

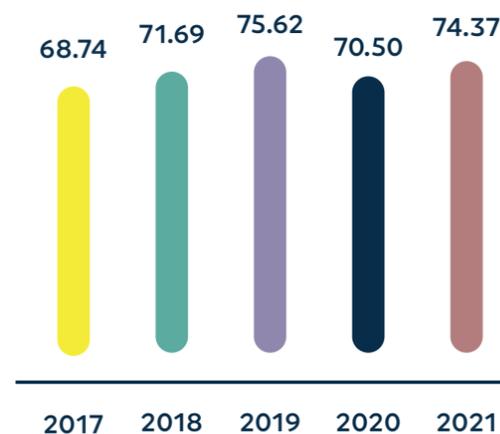
[103-1|103-2|103-3|Customer relationship and satisfaction]

The Banco do Brasil Corporate Strategy (ECBB) puts the customer at the center and takes on the challenge of providing them with valuable experiences in all relationship channels. Segmentation-wise, we set value propositions and specific strategies by prioritizing actions to expand business and favor increased satisfaction, retention and attraction of new customers.

Customer relationship management (CRM) is also guided by other internal tools, such as the regulation on Related-Party Transactions and the Code of Ethics. It is also in line with the general rules of the Central Bank of Brazil (BCB) and federal legislation, notably the Consumer Defense Code.

Key customer experience indicators are as follows: Customer Satisfaction and Net Promoter Score (NPS). The historical data of our customer satisfaction, measure in a 0-100 scale, showcases the change in results in recent years. Satisfaction levels in 2020 dropped, mainly due to adversities in a year overshadowed by the Covid-19 pandemic. 2021 in turn witnessed a rebound, with a 3.87 percentage point rise in customer satisfaction year-on-year.

Customer Satisfaction Level



According to the Net Promoter Score (NPS) indicator, in 2021 NPS rose by approximately 23.1%, reaching an 8.52 point rise year-on-year. This upsurge in numbers has allowed our surpassing the target previously set for the year, as shown in the chart below.

A highlight was the increase in NPS of some customer segments, as follows: Companies Wholesale Customers, with a 12.46 point increase from the previous result; SME Customers, with an 11.68 point increase; and Individuals Retail Customers, with an 8.04 point increase from 2020.

Our 2022 target is to reach a 3.57 point increase from the 2021 NPS.

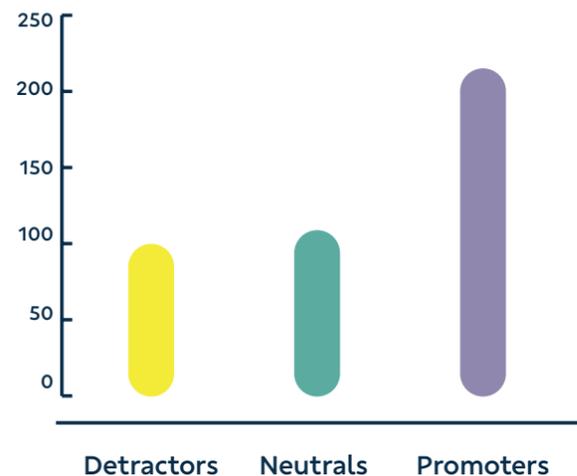
Net Promoter Score (NPS) Annual Growth



The analysis of the relationship between NPS and results shows that in December 2021 the average contribution margin generated by promoters (Individuals Retail) is more than double than that of detractors. Therefore, the improvement in the NPS target potentially represents a higher recurring result (R\$/Customer) for later years.

Satisfaction to Financial Earnings Ratio

Contribution Margin - Individuals Retail (100 basis)



We assess each service and the score given is linked to the employees' half-yearly performance measured, to ensure that achieving quality and getting customer satisfaction is a common goal for everyone.

In 2021, we received over 11 million reviews, with an average 4.78 score in a scale of 1 to 5. This is a source of pride for us and showcases that we are on the right track.

To preserve impartiality and independence of the NPS assessment process, we have hired renowned market research institutes, affiliated with the Brazilian Association of Research Companies (ABEP) and/or the European Society for Opinion and Marketing Research (ESOMAR). We also closely monitor the CES (Customer Effort Score) and EES (Employee Effort Score) to constantly improve our processes.

The methodology used for data collection includes the following steps:

- A qualitative research is conducted, to raise material customer satisfaction attributes in the banking relationship to allow the draw-up/revision of the quantitative research questionnaire.
- A quantitative research is conducted, to measure satisfaction perceptions and attributes raised in the previous step, as well as the NPS. It is conducted throughout the year by a number of channels by collecting responses from customers from the five markets BB operates (Individuals Retail, Companies Retail, Private, Wholesale, and Public Sector). Analyses and discussions of outcomes are carried out at in-company events and made available via intranet.

- Qualitative researches are conducted to deepen the most sensitive points identified in the quantitative one, to better understand perceptions and get suggestions for improvement from customers.

Our different departments regularly receive information on satisfaction levels, perceptions and suggestions from customers throughout the year, which backs the adoption of corrective actions on a timelier manner. Furthermore, the following measures were adopted to increase customer satisfaction levels:

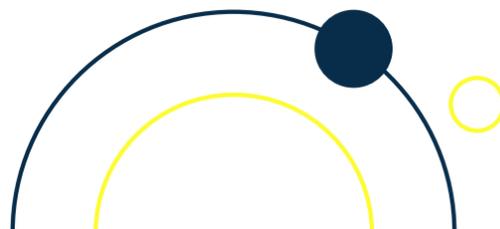
- Holding Customer Council meetings, to identify the key reasons for customer satisfaction or dissatisfaction and create opportunities for customers to approach our executives, as well

as record customer perceptions about their experiences, positive and negative points, and service improvement suggestions. Such perceptions are analyzed for implementation, and feedback on measures taken is brought forward to customers at subsequent meetings.

- Conducting hidden customer surveys, through which trained surveyors impersonate real customers to assess the service provided by us in terms of agility, customer experience, resolution and innovation. The outcomes reached allow the identification of possible flaws in each assessed channel, which helps address actions to continuously improve customer experience and satisfaction.

"We work continuously to learn more about our stakeholders and offer the best experience to our clients based on the understanding of their objectives and needs, strengthening our partnership and making available digital channels as a form of service, convenience and security. By evolving in the way we relate, we preserve our partnership and create new, good and long-lasting experiences."

Carlos Motta dos Santos
Chief Retail Business Officer



Using Analytical Intelligence to improve our customer relationship and engagement

We have made robust investments in analytical knowledge and adopted the best technologies available to provide our customers with the best experience, recognizing that we all have different life journeys.

We are working to increasingly offer a proper and personalized experience for each of the customer's desires and moments of life, thus making real our so-called "segment of one".

We believe that knowing and appreciating what is important for each customer – beyond the financial dimension – is what will make the difference in our BB way of serving. Our view goes beyond mainstream segmentation lines, the use of social and demographic data, but rather focus on getting to know the customer's interests, consumption habits, lifestyles, values, and rapport, that is, having fundamental information to go beyond the banking core in this relationship.

Our offers and approaches are carried out based on recommendations from our CRM. Data on over 90 million customers and prospects are analyzed daily, giving rise to more than two billion possibilities for offers, broken down into more than 38 categories of business suggestions.

After fine-tuning and prioritizing each customer's propensity to suggestions and the offer suitability to their moment of life, we monthly deliver over

250 million business indications and opportunities that fits the customer profile through our physical and online channels.

Benefits Platform

In 2021, a number of novelties and improvements were made available on our Benefits Platform. Within the scope of the Ponto Pra Você (Point for you) Relationship Program, we carried out actions to foster BB customer loyalty and improve satisfaction. The outcome of these actions was translated into a growth of approximately 10% in the number of customers engaged in our Program.

Among the actions, we highlight the "Cashback with Points" redemption option, a solution to settle or reimburse BB accounts and products by using points earned in the program.

Pioneering and exclusive, this solution allows our customers to use points to pay for amounts disbursed in agribusiness investments and products, as well as providing functionality to the service network by delivering benefits in physical or online channels.

With these improvements, we reached a total volume of R\$95 million in cashback paid with points earned, strengthening our customer relationship with BB with the delivery of this benefit.

The Vantagens BB (Advantages BB), available on Internet Banking, BB app and Ourocard app, had over 45 million hits. Over 900 benefits were

provided in connection with BB products, and actions on how to earn and redeem points and promotions at partner companies, including the new cashback purchase benefit.

To keep customers engaged, a number of new features are planned in our Benefits Platform, with simple journeys and an integrated experience. We aim to increase the perception of customer value, loyalty and satisfaction.

Customer Council

[103-1|103-2|103-3|Customer relationship and satisfaction]

[102-43]

The Customer Council is an environment for customers to interact with and speak up directly to our senior management. It is also important to improve customer service, relationships, processes, products and services, aimed to improve customer experience and satisfaction. Since 2019, virtual meetings of the Customer Council have been held to listen to consumers from different Brazilian regions and capture different perceptions of our digital relationship.

In 2021, we held the Customer Council event for the SME market. We addressed the issue of customer service in digital channels to capture ideas to improve the relationship with micro and small companies served in entrepreneurial hub portfolios, with a focus on detractor customers. Two events were held, with the participation of

customers from different segments to discuss topics such as digital service, service channels and tools available for SMEs.

The Private Customers Council, meanwhile, held three online meetings during the year.



Relationship Strategy

[103-1|103-2|103-3|Customer relationship and satisfaction]

[SASB FN-CB-000.A]

The vision of our strategy is focused on the use of analytical intelligence applied to customer knowledge, allowing an even more customized relationship, generating good experiences and relevance, which ultimately gives rise to a Bank with highly specialized products, services and advisory.

We believe that the approach that will increasingly set apart the way we relate to and serve customers, going beyond the banking care, is how we look at the customer in a thorough way, breaking traditional segmentation barriers, going beyond the use of social and demographic data, getting to know their interests, consumption habits, lifestyle, values, rapport, getting to know and appreciating what is really important for each one.

We were the first financial institution in Brazil to approve and publish its Customer and User Relationship Policy, a document that steers our behavior in the relationship with customers and users of solutions, adhering to ethics, responsibility, transparency and diligence principles, providing a convergence of interests and the consolidation of an institutional image of credibility, security and competence.

In 2021, we approved the first version of the Strategic Service and Channels Plan, based on eight guidelines:

8 guidelines:

Channel and Service Modeling	Develop and revise by promoting digital transformation	Business in Third-Party Channels and New Business	Improve the business model in network of third-party channels and test new business in these channels
Distribution of Service Channels	Position channels and continually assess operational efficiency	Analytical Intelligence	Use analytical intelligence to offer products and services and operationalize service network to support the decision-making process
Ambience in Physical and Digital Channels	Organize the structure, respect and enhance the integration of ambience to provide a smooth brand experience	Artificial Intelligence	Promote the best experience, optimize processes, be resolute and perform churn and business leverage predictions
Channel Integration	Organize the structure and enhance the integration of systems, tools and strategies to make the value proposal feasible to customers and create business opportunities	Service Management	Encourage ongoing service improvement through customer feedback

Respecting the channels vocation and the user's choice, in an efficient and innovative way, factoring in technology developments, new market entrants and customer experience.

With the goal of offering the best customer experience, creating sustainable relationships, reducing the number of complaints and making headway in relationships, new suitability rules were also revised to help define the most suitable target group for some given products and services. A matrix was also developed to identify and classify customer's vulnerabilities, taking into account registration file and behavioral variables. This information can be accessed in the systems used by employees, allowing assertive service, adhering to the customer features and suitability principles.

Our customers have access to services nationwide, in the channels of their preference. We have made headway in the migration of our service structure to lighter and more efficient models, and noteworthy was the annual 52.8% growth in banking correspondents of BB Rede Mais. The outcome of this whole process is a thorough channel experience, which expands our broad network, ensuring that our customers have the most convenient choices.

In recent years, the migration of transactions to digital channels have surged. As an incentive to this new type of relationship, we carried out a communication campaign humanizing technology and reinforcing its role as a partner through digital banking solutions. Our physical and digital strength has been evidenced by the leverage of our security, practicality and convenience attributes, both in physical and digital branches. Regarding business results, new digital native customers increased to 4 million from 2.5 million, and an increase from 46% to 54% in customers actively using ATMs, evidencing our customers' evolving digital

maturity. Furthermore, we were the traditional bank that most advanced in terms of downloads and active app users.

Meanwhile, human contact still remains relevant, either through physical or remote means, for advisory, business and more complex demands. Such complementarity is necessary for a smooth customer experience in both digital self-service and in-person or online service.

Social media highlights

In 2021, we hit the mark of 6 million followers on our profiles, notably on Instagram, LinkedIn and YouTube platforms. We also posted an exponential growth on new medias, such as TikTok, further reinforcing the brand's relevance to users and increasing our closeness to the different users of these media, especially young people and digital natives. Blog BB reached over 2 million single users, with 150 posts published.

Over 4 billion users were reached in the year, on multiple communication fronts, generating millions of interactions based on our work in eight different platforms and multiple profiles on social medias. These data have produced significant insights for our digital communication strategy at BB.

We have increased our presence on audiovisual streaming platforms, in spaces for disclosure of specialized content, such as contact with gamers on Twitch, on the Bank's own profile, with exclusive live events. Among these initiatives, we highlight the Super Live event with nearly 40,000 single viewers, broadcasts of a university gamer

championship held with teams from all over Brazil and the Stream Battle action, which elected new names among Brazilian streamers, who have then joined the Banco do Brasil Squad.

Individuals

In the face of changes brought about by the Covid-19 pandemic, we have kept the focus on meeting Individual Customers' demands and needs as best as we can, by putting them at the center of our business. We have underlined the use of digital channel as a primary customer service, to uphold our history of partnership.

We have promoted structural changes focused on improving the customer experience at all organization levels.

We have approved a set of measures for revising and reframing our organizational structure, with the optimization of service posts across Brazil, including by opening offices dedicated to customers with high digital maturity and those from the agribusiness industry, so that we can adjust to these new customer profiles and behaviors, prioritizing service specialization and digital solution expansion. Moreover, we have expanded our managed customer advisory capacity, reaching 1.88 million customers thanks to this type of service. 100% of our high-end retail customers are served by this managed service model.

We have also strengthened our operations by offering customized advisory services to investor customers. In 2021 we had 764 investment

We provide qualified human service via chat on the BB App ("Talk to BB") for almost 13 million customers.



professionals offering a full, competitive and diversified portfolio for all customer profiles. Accordingly, we have improved our efficiency and ability to better service customers.

Our communication channels were prioritized to share content that would provide customers with safety and convenience. Among the topics addressed were changes in card limits, guidelines for INSS (social security scheme) beneficiaries and their family members, and incentives to the use of self-service channels, notably the App.

We provide customers with options to unlock and register passwords via App, ATM, BB's telephone customer service, in addition to digital service offered by managers. We have adjusted withdrawal limits at ATMs and Banco24h, as well as limits for payment transactions and transfers on the App according to the customer's profile.

We continue to encourage the use of digital tools and channels for services and relationships. We reached 20.66 million customers that use digital channels (up 4.9% year-on-year), with

a 53.5% growth in customers with high digital maturity, who virtually use these channels only. This growth was driven by actions encouraging digital engagement, as well as the expansion and improvement of available solutions.

We provide qualified human service via chat on the BB App ("Talk to BB") for almost 13 million customers. We have expanded the access to our artificial intelligence Bot (via WhatsApp and Twitter and Facebook messaging channels), which responds to users' main questions and deliver first call resolution (FCR) to registered users and customers. In the pandemic scenario, the expansion of chat service for customers who visit branches and/or use ATMs and rural producers and investors has helped reduce movement of people in crowded environments, as well as deliver a practical and convenient experience. These customers can ask questions, request financial advice, purchase products and services, apply for credit and negotiate debts directly with a Bank employee online.

We also encourage the use of the INSS benefit card for purchases as an alternative to withdrawing funds at a physical branch, and we have extended the valid date for cards, in order to prevent customers to physically go to branches merely to retrieve a new card. For customers in possession of a card, we have increased the withdrawal limit at ATMs, thus reducing customers' exposure to risks when they receive such benefit.

For agribusiness customers, we continue to strengthen the leading role in the sector, with specialized, technical and present service, and a broad network nationwide. Our branches have trained employees who are able to fully serve these stakeholders. Additionally, rural producers count on a network of specialized agencies, with 915 portfolios. This movement towards specialization will continue along 2022, with the creation of new portfolios to further increase our service specialization.

Underlining our position as "the greatest partner of agribusiness ever", the 2021-2022 Crop Plan campaign was a big success. The segment's results and its contributions to Brazil's economy continue to move forward. This evidences our commitment to expanding our specialization in agribusiness and to contributing to the development of this sector and Brazil as well.

> Pre-Printed Card

BB has launched a Pre-Printed Card solution that allows customers to leave the branch with a definitive card ready for use. Through this solution,

branches and automated service posts are able to pre-order non-personalized cards that are stored at the branches. These plastic cards are linked and delivered to customers via the BB Platform at the time of their purchase or renewal request. This procedure puts an end to shipping periods, which, taking into consideration Brazil's continental distances, can reach up to 45 days.

In 2021, over 106,000 plastic cards were delivered and the transaction volume totaled R\$147.3 million. Furthermore, as of December 2021, the average period from delivery to the first use of the card by customers was two days only.

> Improved experience for INSS beneficiaries

The portfolio of digital solutions available to INSS beneficiary customers has been expanded and improved, offering more convenience and reducing the need to physically go to branches. To illustrate such convenience, we highlight the solutions launched for INSS beneficiaries to have the portability of receiving benefits and life certificate directly onto the BB app. Approximately one million life certificates were issued based on facial recognition, without these customers having to go in person to a BB branch.

The novelty in the in-person service was the registration of new benefit payment posts at our correspondents, providing features such as withdrawing benefit amounts with or without a card, changing passwords, issuing life certificate and requesting a replacement card, bringing more convenience to our customers.

Moreover, payroll loans for INSS beneficiaries had significant improvements, such as a more streamlined hiring process, which, added to the improvements developed by the government body, made this facility more expeditious and secure.

> Over-indebted customers

In recent years, government sectors and civil society have been increasingly concerned about consumers' financial health and the impacts of over-indebtedness on household budgets and the economic scenario.

Over-indebted customers are covered by our credit strategies and are addressed, in addition to continuous monitoring, with actions to encourage and guide them on how better plan their personal financial budget. These customers are also included in credit limit methodologies addressing a preventive behavior and in debt profiling campaigns, as well as in strategies to preventively approach indebtedness and the responsible use of credit.

> Financial Education

We believe that financial education contributes to improving the quality of life of our customers. In 2021, we published content on <https://blog.bb.com.br/> with tips on how to improve financial life, how to start saving or still how to diversify investments to get results and returns suitable to each customer profile.

With the goal of bringing increasingly useful information to customers' financial lives, we started to work by using analytical intelligence to identify financial profiles and provide customized interactions for financial education, adjusting content and language to the most suitable moment in the face of different user needs.

We also took part in a number of financial education actions carried out by the Brazilian Federation of Banks' Financial Citizenship Commission, which has delivered the Brazilian Financial Health Index (ISF-B) to population, providing users with the opportunity to make a diagnosis of their financial lives, and the Meu Bolso em Dia (my wallet updated) Financial Education Platform, with content that helps citizens improve their financial habits according to their profile and financial challenges faced. These features are available on website [Plataforma.meubolsoemdia.com.br](https://plataforma.meubolsoemdia.com.br).

> Business expanded in traditional banking correspondents

In 2021, we reached 25,000 payroll and non-payroll loans for banking correspondents. The credit lines sold by these partners totaled R\$49.29 billion, including Individual Loans (R\$11.49 billion), Agribusiness Loans (R\$36.69 billion) and Mortgage (R\$ 36.69 billion) R\$1.10 billion), up 133% from the R\$21 billion disbursed in 2020.



> Young customers

In 2021, BB consolidated its position as a great partner for Brazil's higher education students, surpassing the milestone of one million university customers. That year, over 400,000 new university students became part of this niche, contributing to a rise of approximately 70% in number of customers, a roughly 40% rise in net contribution margin. Noteworthy was the university card, with about 100,000 cards issued in the second half-year, doubling the result of the previous period.

To help expand and revitalize the customer base, actions to attract university customers concentrated on the digital gateways, as it is the favorite channel for customers aged 18 to 40.

Among the actions carried out along the year, we highlight the expansion of credit limit to R\$1,500, the prioritization of customers at customer services such as Bot on BB App and via WhatsApp, the improved digital account opening process, which can be directly and fully made on the BB App, in addition to advertising and promotional campaign on digital media, such as Instagram, TikTok, Google and Twitter, generating over 11 million interactions with the pieces and ads and over 352 million views on videos. We also signed benefit agreements with partner companies and sponsors, as well as for events to attract new

customers. It is the best value proposition for the segment. We also worked with a focus on gamers, launching a card in partnership with KaBuM.

> Pronaf Correspondents

[103-1|103-2|103-3|Sustainable Businesses]

As a way to encourage and expand business to the family farmer served by the Pronaf scheme, formalizing agreements with correspondents allows for our service network expansion. In 2021, R\$11.7 billion was released in Pronaf operations through this channel, compared to R\$8.0 billion in 2020.

> Electronic Rural Product Notes (Digital CPR)

[103-1|103-2|103-3|Customer relationship and satisfaction]

Rural Product Notes enable customers to raise funds backed by pending or harvested agricultural production. It is an increasingly important tool in the agribusiness market due to its advantages and flexibility, as it can be used to purchase products and inputs, finance production and provide guarantees, among others. In August 2018, BB issued its Digital CPRs for individual rural producers. Customers are able to issue this note

quickly and easily on their mobiles. The ease and expansion of products that can be issued have helped increase this business to approximately R\$ 5 billion in 2021 from R\$919.9 million in 2018.

> Agribusiness Stakeholders – Specialization expanded and Agribusiness Family

The Agribusiness Family program aims to engage a relationship with potential successors, together with the leading customer, to incorporate the new generation to BB's agribusiness solutions, products and services, under the same business conditions granted to the former leading customer, in addition to exclusive benefits as the new generation become members of this Program. The goal is achieving customer loyalty and acquisition through individualized follow-up and structured approach moves. In 2021, over 9,000 customers joined the BB Agribusiness Family Program.

Due to the importance of agribusiness in our strategy, we have ramped up the implementation of analytical intelligence-based solutions, aimed at generating new business with rural producers and consequently improving BB's position as the largest partner of Brazil's agribusiness. Digital solutions have been developed and implemented for credit analysis of this niche, reducing human interactions in the process and maximizing business potential,



according to each producer's ability to pay. This transformation has led to instantaneous credit approval, improving our customers' experience.

Joining the Obter Crédito (get credit) platform has ramped up the support for small rural producers, providing our agribusiness customers with easy and agile access to land loans, since the platform promotes the integration of data from interested families, sellers and technical projects by sending electronic bid documents. With no need for a physical transit of documents, this flow reduces customer response time and broadens the credit line scope.

Other initiatives are the electronic signature of agribusiness documents and automated billing authorization. This first solution refers to automatically forwarding documents available for customer's electronic signature, which are mandatory for loans operations. The customer receives the pending notification via push and electronically signs it by using a password on mobile or internet banking. Over 19,000 documents were signed in more than 8,000 proposals in the first nine months alone. The second solution includes the automatic completion of invoicing authorization issued for farming investment projects, streamlining rural financing granting procedures. In 2021, over 6,000 billing authorizations were issued.

Agribusiness Traveling Circuit

The BB Agribusiness Circuit, which has been traveling with the so-called agribusiness trailer since 2019, holds events in the main Brazilian agribusiness marketplaces with the presence of customers, leaders, partners and employees, and brings credit, guidance and technical information to rural producers. In 2019, this Circuit visited 70 municipalities and granted a total R\$345 million in financing. In 2021, three events were held with internalized business worth R\$126 million. The Agribusiness Circuit will be expanded to cover over 600 municipalities nationwide in 2022.

> *InvesTalk*

Looking for the best ways to serve our investing customers at all times, we match the offer of sustainable investments with financial education. We offer complete and secure digital advisory, including information and knowledge actions on digital media. Available on BB YouTube channel since 2019, the *InvesTalk* playlist features, among others, investment suggestions, information on the economic scenario, market analysis, tips and chats, sharing

quality information focused on each investor's prior experience, in an unbiased and simplified way. In 2021, we discussed ESG investments both on *InvesTalk* and on *Deseconomês*, a series of videos created to showcase the world of investments in a light and relaxed way, translating expressions from the financial market for first-time investors.

We are also on Spotify, providing digital advice on podcasts, daily analysis included. Any customer

can also access investment suggestions, reports and market analyses prepared by Banco do Brasil specialists on bb.com.br/carteirasugerida, including a recommended portfolio of companies adhering to the highest sustainability standards and with upside potential.

To learn more about BB's ESG investment products, please access bb.com.br/asg.

> *Estilo Investidor (Investor Style) Expanded*

Our move towards service specialization aims to provide better customer experience in connection with fund management, hedge-focused financial planning, increasing assets and improving the family succession process. In addition, it improves our customer relationship with qualified service attentive to the needs and expectations of this target group, without losing sight of the focus on sustainable business and retention of internalized funds.

Portfolio increased by 161% in connection with the expert service to this customer segment. We more than doubled the number of portfolios in Brazil, with presence in 23 municipalities and 16 states, totaling 46 specialized agencies.

> Private Banking

Private Banking customers have a demanding and critical profile in their assets management, as they appreciate secrecy and discretion in the banking relationship, which is generally not restricted to a single financial institution.

This segment appreciates partnership, closeness and agility in business, as well as expert advice to preserve and grows its portfolio. Like other countries, Private banking customers have increasingly incorporated features such as altruism and philanthropy in their financial agenda, in addition to ESG issues. There is also great concern about the succession planning of great fortunes.

Relationship differentials go beyond delivering the value proposed to customers. They are also based on solutions specifically designed for every customer, through the personal knowledge of the bankers themselves, Customer Relationship Management (CRM), consumer behavior analysis, Satisfaction and NPS Survey and Customer Council.

In 2021, a number of ESG-related private funds were launched. Among them, we highlight:

- o **BB Ações FX Nordea Global Disruption ESG Private IE**, an open architecture ESG-linked fund, the strategy of which is to compose a portfolio of financial assets preferably directed to shares issued by global companies, with a focus on disruptive and transformative themes linked to sustainability, digital consumer, 5G technology, fintechs, healthtechs, and greentechs;

- o **BB Ações FX Nordea Global Climate and Environment Private**, a fund that invests in shares in global companies committed to breakthrough technology solutions, aimed at greater efficiency in consumption of resources and environmental protection.

[Learn more about this topic in GRI Appendix |GRI FS7/FS8|](#)

> Megaprodutor (Mega Producer) Expanded

To follow up the progress of the agribusiness market, BB Private has created the Mega Producer Intelligence Management, a tool offering broader derivative solutions, monitoring scenarios and developing structured operations in capital markets. In-company, the intelligence team develops thematic “Mega Producer Forum” live streaming events and is already planning to bring this project to customers.

Along 2021, Credit Volume recorded a massive growth, up 36.7% compared to the fourth quarter of 2020, reinforcing BB Private's position in this market.

> Wealth Management Expanded

In 2021, we expanded the Wealth Management Office to allow better operations with the main customers in the Investor and Mega producer segment. The goal here is to further spread knowledge in Wealth Management for customized and more sophisticated business, investment- and credit-wise.

This structure provides family groups with global solutions and products, the possibility of expansion and flexibility to adapt to the needs of different groups of investors and mega producers, regardless of where they are located, and in compliance with the tax legislation of the country where the investor is located.

This initiative has already helped advanced exclusive fund business (approximately R\$7.3 billion in December 2021 year-on-year).

> Legacy and succession

To strengthen our purpose of going far beyond the provision of financial advice and acting as a life partner for our customers, BB Private's Generations program consists of a so-called academy of successors whose main purpose is adding value at all phases of the families advised by us. This program has helped train and develop new leaders in topics such as family succession, asset management, innovation, digital transformation, human behavior, sustainability and legacy.

In 2021, we focused on expanding our Successors Academy and held new editions of this event based on exchange of experiences. We promote immersive reflections on the future, individual purpose and responsibility of our customers as citizens of the world.

The first stage in the year was held digitally on February 24, with simultaneous panels. Guest customers from Private and Corporate segments were able to talk to BB and market specialists

about four major topics: legacy and sustainability, economic scenario and investments, global landscape and agribusiness and technology innovation. This choice of topics was based on studies and researches that have identified these panels to be in line with the main concerns of this moment in time regarding topics underlying the succession process.



To follow up the progress of the agribusiness market, BB Private has created the Mega Producer Intelligence Management, a tool offering broader derivative solutions, monitoring scenarios and developing structured operations in capital markets.



> Using sustainable gifts in customer relationship actions

We now use sustainable gifts in our relationship actions with Private Banking and Wholesale customers.

Suppliers are mapped by promotion agencies hired by the Bank and gifts are selected according to the criteria of sustainability pillars: environmental (development designed to preserve the planet and future generations); economic (improved use of natural resources to promote new business opportunities and optimized manufacturing and sales), and social (income distribution by reducing social gaps and improving the population's quality of life).

To boost the production chain, NGOs, family farmers and artisans supported by BB also make up the list of suppliers. This enriches sustainable practices, since it encourages handcraft production, with added value to the source and origin of products.

> New customers

In 2021, we provided a better experience early in the relationship with BB customers and invested in ongoing improvements in digital gateways. The highlight was the availability of 100% digital checking account opening via BB App, improving the experience and process security.

Strategies were kept throughout the year to attract new customers, with attractive packages and offer of benefits both for companies and their employees.

Companies

In 2021, we improved the service structures for Companies, both in retail, with specialized branches, platforms and entrepreneurial hubs, which already serve over 2.5 million SME customers, and in Wholesale, with a new approach to companies customers with revenues between R\$200 and R\$800 million.

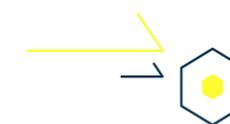
This specialization makes it possible our advancing the commercial strategy of operating by niches and economic sectors, such as Agribusiness, Techs and Health segments, with the delivery of value propositions in line with the features and needs of target segments, with investment advisory, cash management solutions, foreign trade and services offered by affiliates in each sector in which they operate.

For example, we have over 7,200 professionals dedicated exclusively to serve the segment of micro and small companies. They receive specific

training focused on getting to know the business of each company and providing advice to help them advance towards their goals, under the so-called Empreenda MPE (Entrepreneurial SME) project. Supported by our technology solutions and customer knowledge, this dedicated team has been ensuring a faster and more assertive performance in the delivery of cash flows, working capital, investments and even payment management solutions.

We launched a solution for receiving exports for customers operating in international trade, making the platform more robust and complete, offering speed and security in their digital international journey. As a result, the number of customers who used the Exchange Center to close deals and the operations completed through this tool rose by 491% and 471%, respectively.

Generations program has helped train and develop new leaders in topics such as family succession, asset management, innovation, digital transformation, human behavior, sustainability and legacy.



Moreover, the Bank strengthened its support for customers' international operations, by providing consultancy in foreign trade, as well as offering exchange, derivatives and credit solutions for import and export financing. As a result, we totaled US\$ 5.8 billion in Advances on Foreign Exchange Contracts and Advances on Trade Receivables in Foreign Exchange, as BB remained as one of major partners in Brazilian foreign trade, closing the period with a 20.3 % market share.

We also expanded business with the supply chains of companies, agribusinesses, cooperatives and public sector entities, by offering credit and services to their networks of suppliers and partners, generating synergies that add results and bring benefits to the entire production chain.

Within the scope of the Companies Retail relationship model, in 2021, five more entrepreneurial hubs and 27 Small Business Retail portfolios were created, totaling 447 qualified in-person service posts for Micro and Small Companies with annual gross revenues of up to R\$1 million. We provide 450 relationship managers at the disposal of our customers.

As a result of this strategy, we grew 50% in credit volume, with a balance of R\$3.1 billion in the Entrepreneurial Hub model loan portfolio. [SASB FN-CB-240a.1] [SASB FN-CB-240a.4]

> Digital Companies Account

The Digital Companies Account was launched in June 2021 and initially serves individual entrepreneurs, individual microentrepreneurs and individual companies.

With an expeditious, easy and 100% digital flow, the Digital Companies Account is opened by the customer themselves on the BB App, and has all the benefits of a companies checking account, expanding opportunities for new business. The customer's credit limit is calculated soon after the account is approved, enabling the offer of other BB solutions: credit, working capital, means of payment, investments, and insurance, among other solutions.

We ended 2021 with 21,000 accounts open and hold on to the target of 100,000 new accounts for 2022.

> Hunter Strategy

The Hunter Project aims to strengthen our customer relationship, provide prime advisory services and thus achieve profitability and diversification of results. In 2021, the movement to restructure the Hunter offices was implemented as a way to expand the profitability strategy throughout the Business Network.

> Corporate Wholesale (Middle and Upper Middle)

The relationship model with these segments comprises customers with annual gross revenues from R\$30 to 800 million. To serve this customer niche, the segment has 356 relationship managers, supported by experts in cash management, foreign trade, investments, insurance and HR benefits, who are distributed nationwide in 65 Corporate Banking Offices, 67 Platforms and three Service Offices.

> Foreign Exchange Center

We digitalize the foreign exchange process, impacting individuals and companies (self-service). Approximately 25,500 customers in the Middle and Upper Middle segment signed up to self-service operations.

> Online Events

To hold on to the strategy of approaching Companies Wholesale customers, we have invested in Relationship and Content events, which addressed current and relevant topics for our customers' business.

During the first half-year of 2021, we prioritized online events in view of the challenging scenario due to the covid-19 epidemic that continued to



"By supporting corporations and medium companies, foreign trade and large agribusiness producers, we promote a virtuous cycle of job creation, income generation, infrastructure and economic strength, bringing dynamism to the entire chain value of our clients. We have a complete portfolio of solutions to meet the needs of each segment, investing in funding models aimed at sustainable projects that create value to all of those involved. And all of this with a focus on proximity, satisfaction and longevity of the relationship with the most essential person for our business: the client."

João Carlos de Nobrega Pecego
Chief Wholesale Business Officer

rage around the world. In the second half-year, in turn, hybrid and in-person events were also held by respecting all security protocols, totaling approximately 50 events in the year.

> Corporate Agribusiness Relationship Strategy

We kicked off the implementation of the agribusiness customer relationship strategy in the marketplaces of Goiânia, Ribeirão Preto and Uberlândia. The goals are to strengthen our customer relationship and provide specialized advice and the best business management solutions. This strategy is expected to cover up to 1,000 new economic groups located in the main agribusiness marketplaces. A market expansion is the prospect for 2022.

The markets where this strategy has already been implemented have witnessed a 17.8% rise in business with customers.

> Service Network

Noteworthy was the expansion of the Service Office model, with two more units open in Belo Horizonte and Curitiba, which, together with the São Paulo Service Office, now respond, in a centralized way, to the demands for business assistance – front office – from Corporate Banking Office customers nationwide.

Credit Expansion Initiatives

- Provision of installment payments (tranche) for operations involving Agribusiness Receivables Certificates, totaling 78 operations worth R\$2.09 billion.
- Agribusiness Receivables Certificates and Rural Product Notes increased 779.7% and 62.8%, respectively, in the period. Also noteworthy was the growth in Costing and Investment operations, posting increases of 40.5% and 17.8%, respectively.
- Provision of mandatory rural credit funds (MCR 6.2) for raising BB Industrialization Agribusiness loans, totaling 224 operations worth R\$1.37 billion.



Public Sector

This proximity is reflected in the recent restructured customer service to the Public Sector, with moves that deepened the digital relationship with this segment, in addition to providing Specialized Investment Managers for customers of the Proprietary Social Security System and expanding the Specialized Advisory for Cash solutions.

One action standing out among those projected in 2021 is the expansion of the specialized Public Sector service to all Brazilian municipalities. To this end, 13 offices dedicated to serve municipalities

were opened, totaling 41, from 30, offices in all capital cities, as well as the municipalities of Ribeirão Preto and Campinas.

For specialized service, Public Sector managers rely on BB's digital channels to provide agile and resolute service, in addition to offering the most suitable solutions to the reality of each municipality, aimed to support the efficient management of public resources and the implementation of public policies.

The specialized Public Sector network adds to Banco do Brasil's service network, with nationwide presence, expanding the service already provided to customers by local branches, and the self-service available through BB Digital.

Regarding public procurement, the Licitações-e (e-bidding) solution has been consolidated when it comes to electronic disputes at e-auctions by providing public buyers and suppliers with an agile, transparent and secure virtual dispute environment, ensuring the selection of the best assets and services. The number of bidding processes carried out in Licitações-e in 2021 rose by 30.91% in number of processes, with 51,934 auctions held, and a 65.2% increase in volume of public procurements made, R\$ 70.3 billion, compared to 2020. This has strengthened BB's position as a partner of the Public Sector.

Since 2020 Licitações-e users have had a virtual assistant (chatbot) quickly and friendly responding questions online, thus facilitating the journey of customers, auctioneers and bidding companies. At the chatbot, users have support for queries about rules and operationalization of all types of bids made on the platform. Since 2021, the chatbot body of knowledge has been constantly updated based on interactions with users.

We have made headway in interconnection to integrate our systems with those of the Goiás State Appellate Court, Regional Labor Court of the 8th Region (Pará/Amapá), Regional Labor Court of the 16th Region (Maranhão), Regional Labor Court of the 17th Region (Espírito Santo), and the Regional Labor Court of the 23rd Region (Mato Grosso). Currently 27 appellate courts, among labor and

justice, are integrated into BB's systems to issue online judicial deposit redemptions without the need for manually operating procedures by either Bank employees or beneficiaries of these funds, which makes it a more agile, trustworthy and transparent process. We move forward to eliminate the print-out of paper permits before the courts that already have the SisconDJ system. This process is in progress at the new Courts that have installed the system.

Automated procedures for receiving and withdrawing judicial deposits resulted in savings of 32 metric tons of paper in 2021, reaching the level of 53% of electronic withdrawals, a 7% rise from 2020.

> Supporting states and municipalities

[203-2]

In 2021, we disbursed approximately R\$4.9 billion in loan operations for states and municipalities involving investment programs included in the multi-annual plans of public entities.

Automated procedures for receiving and withdrawing judicial deposits resulted in savings of 32 metric tons of paper in 2021.

Service channels

The App is responsible for 79.47% of all transactions made and has established itself as the top customer relationship channel: over 18.4 million single users access the app monthly. Another milestone is how this tool is assessed by app stores: 4.6 for the Android platform and 4.7 for iOS, the best outcomes among all banking and fintech apps.

In December 2021, our app reached the record number of 20.3 million users. In the last quarter of 2021, average daily hits exceeded 7.5 million single users.

The staff working in remote channels such as WhatsApp and Fale Com, an instant messaging tool accessed via App or website, increased by 6,000 people. Accordingly, we now have 16,000 employees dedicated to digital service, accounting for a 60% increase in capacity.

Artificial intelligence has been widely used in customer relationships through service bots – virtual assistants that manage conversations. This solution is applied to service offers and helps interactions on social medias, chatbot readiness and security of the BB brand, with end-to-end encrypted information.

We aim to have this App version available to all customers, enabling the business expansion through digital service and more active financial consulting.

	2019	2020	2021	Change
% of total transactions on App	62,38%	68,40%	79,47%	11,07%
Customers who access the app monthly ⁽¹⁾	+ 12.8 million	+ 16.7 million	+ 18.4 million	10.18%
Assessment of tool by app stores	4.6 for Android 4.7 para iOS	4.6 for Android 4.7 para iOS	4.6 for Android 4.7 para iOS	

> Digital Channels Survey Outcome

Digital channels achieved an 82.92% satisfaction level, with 85.44% for apps and 80.39% for internet in 2021. The share of transactions in BB's physical channels keeps a sharp downward trend, likewise in the 2020 - 2019 comparison.

Number of app users (in millions)



Change 2020-2021: 4.64%

⁽¹⁾ Mobile users are deemed to be active customers who have accessed the App in the last 3 months (closed quarters).

Transactions by type (%)

	2019	2020	2021	Variação
Mobile + Internet	80.40	86.50	91.70	6.01%
Others (Cash, POS, Correspondents – domestic and CABB)	11.50	7.90	5.40	-31.65%
ATM	8.10	5.60	2.90	-48.21%



Suppliers

[103-2|103-3|Environmental and Social Risk]

We adopt unbiased and transparent selection, hiring and assessment criteria to provide plurality and competition between suppliers. These prerogatives include the right to exercise freedom of association and collective bargaining by supplier employees. The Code of Ethics also provides for a specific section on supplier relations, covering the compliance with labor, social security and tax laws - including the bar from using child or compulsory labor. The Supplier Relationship Policy also addresses these aspects. [408-1|409-1]

The fulfillment of labor and social security obligations is a contractual and legal duty. Therefore, prior to payment, we check for supplier's complying with these provisions, in addition to analyzing indications or reports of possible infractions and noncompliance events. [202-1] All contracts include contractual clauses and obligations on Human Rights in which the supplier represents and agrees to:

[103-2|103-3|Environmental and Social Risk]

- o Perform its activities in accordance with current legislation (labor, social security, and tax); [202-1]

- o Not use, directly or indirectly, through their suppliers of products and services, illegal labor or from exploiting child labor, work in degrading conditions or forced labor [408-1|409-1]
- o Not employ, directly or indirectly, through their suppliers of products and services, minors in night shifts, or under unhealthy or hazardous conditions;
- o Not employ, directly or indirectly, through their suppliers of products and services, minors aged under 16, except as apprentices and with guaranteed school attendance;
- o Not adopt negative and restrictive discrimination practices for accessing and holding jobs; and
- o Not use corrupt and/or unethical practices aiming to obtain or grant undue advantage, directly or indirectly, among others.

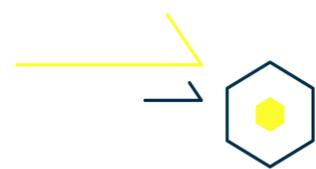
The Bank's draft contracts include a contractual clause in which the supplier declares to be aware and respect the BB's Code of Ethics and Compliance Program, the Rules of Conduct and the Contracting Party's Specific Suppliers Relations Policy, as well as the Specific Prevention and Anti-Money Laundering, Combating Financing of Terrorism Policy and Corruption [available on the Internet](#). [205-2]

A contract inspector, a service inspector, and the Internal Ombudsman are made available to outsourced company employees for them to report any employment contract related complaints.

Considering preventive and inhibitory measures adopted in the procurement and hiring processes and supplier contracts kept in the companies' systems in 2021, operations and suppliers posing significant risk with respect to the forced or compulsory labor were not identified; the Internal Ombudsman registered no complaints involving the exploitation of work in degrading conditions or slave labor. The Company had no knowledge of operations and/or suppliers in which the right to freedom of association and collective bargaining was at risk. [409-1|414-2]

During the performance of the contract, if it is found that the supplier has breached related provisions or legislation, an administrative proceeding is open that may lead to administrative sanctions or, as a last resort, unilateral termination.

In 2021, 370 supplier sanctioning processes were concluded out of a total of 14,447 contracts in force, representing a 2.56% rate of contractual noncompliance. A total of 386 administrative sanctions were applied in the 370 sanctioning proceedings, of which 283 consisted of fines



(73.31%), 72 warnings (18.66%), and 31 temporary suspensions of the right to bid and enter into contracts with BB (8.03%), after duly initiating and instructing the sanctioning proceedings to suppliers, according to the legal and contractual terms, ensuring the right to adversary hearing and full defense.⁸

Based on the fact that we engage services rather than workers, these suppliers have full responsibility for complying with all labor, tax and social security obligations, including those arising from accidents, indemnities, fines, insurance, payments and other obligations. Main infractions found refer to nonpayment of wages, failure to provide transportation vouchers, meal vouchers, nonpayment of severance pay, failure to pay FGTS and social security obligations. [403-9]

We adopt segmented management to control and monitor the provision of services and the quality of delivered products. Therefore, we use criteria such as cost-benefit, operational capacity, quality, trustworthiness, environmental and social (E&S) responsibility, safety, and risk, and compliance with legal, mainly labor requirements and those associated with business continuity.

Suppliers are selected based on a bidding process, in accordance with State-Owned Company Laws and its New Bidding and Contracts Regulation.

Among the legal aspects for choosing the most advantageous proposal are:

- Best technique,
- Lowest price, or best combination of technique
- Price.

The supply chain covers a series of sectors and activities, related to the supply of goods and services. In 2021, the Bank had 4,228 suppliers with 14,447 contracts in force, distributed by the following types of supply:

[102-9]

Type of Supply	N° of contracts	N° of suppliers ⁽¹⁾	Contracted amount	Amount paid
Services	10,234	3,763	R\$ 36,062,972,279.72	R\$ 7,098,531,716.51
Buildings	3,153	266	R\$ 2,186,869,729.62	R\$ 542,203,180.04
Equipment	464	174	R\$ 4,985,499,932.45	R\$ 618,126,756.80
Furniture	344	44	R\$ 2,111,245,987.94	R\$ 31,495,412.78
Consumables	101	52	R\$ 77,681,596.94	R\$ 22,448,982.51
Fixtures	100	45	R\$ 66,506,541.07	R\$ 1,804,933.67
Software	51	30	R\$ 482,452,456.75	R\$ 23,444,091.89
Total	14,447	*4,228	R\$ 45,973,228,524.49	R\$ 8,338,055,074.20

⁽¹⁾ A supplier can provide more than one type of supply

Of total suppliers with contracts in place in 2021, 724 are new suppliers, which is equivalent to 17.12% of the total. [102-9]

Payments to suppliers totaled R\$8.3 billion. Of this amount, R\$25,7 million was paid to five suppliers domiciled abroad—in connection with eight contracts—0,31% of payments released. [102-9]

For all procurement processes, managers must formally comment on the any environmental criteria or justify their inapplicability. The

Internal Charter includes specific rules for sustainable contracts, which factor in the [Sustainable Procurement and Disposal Standard](#) document available for consultation on the BB Portal, therefore meeting legal requirements and environmental and social commitments assumed. [308-1]

This environmental and social responsibility statement includes the supplier's contractual commitment to environmental preservation and social development practices, as well as its compliance with labor and social security laws and its commitment to combat corruption. Another contractual requirement refers to the selected company's submission of a statement that no minor is employed at its staff. [308-1|408-1|414-1]

In 2021, the Bank had 4,228 suppliers with 14,447 contracts in force.

⁸ One proceeding may result in the imposition of more than one sanction, so the number of sanctions is higher than the number of sanctioning proceedings to suppliers.

Leases and bailments

If there is no available space in our portfolio, we may hire areas to house any of the Bank's premises. The occupation of third-party properties can be done free of charge (bailments) or at a cost (leases).

Both the leasing and bailment processes must be carried out in strict compliance with the Banco do Brasil's Code of Ethics and Rules of Conduct and Anticorruption Prevention Rules. It is also recommended that the norm on prevention and anti-money laundering and combating financing of terrorism be observed. Lessors are also required to provide:

- A statement that it does not employ people under 18 years of age in night, hazardous or unhealthy work, and people under 16 years of age, except as apprentices, from 14 years of age;
- A statement of knowledge of the Bank's Code of Ethics, available on the Internet. This document is not required if the lessor is a legal entity and has its own code of ethics;
- A Politically Exposed Person statement.

Finally, the actual contract is signed after verification that there is no record or occurrence in the list of people who prevented from entering into to contract with Banco do Brasil and in the National Registry of Inapt and Suspended Companies (CEIS) and in the Single Suppliers Registration System (SICAF).

Existing contracts in the period between January and December 2021

[102-9]

	Number	Amount paid
Lessors	4,095	R\$1,213,073,579.92
Bailors	1,354	
Total	5,449	

Integrated due diligence

[308-2][103-2] 103-3| Risco Socioambiental

To improve the documentary due diligence carried out when hiring and paying suppliers, in 2021, as an integral part of Supplier Risk Management Program, we held the 3rd Integrated BB Supplier Due Diligence cycle, including the Environmental, Human Rights and Integrity dimensions.

The focus of this post-hiring assessment are suppliers classified as strategic or critical, suppliers, suppliers with new contracts estimated above R\$10 million, and vendors of new Information Technology purchases and contracts. In the period, 334 suppliers of goods, materials and services engaged through public biddings, with different sizes and from different segments, were evaluated.

These assessed stakeholders correspond to approximately 71% of the total amount engaged by BB, December 2021 position.

During this cycle, we reached 63% of the Strategic or Critical supplier base. In terms of potential negative environmental and social impact, 100 of the suppliers assessed presented high risk in the three dimensions.

In terms of actual negative environmental and social impact, we did not identify suppliers that are or have been subject to legal or administrative proceedings as a result from practices involving forced or slavery labor and/or child labor over the last 3 years. However, 14 show environmental liabilities, 13 were fined or notified in the last 10 years due to a crime or noncompliance with environmental laws and regulations, 38 suppliers do not have structured reverse logistic procedures, in accordance with Law 12305/2010, and 197 do not have a selective collection program implemented.

The suppliers identified as having a high risk in any of the dimensions assessed—Environmental, Human Rights and Integrity—received feedback containing guidance and recommendations on how to improve their processes and management related to the issues assessed. We provide courses and consultation sources on issues that aim to disseminate the guidelines of the BB's Code of Ethics. We held meetings with some suppliers to raise awareness about the importance of adopting ESG criteria in their own operations and organizational management. [408-1] 409-1|414-2]

The improvement of the environmental and social due diligence process started in 2016, when we joined the CDP through the Supply Chain Program. Therefore, in 2020, 133 suppliers, selected as a priority suppliers, those that carry out activities with the greatest climate impact, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB), and with the highest business volumes with the BB, were invited for an environmental assessment on climate change and water management. According to the established schedule, we achieved a response rate of 39% regarding climate and 26% regarding water. [103-2][103-3|Risco Socioambiental]

CDP Supply Chain Program

[308-2]

[103-2][103-3|Environmental and Social Risk]

By joining the CDP Supply Chain in 2016, Banco do Brasil has been able to better monitor suppliers with respect to their impacts on the environment, on climate change and the water management. Accordingly, we have guided our performance in fighting climate emergency by encouraging behavioral changes in the supply chain, something that can be perceived in the results achieved in the 2021 CDP Cycle.

Even in the scenario of the Covid-19 pandemic, of the total respondents in the year, 75% reported that Climate Change is part of their business strategy, an increase from the previous year and the result of awareness-raising actions among our suppliers. With respect to the risk analysis, 53% confirmed they carry out climate risk management.

With respect to water resources, of the total of 34 respondents, 32% included water issues in their long-term strategies. Of the remaining suppliers, 23.5% intend to address this issue in the next two years, 30% do not foresee any actions, 12% reported that water is not a strategic asset for their operations, and 3% have not commented thereon.

The results obtained in the Climate questionnaire represented an advancement in the supplier's climate change management. On the other hand, the results concerning water management have signaled that this issue should be more closely followed by BB. We also underline that the list of respondent suppliers has been improved year by year to improve its representation and capture our supply chain complexity. Therefore, we seek to optimize the monitoring of emissions and mobilize our supply chain to achieve an increasingly lower carbon economy. [102-11][102-15]

Private social investment

Private social investment (PSI) comprises the voluntary, monitored, and systematic transfer of private resources to environmental, social, and cultural public interest initiatives. PSI may be leveraged through tax incentives and the allocation of nonfinancial and intangible resources.

Fundação Banco do Brasil (Fundação BB)

[203-2]

For 36 years, Fundação Banco do Brasil has been investing in projects and actions to create jobs and generate income. Through crosscutting, structuring Education, Environmental, Welfare, Social Technology, and Volunteering programs, the Fundação BB fosters and multiplies solutions for the environmental and social transformation of Brazil by adopting the best governance and integrity practices.

The social investment made by Fundação BB is allocated to environmental and social projects in urban and rural areas that are in line with one of the Foundation's two action axes: environment and education. The goal is to contribute to

improving the quality of life of most vulnerable people and promoting socio-productive inclusion, through structuring programs: welfare, education, environment, social technology, and volunteering, contributing to the sustainable development and social transformation of Brazilians.

Monitoring and assessing the effectiveness of programs and projects are deemed essential management tools. Results are used to drive the work developed and improve actions carried out, in addition to offering inputs for decision making and understanding the project success factors.

As for project monitoring, restrictions to people movements and gathering, due to the novel coronavirus pandemic (covid-19), rendered on-site monitoring impossible in 2021. However, the popularization of video calls and virtual meetings has been allowing Fundação BB to monitor project progresses remotely since 2020, while adding more security and agility to this process.

In 2021, Fundação BB carried out remote monitoring and selected a sample of 55 projects to be virtually monitored, 14 more than in 2020. In addition to identifying the project's stage of development and any need for adjustments, it also assessed some issues such as young people and women participation and engagement, acquisition of knowledge and development of skills, meeting human right related aspects, and

For 36 years, Fundação Banco do Brasil has been investing in projects and actions to create jobs and generate income.

forming partnerships for developing projects and/or servicing its participants.

As in 2020, the assessment of Fundação BB programs and projects, remained quite challenging in 2021. Even so, it was possible to carry out the process remotely, using digital tools to apply surveys and contact project participants. With these adaptations, it was possible to carry out effective assessments of initiatives that contributed to transforming the reality of families and communities and provide feedback for Fundação BB's processes.

Following the strategic orientation of prioritizing the evaluation of initiatives linked to the Structured Programs currently in effect at Fundação BB, the following assessment processes were carried out related to the following themes: social technology, environment, and income.



In the past 10 years (2012–2021), Fundação BB performed more than R\$2.7 billion (amount adjusted using SELIC⁹) in social investment, invested in approximately 8,300 initiatives (programs, projects, and actions¹⁰), serving 6 million people¹¹ in approximately 2,000 Brazilian municipalities, in all Brazilian states and the Federal District.

In 2021, Fundação BB's social investment totaled R\$161.5 million¹², with the involvement of more than 250 partners¹³ from the private, public, and third sectors. More than 200 projects were supported¹⁴, serving 1.9 million people¹⁵ from the north to the south of Brazil.

⁹ Calculation carried out on 12/Jan/22, considering the amount calculated for the period from 2012 to 2021.

¹⁰ Considering the concept of the word "Initiatives" as the sum of "programs, projects and actions". In total: 4,700 projects + 2,100 "Solidariza-se" actions + 1,400 "Proteja e Salve Vidas" actions + 74 "Brasileiros pelo Brasil" actions = Around 8,300 initiatives.

¹¹ Number of participants per state (data extracted on 12/Jan/22), added to the number of people served in 2020 and 2021 in initiatives of the Humanitarian Aid Program.

¹² Total Social Investment 2021

¹³ Considering more than 90 partners of the project Brasileiros pelo Brasil + 158 partners AABB Comunidade + 14 partnerships in other strategic projects = More than 250 partners.

¹⁴ 233 formalized projects in 2021

¹⁵ Source: 1,873,101 people served, of which 33,316 people served by social projects (except Humanitarian Aid) + 1,839,785 people by the 2021 Humanitarian Aid Program.

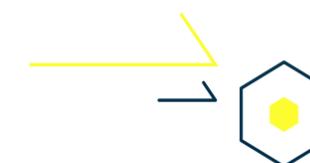
Contributions to Fundação Banco do Brasil by Source (R\$ million)

Sources of funds	2019	2020	2021
Banco do Brasil S.A. ⁽¹⁾	51.8	81.9	69.9
Brasilcap Capitalização S.A.	0.1	-	-
BB Gestão de Recursos Distribuidora de Títulos e Valores Mobiliários S.A. - BB DTVM	2.4	1.2	2.8
Associação Nacional de Associações Atléticas Banco do Brasil – FENABB	20.9	20.9	22.8
BB Administradora de Consórcios S.A.	-	-	1.5
Ativos S.A.	1	1.0	1.0
Cielo S.A.	-	-	0.5
Elo Serviços S.A.	-	-	0.1
BB Tecnologia e Serviços S.A.	-	-	-
BB Seguridade ⁽²⁾	-	40.0	-
Banco Votorantim ^{(2) (3)}	-	15.7	0.4
Livelo S.A. ⁽²⁾	-	0.1	-

⁽¹⁾ Restricted to 5% of results of operations, according to Bylaws.

⁽²⁾ Funds donated with allocation conditioned on actions to fight the effects of the Covid-19 pandemic.

⁽³⁾ Donations made by Banco Votorantim were as follows: R\$ 14 million by Votorantim Corretora de Seguros S.A., R\$ 1 million by Promotiva S.A., R\$ 400,000 by Banco Votorantim S.A., and R\$ 306,000 by BV Financeira S.A. Crédito Financiamento e Investimento.



Programs and Projects

Fundação BB and institutional partners supported, through welfare actions and access to basic rights, populations affected by humanitarian crises and calamities, including Covid-19 pandemic. The solidarity campaign *Brasileiros pelo Brasil*, launched on October 19, 2021, distributed about 3,000 metric tons of food from family farming to more than 500,000 people in social vulnerability situations in all Brazilian states and Federal District.

In December, we held the Fundação Banco do Brasil de Tecnologia Social Awards, an edition that marked the 20th anniversary of the initiative. The award ceremony, which was attended by government, private sector, and third sector partners, also celebrated the 20 years of the BB Volunteer Program and was broadcasted on Banco do Brasil's YouTube channel.

> Humanitarian Aid Program

Set up by the Fundação BB in December 2019, the Structured Humanitarian Program is designed to support actions to assist socially vulnerable people against the backdrop of occasional or chronic disasters and/or emergencies.

Since its inception, the Program has already made contributions totaling R\$297,000 in actions such as *Solidarize-se* (Be Supportive), *Proteja e Salve Vidas* (Protect and Save Lives), *Enchentes* (Floods) and *Brasileiros pelo Brasil* (Brazilians for Brazil).

In main initiatives in 2021 were the solidarity campaign *Brasileiros pelo Brasil* and the support to families directly affected by the floods in the Acre, Bahia, and Minas Gerais states.

> Brasileiros pelo Brasil

An initiative of Fundação BB and partners such as Banco do Brasil, Petrobras, Fundación Mapfre, BB DTVM, Vibra, BB Seguros, BB Consórcios, Cielo, Lívolo, Alelo, and more than 80 companies, the *Brasileiros pelo Brasil* solidarity campaign connects farmers with people who are in vulnerable situations, reaching all Brazilian regions, by buying produce from small farmers for distribution of food baskets to the families that need them most. Since it was launched in October 2021, more than 500,000 people had been assisted in all Brazilian states, to whom more than 3,000 metric tons of food from family farms were distributed.

The involvement of Petrobras in the *Brasileiros pelo Brasil* solidarity campaign is made in the form of assistance to 210,000 families to buy cooking gas. In addition to delivering food baskets and cooking gas, part of the funds raised will be invested in structuring actions, stimulating local economies, creating jobs and sources of income, and contributing to the social development of Brazilian citizens.

> Social Technology Program Fundação Banco do Brasil Social Technology Award

The Fundação BB Social Technology Award completed 20 years in 2021, consolidating the Fundação BB's structured program: Social Technology. In order to identify, recognize, and disseminate social technologies that seek to, through their reapplication and development together with the community, promote social transformation in the lives of Brazilian citizens, 451 initiatives were competing for the award in this latest edition. Of these applicants, 59 were

certified as Social Technology and are now part of *Transforma!*, a platform that brings together more than 600 solutions certified by Fundação BB.

The final shortlist of technologies certified in 2021 included 15 projects, divided into five award categories: 'Sustainable Cities', 'Education for the Future', 'Digital Innovation', 'Environment and Income', and a category called '20-year Special'. The winners were announced in an [event webcasted](#) on December 2, 2021.

In this edition, the Award had the partnership of BNDES (Brazilian Development Bank); BB Gestão de Recursos (BBDTVM); BB Tecnologia e Serviços (BBTS); Ativos S.A., and with the support of the United Nations Educational, Scientific and Cultural Organization (UNESCO); the Food and Agriculture Organization of the United Nations (FAO); the United Nations Development Program (UNDP); the National School of Public Administration (Enap); Voluntary Homeland; the Office of the Chief of Staff; the Ministry of Science, Technology, and Innovation; and the Ministry of Women, Family, and Human Rights.

> Structured Social Technology Program Bem Viver no Semiárido Project

Carried out from November 2018 to May 2021, the project (Having a Good Life in the Semiarid Region) is the result of a strategic partnership between Fundação BB and Instituto Votorantim. With a total social investment of R\$1.1 million, it aimed at helping to improve the quality of life of families in Serra do Inácio, a rural community in the municipality of Curral Novo, Piauí, by reapplying Social Technologies (ST) structured to improve water, sanitation, and food and nutrition security for 109 family farmers in that region.

The prevalent profile of the direct participants assisted by the action is: woman, married, with elementary school education, living in her own house in the rural area together with three other people, and with an average family income of R\$975.00 coming from farming and welfare benefits.

The main impacts to the lives of the families assisted by the social initiative, the following were as follows:

- **77%** of the participants consider that access to quality water has improved a lot;
- **96%** of the families confirmed improvements in the basic sanitation conditions in their homes;
- **61%** said that the implemented ST provided improvements in their general health conditions;
- **85%** reported improvements in food production, resulting from the revitalization of their vegetable gardens;
- **62%** reported that their financial situation improved with the increase in production;
- the project also contributed to make other institutions and the local government **aware of the social vulnerability** of the Serra do Inácio community.





> **Structured Environment and Income Program Rio Grande do Norte Oyster Farming Development Project**

This initiative, which is the result of a strategic partnership between Fundação BB and Sebrae, was carried out in March 2018-January 2020 and had a social investment of R\$569,200. Aimed at promoting the sustainable development of the oyster production chain, while minimizing the

environmental impacts of oyster extraction on mangroves, and improving the income of 30 families in the municipality of Canguaretama (state of Rio Grande do Norte), the project provided technical consulting services and set up oyster production units.

> **Wi-Fi Value Project**

Fundação Banco do Brasil and Sebrae entered into Technical Cooperation Agreements with the Ministry of Communications that will allow each party to make available approximately 500 free Wi-Fi hotspots, bringing high speed links to up to a thousand Brazilian locations with no or poor Internet connections. Besides the Internet connections, the agreement with Fundação BB provides for educational initiatives that seek to prepare the school community for its inclusion in the digital culture by making available educational contents on a virtual platform. The funds will be transferred by Fundação BB. The agreement is effective for twelve months and is scheduled to start in January 2022.

> **Educação para o Futuro Program AABB Community**

Fundação BB, in partnership with the National Federation of Bank of Brazil Athletic Associations (FENABB) and local institutions, invested R\$13.19 million in the AABB Community | Educação para o Futuro (Education for the Future) program, with 21,796 beneficiaries assisted in 158 municipalities.

The program offers extracurricular classes for children and teenagers attending public schools, aged between 6 and less than 14 years of age. In the past ten years, about 543,000 children were assisted as part of the program.

In 2021, Fundação BB and FENABB conducted revised the program and reduced the age bracket, in addition to adjustments.

In 2021, there was a decrease in the number of projects of the AABB Community | Education for the Future program and the consequent decrease in the amounts invested, number of beneficiaries, and municipalities assisted. The most probable reason for these figures are the impacts of the pandemic, either in due to the decrease in the availability of funds provided by the municipalities or the impossibility of carrying out all or part of the on-site educational activities. It is worth noting that 2021 was a year that we executed new agreements and was the start of the new four-year period of the program.

	2019	2020	2021
Amount invested in the AABB Community program	R\$ 16.56 million	R\$ 16.72 million	R\$ 13.19 million
Beneficiaries	32,291	31,270	21,796
Municipalities	243	235	158

Fundação Banco do Brasil and Sebrae entered into Technical Cooperation Agreements with the Ministry of Communications that will allow each party to make available approximately 500 free Wi-Fi hotspots.



> **Environment and Income Program**
Sowing the Green Economy

Banco do Brasil, in association with BB Consórcios and Fundação BB, launched a new buyers' club that proposes to buy goods that focus on the efficient use of natural resources and low-carbon emissions, the considering Environmental, Social, and Governance (ESG) aspects in the business strategy. The organizations that implement environmental projects agree to plant ten trees for each consortium unit sold.

Because of the success of sales, Fundação BB and BB Consórcios [started planting 100,000 trees](#). The deadline to finish planting all these trees is the end of March 2023.

Instituto Auá and Instituto Espinhaço are the implementing partners of the Grupo Verde project - Sowing the Green Economy and each will plant 50,000 seedlings in the Atlantic Forest and Cerrado biomes, respectively.

> **Pense Rosa (Think Pink) Campaign**

A joint effort by Fundação BB and BB Seguros, the project, run by Orientavida - Community Assistance and Promotion Association, aims at contributing to the early detection of breast cancer and ensure appropriate and timely treatment for 3,000 women who are in the waiting lines of the Single Health System (SUS, Brazil's national health system) for mammograms and additional tests in municipalities located in the North, Northeast and Center-West regions. The total amount invested is R\$579,000 and the project is scheduled to last 12 months. In 2021, the campaign assisted more than 3,000

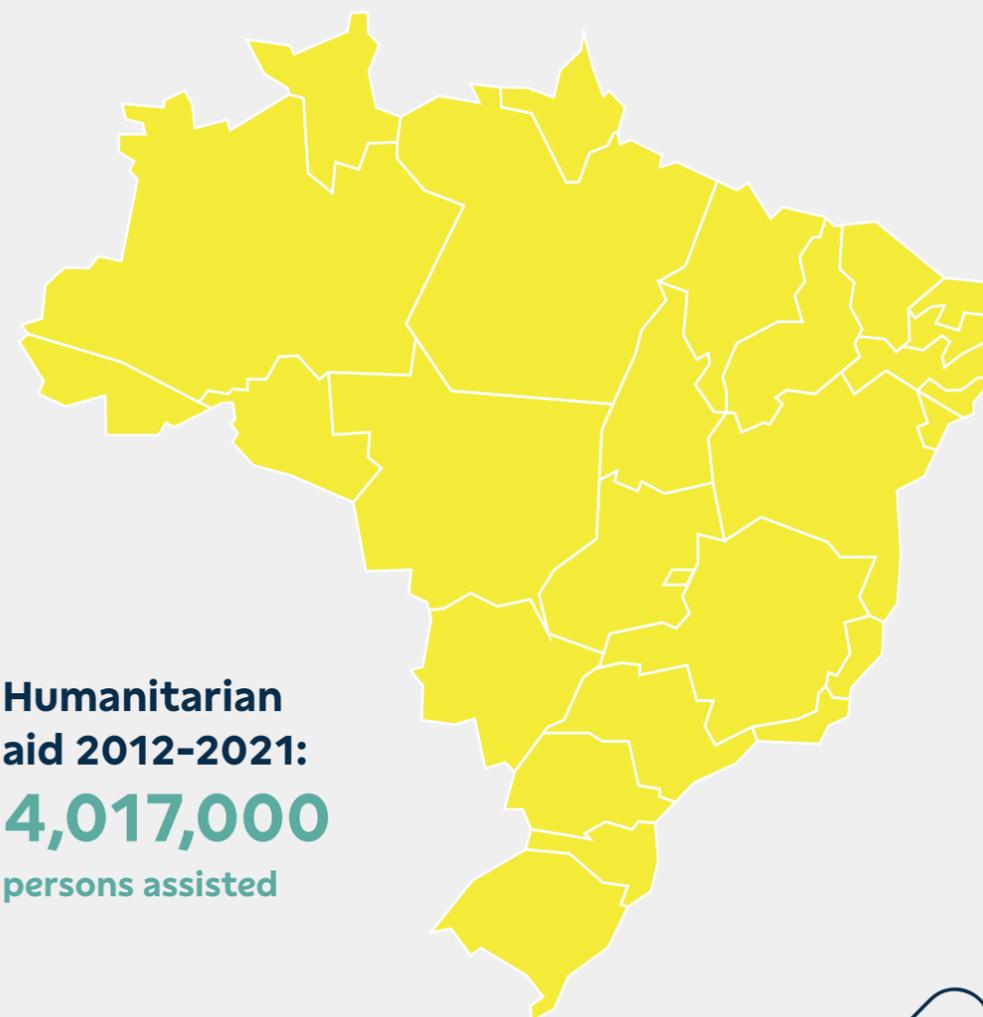
women. The tests confirmed a cancer diagnosis in 210 of these women, who, as a result, were able to start immediate treatment. The investment in social actions, aiming at the wellbeing and health of the population, sheds a positive light on their sponsors and society as a whole.

BB Volunteering

The BB Volunteering Program supports and encourages the engagement of active or retired employees, their family members, and friends to provide voluntary services. To promote greater public interaction, a [platform](#) is available on the Internet to facilitate Program management and the communication between BB volunteers, institutions, unit committees, BB, and the general public.

In 2021, the campaign assisted more than 3,000 women. The tests confirmed a cancer diagnosis in 210 of these women, who, as a result, were able to start immediate treatment.

Fundação BB's actions broken down by geography (past 10 years)



Humanitarian aid 2012-2021:
4,017,000
persons assisted

 **Hover over the states**

In 2021, the BB Volunteering Portal totaled 33,971 users registered as volunteers, 2,216 volunteering actions, and 3,265 registered social entities. The Internal Call for Volunteers BB/Fundação BB 2021, a usual part of the program, due to the covid-19 pandemic. These organizations conducted an Internal Volunteering Call BB FIA/Funds for the Elderly to support the social projects developed by non-profit organizations (NPO) who work with BB volunteers. The internal call received a total of 82 proposals, with a maximum amount per project of R\$40,000, totaling R\$2.8 million in non-reimbursable resources and support to 72 approved proposals.

Tax incentives

Our tax incentives comply with specific legislation and are earmarked for Funds for the Rights of Children and Adolescents (FIA), Funds for the Elderly, the National Program for Cancer Care (Pronon), and the National Program for Health Care for People with Disabilities (Pronas/PWD). FIA and the Fund for the Elderly work with government-prioritized audiences for social inclusion and protection, while donations to Pronon and Pronas/PWD support initiatives and services developed by entities, associations and non-profit private foundations in the fields of oncology and PWD.

Investment in sports and culture

Sports sponsorships play a key social role in fostering grassroots categories. We support and hold up to one of the longest-running partnerships between a company and national sports: sponsorship of volleyball (beach and indoor).

Tax incentives (R\$ million)	2019	2020	2021
Rouanet Law to Support Culture	28.90	18.22	3.80

1 – In 2020 and 2021, no funds were transferred to the Childhood and Adolescence Fund (FIA), National Fund for the Elderly, National Program for Cancer Care (Pronon), and National Program for Health Care for People with Disabilities (Pronas/PWD).

2 – Amounts considered for the Multiple Bank. Transferred amounts are calculated based on the income tax payable by the company in the reporting year, in accordance with current legislation. Therefore, when there is a change, the donation amounts are impacted.

3 – Transferred amounts are calculated based on the income tax payable by the company in the reporting year, in accordance with current legislation. Therefore, when there is a change, the donation amounts are impacted.

4 – Due to the pandemic, the CCBBs Belo Horizonte, Brasília, Rio de Janeiro, and São Paulo remained closed between March 2020 and early 2021, pursuant to the related local laws and regulations. As a result, it was necessary to renegotiate projects already contracted, either to adapt them for on-line delivery or set a new deadline, which reduced the number of new contracts in 2021. We emphasize that BB's total investments entitled to tax incentives amounted to R\$18.22 million and in 2020 and R\$3.8 million in 2021. Investment in in 2020 and 2021 by the BB Conglomerate as a whole, totaled R\$40 mi and R\$45 mi, respectively, allowing us to maintain the quality of our programs and our commitment to invest in culture through the CCBBs. Finally, BB reported that the decision whether or not to use tax incentives depends on each company's strategy and is related, for example, to the greater possibility of activating the sponsored projects, which can be a differential in this period we resume in-person activities.

Even with the pandemic, over 20 volleyball events (beach and indoor) brought together about 20,000 people, in games held in arenas and gymnasiums across Brazil. Worth mentioning is "Arquibancasa", in which over 5,000 fans attended virtually to the beach volleyball circuits and indoor national teams' matches. Starting November, the beach volleyball events are opened to the public once again.

Social projects sponsored by the Brazilian Volleyball Confederation (CBV) benefited about 1,000 children (aged between 7 and 14), in 10 training centers/ schools in different cities in Brazil. Volleyball clinics held during the beach volleyball circuits, with the public participation, engaged 200 children.

The Sport Ambassadors project brings together Brazilian idols to act as spokespeople and share the values and attributes of Banco do Brasil and sports. In 2021, due to the pandemic and the cancellation of in-person events, 80 actions, mostly virtual, were held with the participation of former athletes, in 12 cities in all Brazilian regions.

Under the Social Investment in Culture, we maintain four Banco do Brasil Cultural Centers (CCBB) – in the cities of Belo Horizonte (MG), Brasília (DF), Rio de Janeiro (RJ) and São Paulo (SP). In 2021, we celebrate the 32 years of BB's investment in culture.

Due to the covid-19 pandemic, in-person cultural activities were gradually resumed, with a reduction in attendance capacity, which led to the adaptation of projects to the virtual and/or hybrid format, as a way ensuring people's access to the arts. The projects that make up the cultural programming offered occurs are defined by public calls for selection and careful prospection in the cultural market to provide access to opportunities for all, keep transparency, and ensure quality and adherence to the CCBB's curator axis.

In 2021, the CCBBs hosted 109 in-person cultural initiatives, with 655,000 visitors. In the virtual environment there were 59 initiatives were viewed by over 2 million viewers.

In the period, the project CCBB Meetings on Digital Accessibility (100% online) was dedicated to discussing and promoting broad access



and training of professionals involved in the production of content and creation of digital platforms in the cultural field. The Quintal CCBB (CCBB backyard)—an event that allowed the reunion, out in the open, of art, music and gastronomy—brought 23,248 people to the CCBB DF, while promoting sustainability by collecting a metric ton of recyclable waste. By bringing together music, fun, and safety, the festival Rock Brasil 40 Years was a milestone in the resumption of large live events in the city of Rio de Janeiro. Rock Brasil 40 Years, a multidisciplinary project that also brings theater, lectures, and an exhibition, will travel to the São Paulo, Belo Horizonte, and Brasília venues.

In 2021, the CCBBs hosted 109 in-person cultural initiatives, with 655,000 visitors. In the virtual environment there were 59 initiatives were viewed by over 2 million viewers.

CCBB environmental and social actions

The Educational Program assists students and impromptu audiences, in addition to developing textbooks for the most popular exhibitions, with language suitable for elementary and high school students. All exhibitions have specific culture-related programs, such as museology and education, in addition to visits supported by sign language to include the hearing impaired.

2021 figures

[203-2]	2019	2020
Direct jobs	2,958	3,942
Indirect jobs	14,790	19,300
Selective waste collection	3,732	18,920
Educational project (visitors services)	45,191	17,169
Educational transport (children in the Educational Program)	1,155	-
Free shuttle service (people)	6,289	3,874

Information, Complaint and Reporting Channels

[102-17]SASB FN-CB-510a.2]

We provide channels to respond stakeholders' claims and address specific issues, breaches of the Code of Ethics, and any reported misconduct, included alleged corruption.

Customers have two reporting channels: the BB Relationship Center (CRBB) and the Customer Service Department (SAC). The first is a phone service channel focused on customer relations and meeting banking consumers' calls, aiming to provide speedy quality solutions with convenience and safety, contribute to results and support the branch network in connection with customer service and doing business.

The SAC is a multichannel (telephone, Internet and mobile) aimed to resolve consumers calls based on information, questions, complaints, suspension or cancellation of contracts and services. SAC covers calls falling into consumer relations, regardless of whether the complainant is a customer or not. SAC receives and seeks to resolve calls at first contact, or First Call Resolution (FCR), which occurs in 95%+ cases.

If the claim is not resolved by these primary service channels, customers may escalate the call to the External Ombudsman. In 2020, 99.42% of complainants sought our internal channels, such as SAC and the Ombudsman, and only 0.37% escalated the call and sought the Central Bank¹⁶.

Questions from investors about shares, dividend payments, and financial reporting are dealt with via the Talk to IR channel.

The Illegal Acts Reporting Channel was set up for reporting of situations with suspected misconduct of any nature in connection with the bank's activities. Complaints may be reported anonymously or be identified, with guaranteed protection for complainants.

Aimed at employees, interns, apprentices, and contractors, the Internal Ombudsman receives calls and complaints about conflicts in the workplace, misconduct, noncompliance with internal rules and complaints regarding human management processes. Furthermore, it acts as an intermediary in conflict resolution and assesses any suspected objectionable behavior.

Once the involvement of an employee or former employee in an irregularity is verified, the case is sent for investigation by the Disciplinary Control (proven omission or action, in violation of the relevant law, the Code of Ethics, and internal charters, which causes damage to the Bank or exposes it to risk), the case is forwarded for handling by the departments in charge. The Disciplinary Control determines the involvement, assigns responsibilities, and defines the handling and consequences for those involved in any cases of misconduct.

¹⁶ The percentage difference between total number of customers who sought internal channels and those who filed reports with BCB refers to reports filed by customers with customer protection bodies (such as Procons, Nudicons or other Ombudsmen), totaling 0.21%.

Relationship between internal stakeholders and service channels

Channel	Handling approaches	Claimants	Issues addressed	Nature	Timeframe	Solution
Internal Ombudsman	Complaints Human Management Processes	Employees, interns, apprentices, and contractors	Possibility of improving the human management process	Improvement	10 business days	If it is possible to improve the human management process, the claim is forwarded to the managing department as a recommendation
	Restorative mediation	Employees	Personal conflicts	Restorative	20 business days	Compensating damage and recovering interpersonal relations after a meeting is held by a mediator aimed to identify and converging and diverging issues and cooperatively developing proposals to settle the controversy, under secrecy and confidential conditions.
	Conciliation	Employees	Personal conflicts	Restorative	20 business days	
	Restorative talk	Employees	Personal conflicts	Restorative	20 business days	
	Ombudsman's case studies	Employees	Reproachable behavior	Investigative	30 business days	Action plan (when applicable): behavior reeducation. The person is barred over a certain period from ascending in the career or taking part in recognition and award programs
	AGN comment	Employees	Reproachable behavior	Restorative	10 business days	Structured feedback
	Guidance on Intimacy-breaching behavior (OCDI)	Employees	Reproachable behavior	Restorative	10 business days	Structured feedback + Action plan skewed to behavioral reeducation.
	Ethics inquiry	Employees	Replying to questions about the Code of Ethics	Restorative	10 business days	Clarifications
	Compliment	Employees	Acknowledging an action	Recognition	5 business days	Forwarding a compliment to a superior with guidance to register recognition in the GDP
	Suggestion	Employees	Possible process improvement	Improvement	15 business days	Forwarding a suggestion to the involved area and reply to the claimant

Relationship between external stakeholders and service channels

Channel	Type of service	Claimants	Issues addressed	Timeframe
CRBB	Telephone service	Customers	CRBB is a telephone channel intended for customer relations and replying to claims from consumers of banking services	Immediate reply.
SAC	Multichannel services (toll free calls, APF Internet, Mobile, Social media, consumidor.gov, ReclameAQUI, CNJ, Talk to US on the BB Portal)	Customers and other consumers	Report or question, complaint, cancellation, or suspension of contracts and services	The statutory deadline is 5 business days. In 95% of the cases the demand is solved on first contact. The average deadline for other claims is less than 3 days. As for social media, the average solution time is less than 24 hours.
Talk to IR	IR website form to telephone service	Shareholders/ investors	Questions about shares, dividend payments and financial reporting	2 business days
Reports on Banco do Brasil	Form on Banco do Brasil website	Society and customers	Reporting of criminal misconduct of any nature, including corruption and unsustainable transactions related to management, business or service practices.	Reports must be resolved within 30 calendar days, as from the filing date, extendable for the same period if expressly justified by the Unit in charge of the case.
External Ombudsman	Telephone and internet service	Customers	Complaints related to consumer relations and not resolved in the primary service channels	10 business days

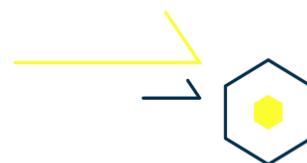
SAC Results

Average monthly calls in 2021: 743,000, 95% of which resolved in the first call (FCR);

Average resolution time in 2021: 0.18 business days, including claims solved resolved in the first call (FCR);

The average resolution time for other claims not immediately resolved was 2.29 business days;

As for cases handle via social media, there were 39,846 claims solved monthly.



Information	2019	2020	2021
Average monthly calls	415,000	614,000	743,000
First call resolution % (FCR)	93.30%	94.40%	95,00%
Average resolution time	0.31 business days, including first call resolutions (FCR)	0.18 business days	0.18 business days
Average time for other claims not resolved immediately	2.03 business days	1.93 business days	2.29 business days
Monthly calls resolved via media	27,000	33,779	39,846

External Ombudsman Results

[102-17]

Information	2019	2020	2021	Change
Reports received	92,887	134,513	123,435	-8.24%
Average time (Ombudsman)	4.99 days	3.60 days	4.03 days	11.11%
First Call Resolution – SAC	4,640,458	6,958,296	8,466,173	21.67%
SAC Reports	650,177	516,743	566,678	9.66%
Ombudsman Reports (reopened External Ombudsman cases)	50,792	89,264	70,272	-21.28%
Claimants who sought internal channels (SAC and Ombudsman)	99.52%	99.41%	99.42%	0.01p.p.
Claimants who filed reports with BCB	0.48%	0.43% ¹	0.37% ¹	-0,6 p.p.

¹ The percentage difference between total number of customers who sought internal channels and those who filed reports with BCB refers to reports filed by customers with customer protection bodies (such as Procons, Nudecons or other Ombudsmen), totaling 0.21%.

Through the Direct Access project, the Ombudsman strives to prevent complaints received from being escalated to external forums by coordinating the resolutions for the calls made at the Customer Service network with the product, service and

process managers. In 2020, 723 complaints were resolved, in addition to assistance granted to guide employees on how to use available solution tools available focused on resolving customer calls and customer-centricity.

BB Reporting Channel Results [102-17|SASB FN-CB-510a.2]

	2019	2020	2021	
			Number	% of total
Reports received (total)	1,034	1,762	1971	100%
Fraud, identity fraud, scamming, document forgery, etc.	47.78%	75.09%	1278	65%
Other crimes	15.18%	3.69%	259	13%
Corruption [205-1 205-3]	9.86%	6.58%	77	4%
Crime against a local or foreign government, crimes against the financial system, money laundering, etc.	9.09%	8.80%	51	3%
Cybercrime	6.96%	-	-	-
Breach of banking or employment secrecy	4.74%	1.48%	87	4%
Sexual harassment, discrimination, and defamation	3.29%	0.51%	79	4%
Robbery, burglary, theft, and kidnapping	3.00%	1.31%	3	-
Bodily Injury, battery, etc.	0.10%	-	-	-
Consumer relationship	-	2.55%	137	7%



We manage, monitor, and screen the reports received via the Reporting Channel of Banco do Brasil. We prepare a report every six months, with reporting dates June 30 and December 31, respectively, in accordance with CMN Resolution 4859/20. This report is submitted for approval to the Board of Directors and must be kept at the disposal of the Central Bank for a period of five years from the related reporting dates.

Each report is registered on the [BB Portal](#) and received by the screening team, who evaluate the sufficiency of the information provided, identifies the complaints and forwards them to the managing departments in charge of handling them.

The managing departments are responsible for the report review stage. Each report is handled using the procedural rules appropriate to the reported events. These reviews must be carried out by employees who have no linked or related to the claimant or any other person mentioned in the report.

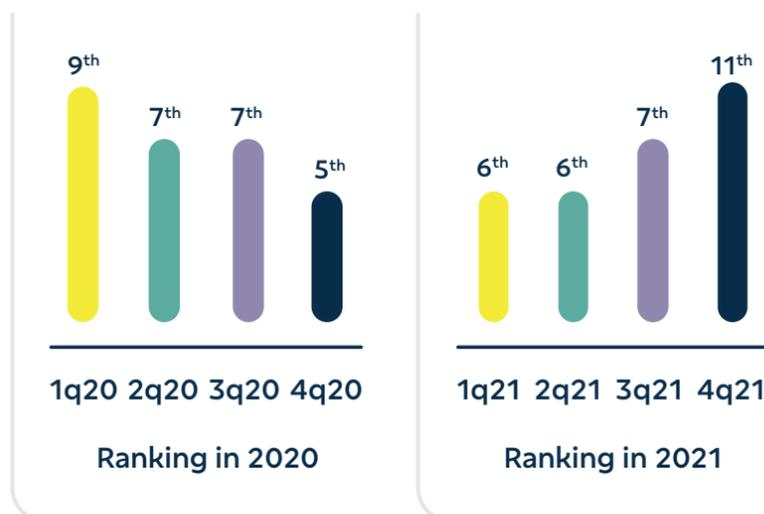
A report is considered legitimate when it is evidenced that the Bank or its employees are responsible for any irregularity or weakness. Or when reports result in opening an internal investigation that lasts more than the timeframe set by the Channel.

The report is considered unfounded when the alleged misconduct is not supported by sufficient information for its review (minimum authorship and materiality elements); or its content does not refer to any type of misconduct or operating irregularity.

BCB Complaints indicators

Every quarter, BCB prepares a ranking of most and least complained-about financial institutions. In 2021, we remained well ranked by not appearing in the first five positions, as shown in the table below.

Ranking Bacen



In the first two quarters of 2021, we ranked sixth among the ten banks that was made up the ranking. In 3Q21, we ranked seventh, thus improving our ranking. In 4Q21, the BCB Ranking started to include 15 financial institutions and we ranked 11.

BCB complaints

	2019	2020	2021	Change
Complaints received	25,664	32,589	33,719	3.47%
Complaints considered legitimate	5,210	6,229	5,133	-17.60%

In the first two quarters of 2021, we ranked sixth among the ten banks that was made up the ranking.



Financial

Results

Record Adjusted Net Income of R\$21.0 billion

We posted a record adjusted net income of R\$21.0 billion in 2021, a year-on-year increase of 51.4%, mainly due to the stability of administrative expenses, the 40.2% decrease in the allowance for loan losses (ALL) expanded view, the 4.9% increase in the net interest income, and the 2.2% increase in fee income. Our structural net income increased 5.4%, evidencing the resilience of our operating performance in the period. Our Market ROE⁽¹⁾ was 15.8%.

In 2021, we distributed R\$4.2 billion in interest on own capital/dividends to our shareholders, a 79.3% year-on-year increase. Adjusted earnings per share totaled R\$6.86 in 2021 from R\$4.39 in 2020, while our dividend yield reached 9.1% in 2021 from 4.4% in the previous year.

We present below the changes in the main items that make up our results.

Summarized Income Statement – R\$ million

Fontes de Recursos	2019	2020	2021	Change 2021-2020
Net interest income	53,947	56,539	59,305	4.9%
ALL Expanded View	(14,931)	(21,923)	(13,108)	-40.2%
ALL – Credit Risk	(19,748)	(25,561)	(17,884)	-30.0%
ALL – Credit Recovery	6,745	7,359	7,808	6.1%
ALL – Discounts Granted	(1,132)	(1,086)	(2,135)	96.5%
ALL – Impairment Losses	(797)	(2,635)	(897)	-66.0%
Net Financial Margin	39,016	34,616	46,198	33.5%
Fee income	29,209	28,702	29,343	2.2%
Administrative Expenses	(31,537)	(31,583)	(32,026)	1.4%
Legal Risk ²	(8,603)	(4,207)	(6,264)	48.9%
Other Components of Income ³	(3,046)	(7,272)	(5,898)	-18.9%
Income before Taxes	25,038	20,256	31,352	54.8%
Income and Social Contribution Taxes	(3,140)	(3,093)	(6,080)	96.6%
Statutory Profit Sharing	(2,347)	(1,702)	(2,645)	55.4%
Adjusted Net Income ⁴	17,848	13,884	21,021	51.4%
One-off Items	315	(1,186)	(1,311)	10.5%
Net Income	18,162	12,697	19,710	55.2%

(2) Group containing the balance of line item 'Civil, Tax and Labor Claims'; (3) Group containing the result of line items 'Other Provisions', 'Result of Investments in Subsidiaries, Affiliates and JV', 'PREVI - Benefit Plan 1', 'Previ - Update of Utilization Fund', 'Tax Expenses', 'Other Operating Income/Expenses', and 'Non-operating Result'; (4) Adjusted net income is net of the result of 'Noncontrolling Interests'

(1) Market ROE: reflects the metric that the main market analysts use in the result forecasts. It is calculated by the ratio between the adjusted profit and the average of the accounting PL deducted from minority interests. Values are annualized by simple capitalization.



Net Interest Income grows 4.9%

Net Interest income (NII) consists of finance income from loan operations, funding costs, and financial expenses for institutional financing, and treasury income.

The Net Interest income (NII) totaled R\$59.3 billion, an increase of 4.9%, explained by the 13.6% increase in finance income, 10.5% increase

in income from loan operations, and the 31.5% increase in treasury income; and the 5.5% decrease in expenses on institutional funding. It is worth also highlighting 62.0% increase in commercial funding costs incurred on loan operations, which had an adverse impact on the NII, explained primarily by the increase in Average Selic Rate (TMS).

Net Interest Income and Spread – R\$ million

	2019	2020	2021	Change 2021-2020
Net interest income	53,947	56,539	59,305	4.9%
Finance income from loan operations	74,694	69,221	76,479	10.5%
Finance costs on loan operations	(24,481)	(14,340)	(23,224)	62.0%
Finance costs on institutional funding ¹	(11,124)	(10,463)	(9,889)	-5.5%
Treasury income ²	14,858	12,120	15,940	31.5%

(1) It includes senior bonds, subordinated debt, and Hybrid Instruments (except instruments qualifying as CET1).

(2) It includes the result from interest, tax hedging, derivatives, and other financial instruments that offset the effects of the foreign exchange differences on net income.

Income from banking fees grew 2.2%

In 2020, fee income totaled R\$29.3 billion, a year-on-year growth of 1.7%. The growth is mostly explained by the performance of the fund management segments (+8.8%), pension funds (+10.7%), and consortiums (+29.2%).

Change in fee income - R\$ million



Administrative Expenses and Efficiency Ratio

Administrative expenses increased 1.4%, while remaining within the corporate projections bracket.

The twelve-month cumulative efficiency ratio reached 35.6%, which reflects a combination of cost control and increase in revenue in the period.

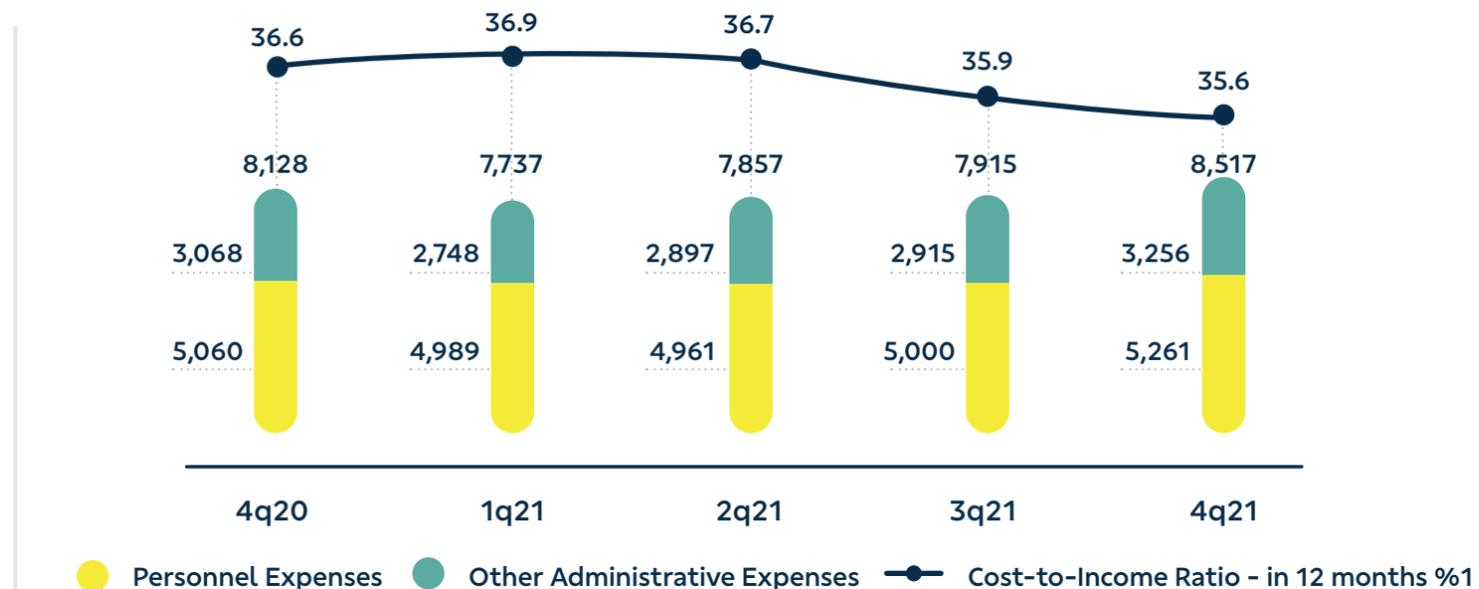


"At the end of the year, we disclosed a historic result, a consequence of the solid performance of our business, dedication of our employees, rigorous control of expenses as a management priority and, particularly, client centrality. We believe that a service of excellence, specialized and available in multiple channels, and the sustainable work that generates positive externalities to our stakeholders, contribute to the growing evolution of results and allow for the achievement, on a daily basis, of our purpose, which is to take care of what is valuable for people."

José Ricardo Fagonde Forni
Chief Financial Management
and Investor Relations Officer



Administrative expenses – R\$ million



We constantly seek to improve operational efficiency and productivity, by controlling our administrative and personnel expenses, while bringing sustainable and diversified increases to our revenue base.

Loan portfolio

The expanded loan portfolio, which includes in addition to the classified loan portfolio, private securities and guarantees, totaled R\$874.9 billion in December 2021, up 17.8% year-on-year.

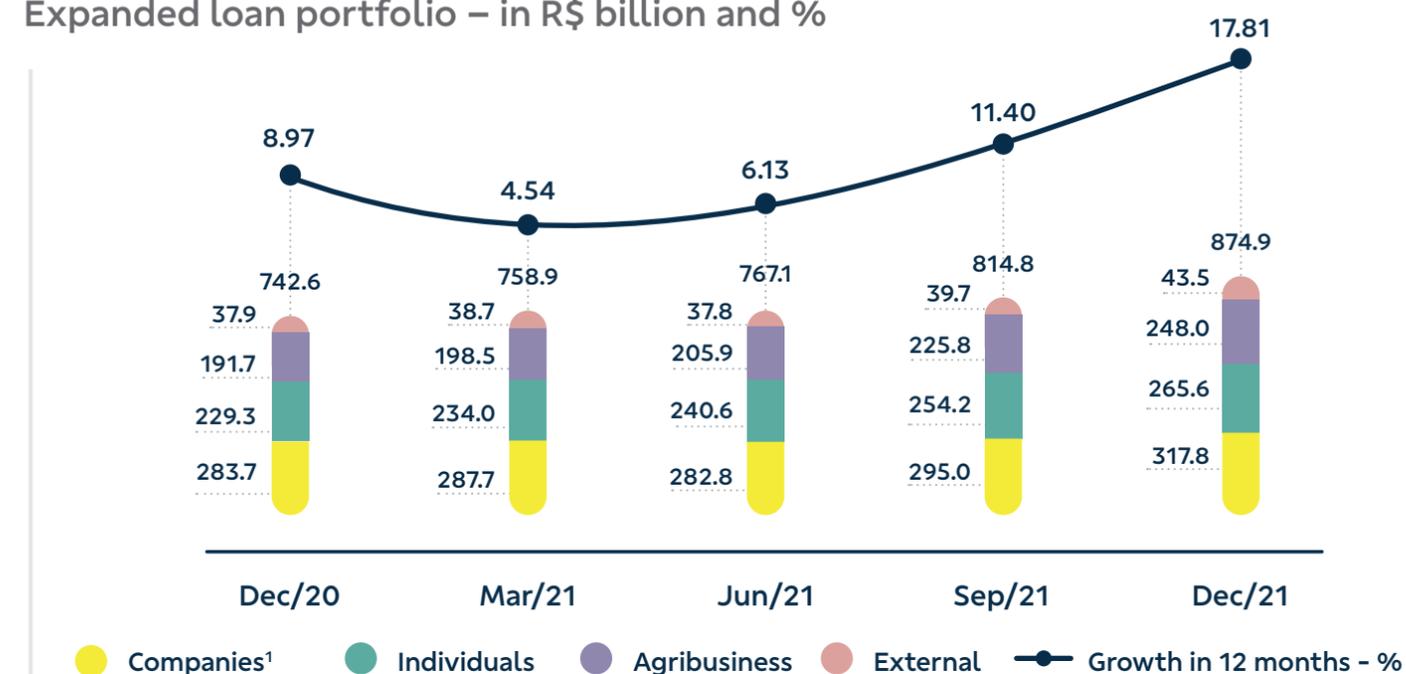
The individual portfolio grew 15.8% year-on-year, due to the positive performance in payroll loans (14.2%), credit cards (46.8%), and personal loans (40.2%).

Loans to businesses grew 12.0% year-on-year. The highlights were private securities and guarantees

(36.8%), influenced by the early demand from large corporations, and receivables (63.4%).

In agribusiness, the year-on-year increase of the portfolio was 29.4%, from which we highlight agriculture cost financing (50.6%), and agricultural investment lines, and Rural Product Notes (CPR) (+62.8%). The performed of agribusiness securities was also positive, especially agribusiness receivables certificates, which totaled R\$8.2 billion in December 2021.

Expanded loan portfolio – in R\$ billion and %



(1) The companies portfolio, Large corporations and SME segments, was reprocessed beginning December 2019 in order to reflect the review of the customer segment that made up the SME portfolio and migrated to the large corporations portfolio.

Allowance for loan losses (ALL) decreased 40.2%

In 2021, the expanded ALL totaled R\$13.1 billion, a year-on-year decrease of 40.2%.

ALL Expanded View - R\$ million

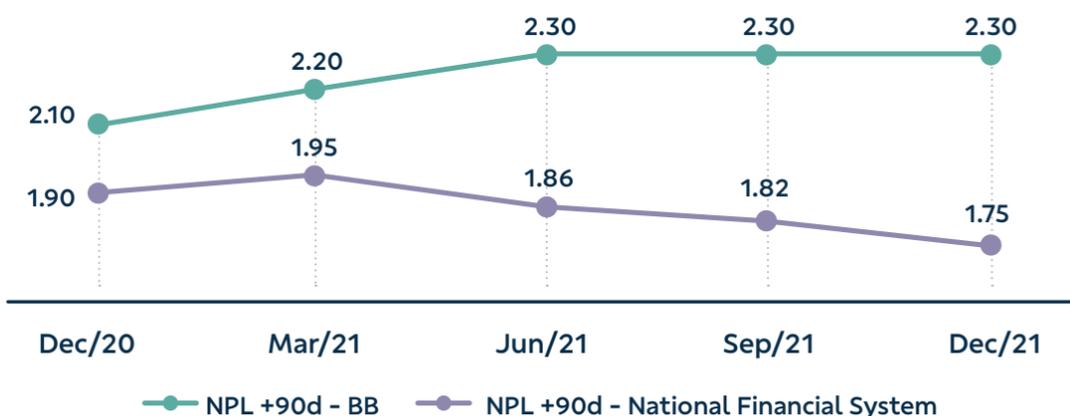
	2020	2021	Varição
ALL Expanded View	(21,923)	(13,108)	(40.2)
ALL – Credit Risk	(25,561)	(17,884)	(30.0)
ALL – Credit Recovery	7,359	7,808	6.1
ALL – Discounts Granted	(1,086)	(2,135)	96.5
ALL – Impairment Losses	(2,635)	(897)	(66.0)

Credit Quality

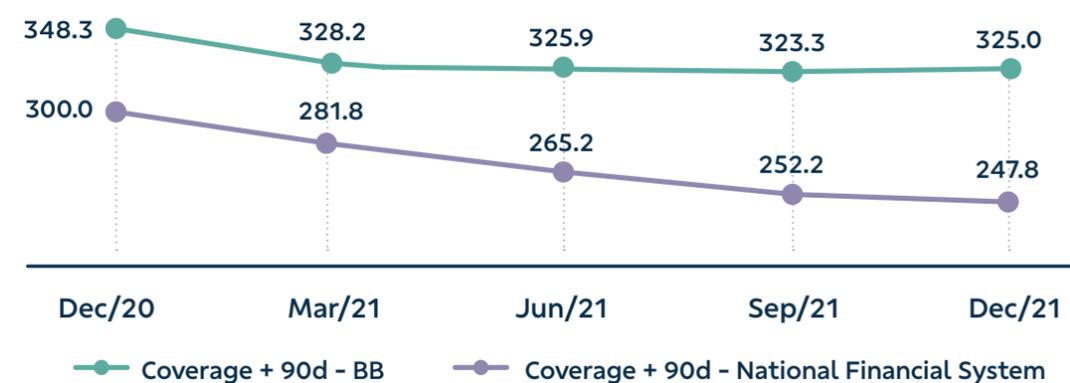
Non-performing loans (NPL) + 90 days (ratio of operations overdue for over 90 days to the related loan portfolio balance) decreased compared to December 2020 and reached 1.75%, remaining the Brazilian financial system's overall ratio.

The Bank maintains coverage consistent with the risk profile of its portfolio.

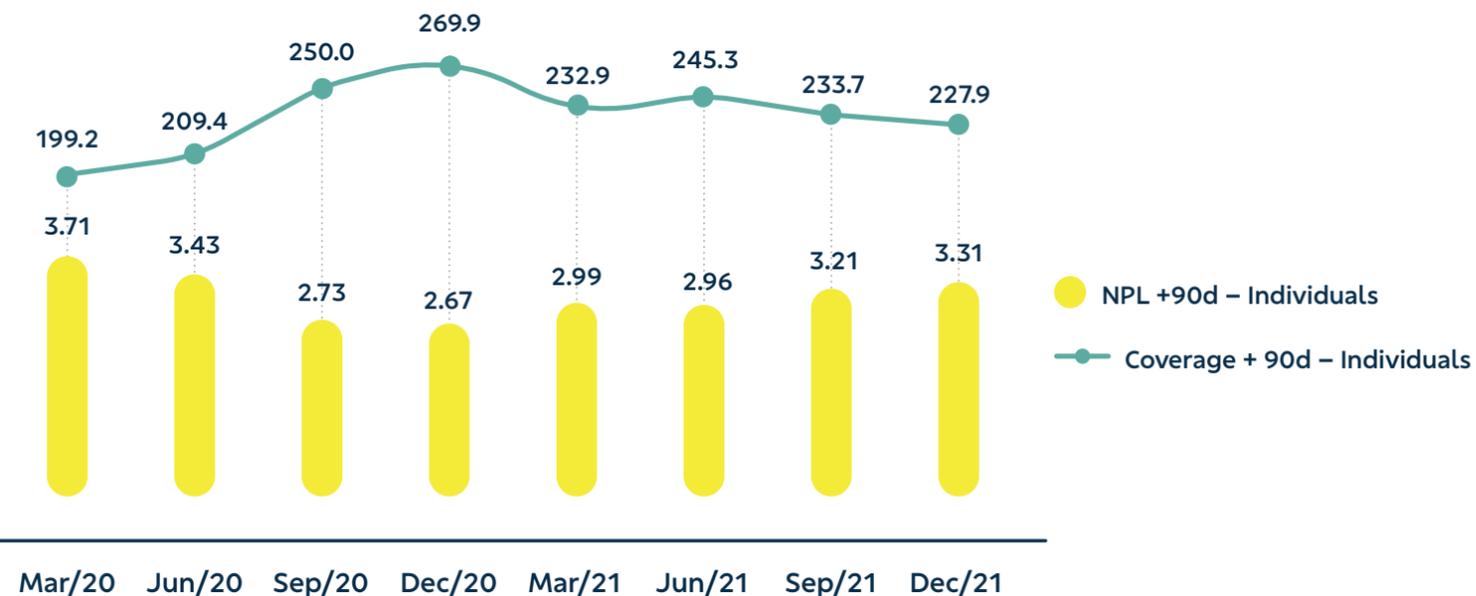
NPL +90 days – as a % of the Loan Portfolio Balance



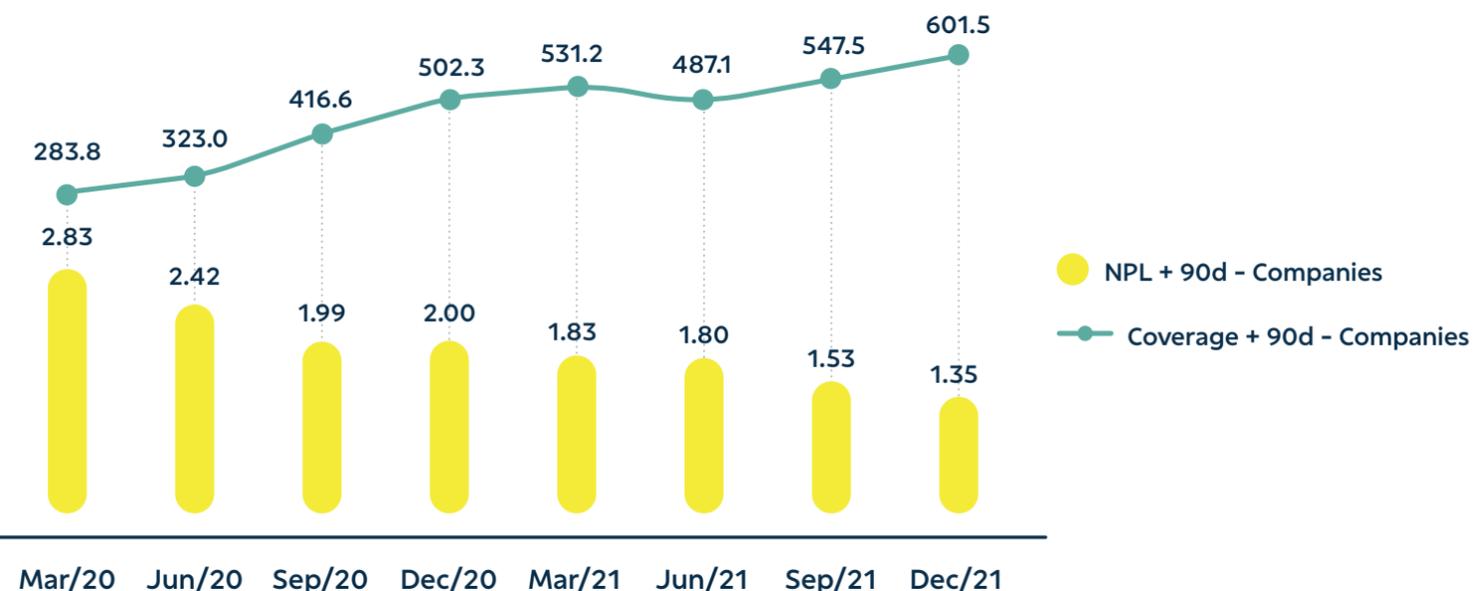
Coverage Ratios of the Loan Portfolio Balance



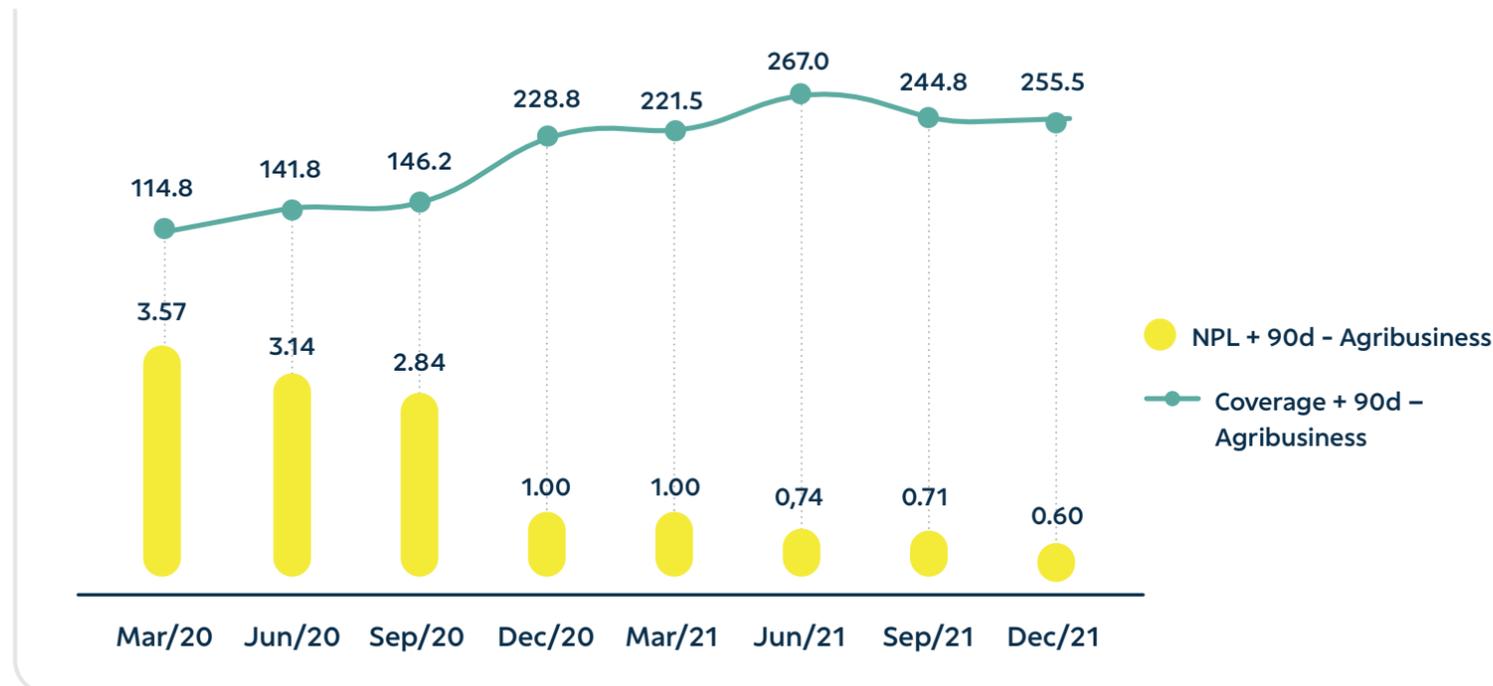
NPL +90 days and Coverage Ratio – Individuals (%)



NPL +90 days and Coverage Ratio – Companies (%)



NPL +90 days and Coverage Ratio – Agribusiness (%)



Digital Strategy

As the Bank becomes increasingly digital, we have consolidated our presence as a supplement to our physical network and by offering innovative solutions and convenience to customers. People are increasingly adopting digital platforms to perform several daily services, a new habit for millions of Brazilian citizens, and we have anticipated this trend by promoting business origination and relationships through our digital channels.

Our digital strategy is supported by a set of initiatives, divided into digital optimization and digital transformation, both enabled by a cultural transformation, by the adoption of analytical intelligence, by new ways of acting and new technologies. Digital transformation comprises our pursuit of new sources of income accelerated by open-source innovation and digital technologies. Our priorities are to seek new sources of income linked to businesses that are able to attract new customer segments, with business solutions that increase customer engagement with channels and brands.

The strategy for the 2021-2025 cycle focused on two major pillars: customers and employees. Setting goals and targets that encompassed the business and IT vision resulted in synergistic actions between these segments, thus contributing to leveraging our results in 2021 and increasing employees' and customers' satisfaction.

Examples of the results obtained include:

- Increase of the assessments' positive balance, a barometer of the sentiment from the interactions by text within the BB app (Net Sentiment Index), which increased to 5.0% from 1.8%
- A 2.04 percentage points increase in the NPS of digital native customers
- A 3.03 million increase in the customer base that makes intensive use of digital channels, reaching a total of 8.49 million customers.

BIS Ratio

Our Capital Plan has a three-year prospective view, considering (a) the Risk Appetite Statement (RAS), (b) the Corporate Strategy, and (c) the Corporate Budget.

In December 2021, the BIS ratio was 17.76% and the Tier I capital ratio was 15.16%, with 11.94% in core equity.



The Broto platform already accumulates more than 543,000 visits, with more than two thousand products advertised, and has originated more than R\$1.3 billion in business since launch.



In this sense, we continue to expand our role as a platform in the different segments in which we operate. In the agribusiness market, for example, we are scaling the [Broto digital platform](#), built together with BB Seguros, which connects formers and suppliers by offering products, services and consulting. The Broto platform already accumulates more than 543,000 visits, with more than two thousand products advertised, and has originated more than R\$1.3 billion in business since launch, fostering and boosting Brazilian agribusiness. We have added to the Broto platform other solutions such as blog, podcasts, and lives to bring information and knowledge to farmers.

In 2021, we worked on offering the solution to our customers so they could become business partners of the platform and operate as sellers. At yearend, the Companies Wholesale segment had 102 customers registered as active sellers and 95 in the prospecting phase. And it already accounted for R\$654 million in 1,575 effective business proposals, with a reach of more than 1,057 BB customers as buyers.

We ended 2021 with 22.2 million active customers on our digital platforms (internet and mobile), and transactions carried out on these channels accounted for 91.7% of our customers' transactions, a year-on-year increase of 5.2 percentage points (86.5%).

The Banco do Brasil App remained one of the best rated apps in the financial industry in the app stores with a 4.6 rating in Google Play (rated by

over 4.4 million users) and 4.7 in Apple Store (with 2.3 million reviews), on a scale with a maximum score of five stars.

At yearend, we reached a record number of 20.3 million app users. Most of these users are enabled to transact. This means that a customer not only makes inquiries, but also buys, invests, and conducts financial transactions via the BB app. The migration of customers to digital channels also resulted in an increase in the business conducted entirely via digital platforms. Digital platforms accounted for 35.7% of the disbursements in personal loans and 13.4% in payroll loans. The volume of investments and withdrawals accounted for 27.8% of the investment fund movements. In the last quarter of 2021 alone, 40.6% of service transactions (such as investments, card applications, account opening, and premium bonds, insurance and consortium transactions) were conducted using digital platforms.

We have one of the largest technology parks in Latin America, which operates with over 99.9% availability, at 81 billion transactions per month, with peaks of 9.5 billion in a single day. Our technology departments work in harmony with the business and customer departments, aiming at accelerating the digital transformation without losing the quality and effectiveness of face-to-face service to our customers.

To intensify the process of developing solutions and accelerating innovation, we became a partner of Endeavor, a major network of high-impact

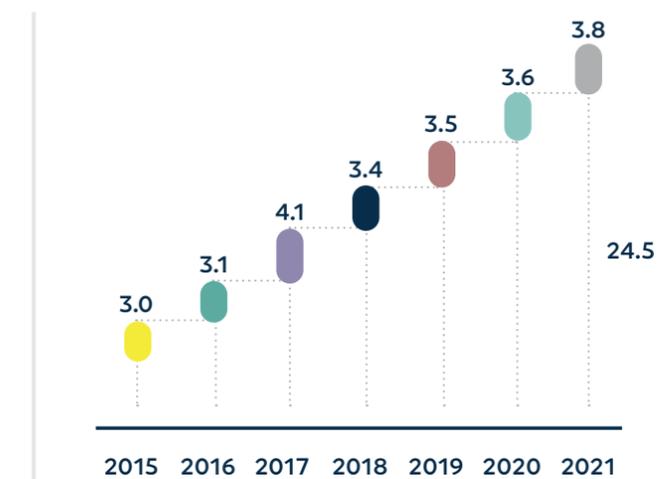
entrepreneurs worldwide and one of the contact main hubs between scale-ups within the Brazilian ecosystem.

We reached 6.9 million digital native customers, i.e., customers who started their relationship with the Bank via digital platforms, including the wallet, and posted year-on-year growth of 9.0%.

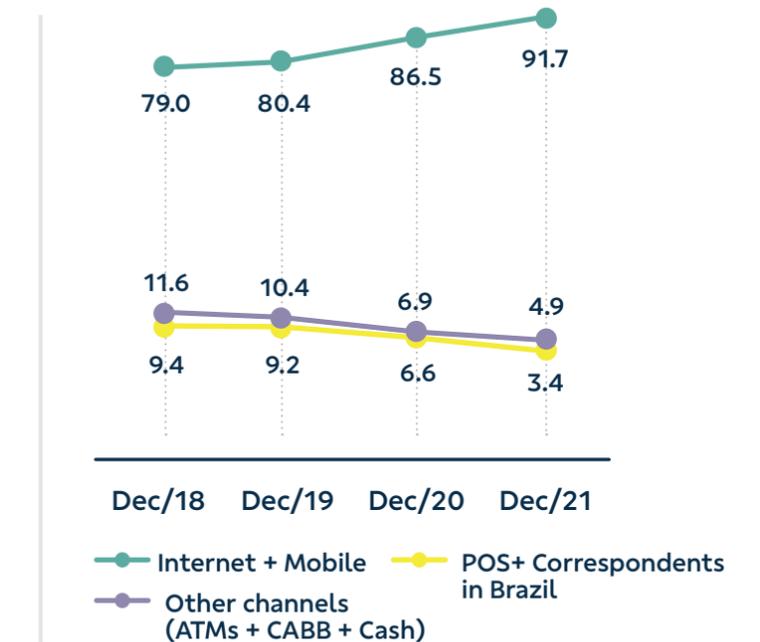
Investments in Technology

We are continually investing in technology with the aim of improving operational efficiency, reducing operating losses, expanding business, and improving customer service. The total amount invested in 2015-2021 was R\$24.5 billion.

Investments in Technology – R\$ billion



Share of Customer Service Channels in transactions – %

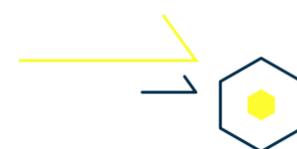




Shareholders

We have a base of 883,000 shareholders, 98.3% of whom are individuals and 1.6% are legal entities. From January 2019 to December 2021 our individual shareholder base grew to 868,000 from 430,000. These figures show our shareholders' trust and the strength of our company in scenarios of greater volatility.

We understand the importance of being close to our shareholders and holders of debt instruments, to answer their questionings on any potential impacts on our net income and updates on our business management actions. We were replied in 2,805 calls in 2021, including in conferences, events, or via email, and attended 1,193 meetings with investors, market analysts, and rating agencies. Our shares (ticker BBAS3) were traded in all B3 trading sessions and made up 1.79% of Ibovespa (São Paulo Stock Exchange Index) for the last four-month period. We also have a level 1 ADR program (BDORY) traded over the counter in the United States.



Dividends/Interest on Own Capital and Shareholding Ratio

Dividends and Interest on Own - R\$ million	2019	Shareholding Ratio (%) 2019	2020	Shareholding Ratio (%) 2020	2021	Shareholding Ratio (%) 2021
Federal Government	3,466	50.0	2,108	50.0	3,779	50.0
Previ	343	4.8	199	4.7	353	4.7
BNDES	25	0.7	-	-	-	-
Individuals	445	7.5	490	11.9	1,194	16.3
Legal entities	758	11.2	477	10.4	622	8.6
Foreign Capital	1,696	25.3	922	22.5	1,577	20.0
Others ⁽¹⁾	-	-	-	0.4	-	0.4
Total	6,733	100.0	4,197	100.0	7,526	100.0

⁽¹⁾ Comprises Treasury Shares, shares held by Members of the Board of Directors and the Executive Board and shares referring to the merger of BNC and BESC.

Market Indicators (minus treasury shares)

Market Indicators (minus treasury shares)	2019	2020	2021	Variação 2020-2021
Earnings per Share (R\$)	6.39	4.39	6.86	56.3%
12-Month Price/Profit	7.37	8.25	4.18	-49.3%
Price/Book Value	1.26	0.82	0.57	-30.5%
Market Capitalization (R\$ billion)	137.0	104.7	82.3	-21.4%
Price of common shares (R\$)	48.04	36.71	28.85	-21.4%

Innovation and Digital Business

[103-1|103-2|103-3|Innovation and technology]

Financial services have improved to keep up with the customers' demands in terms of convenience, opportunity, and diversity of services for starting and keeping hold of relationships. Accordingly, the banking industry has developed solutions aiming to support customers by adjusting their portfolio and offers to customer's expectations.

We believe that looking at customers, knowing their interests, consumption habits, lifestyles, values, and affinities, in short, valuing what is important to each customer—beyond the financial sphere—is what will increasingly make the difference in our BB way of providing services. We have changed the traditional breakdown, focused on using social and demographic data, to stay ahead of core banking in this relationship.

Customer behavior, boosted by new trends and innovations, drive business tendencies and opportunities. Trend monitoring directly benefits customers and other stakeholders, since solutions and easiness that not only satisfy but anticipate their needs may be offered.

We are working on delivering a new vision of customer strategy, centered on analytical

intelligence applied to individual knowledge. Thus, we pushed forward relationship customization, which created good experiences and mainly relevance so that people have access to a Bank highly specialized in people, looking at their specific needs.

This context assumes new, more efficient, agile business models. Therefore, we remain at the forefront of digital solutions with the use of artificial intelligence (AI), enabling customers to interact with us and enjoy services via WhatsApp and social media. The virtual assistant responds in natural language and is continuously learning, as it responds to the users' demands and questions. It does not replace other channels, such as Internet banking, and if there is a need for personal service, customers may be serviced by human employees.

We have improved our investments in cloud computing, big data, social platforms, and cognitive computing. We provide solutions capable of identifying our customers feelings and interests in the affective computing field, an AI application. This tool also provides for the identification of the customer's satisfaction level.



Transaction costs

○ **108x** cheaper than at CRBB ⁽¹⁾

○ **16x** cheaper than at ATMs ⁽¹⁾

○ **1.4x** cheaper than on the Internet ⁽¹⁾

○ CDC Product (Personal Loans) **311x** cheaper than at our branches

○ Card application (individuals) **197x** cheaper than at our branches

○ Investment in Investment Funds **1,575x** cheaper than at our branches

⁽¹⁾ CDC Product (Personal Loan), Opening a Checking Account (individual), Card Application (individual) and Investment in Investment Funds.

Cloud strategy

2021 represented the consolidation of the use of the cloud as a software building platform. Due to the volume and criticality of the applications developed, we noted a greater flexibility and speed in delivering solutions to our customers and an expansion of the processing capacity without compromising these apps' performance.

On the infrastructure side, we seek to offer a diversified portfolio. We meet the needs of the business and the building teams, and we have increased efficiency in IT management with the creation of a hybrid cloud with multicloud, that combines private cloud resources with public cloud solution resources from different vendors.

We ended 2021 with more than 15 solutions available to our customers/employees. In line with this strategy, this year we also made available to the Bank a low code platform that allowed us to give autonomy to the business areas to automate and evolve their departmental processes, thus contributing to accelerate the digital transformation. We ended the year with more than 450 citizen developers and 48 apps in live environment.

Artificial Intelligence

2021 was the year we consolidated the advance of the use of artificial intelligence (AI) in new solutions and processes of BB. The legal counsel starts to have the help of AI in the analysis of legal settlements while our human service has acted

preventively to mitigate the propensity of legal claims. The back office automation has expanded the operational capacity through new solutions that handle a growing range of documents such as contracts, powers of attorney, real estate registrations, invoices, and accounting information among other items.

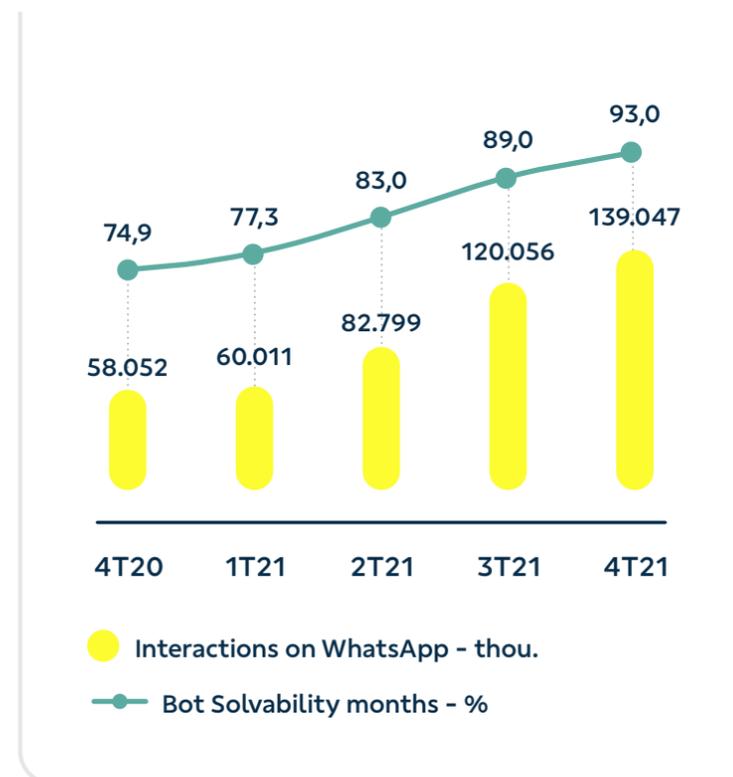
The digital onboarding, a pilot in the automated validation of id documentation, already counts on 28,000 daily validations. This solution is already present in other BB and partner products. The Social Security (INSS) proof of life is an example: the procedure is now performed using the BB app, which facilitated the procedure for more than 128,000 beneficiaries throughout 2021.

The BB Virtual Assistant consolidates the digital customer service growth stage in 2021 by using WhatsApp, Google Assistant, Facebook, Twitter, Digital Wallet, Internet selfservice, and BB Portal. In 2021, 23 million people held 57 million conversations with the Bank's virtual assistants. Just on WhatsApp, there were 17.7 million people holding 43.3 million conversations, a year-on-year increase of 130% in number of users.

Another highlight was the expansion of the use of voice channels supported by Artificial Intelligence. New queries were made available in the BB Virtual Assistant present in Google Assistant and the voice Intelligent Search facilitates the experience in the BB app and is already used by more than 2.6 million customers. Also in 2021, we launched the Cognitive IVR, expanding the capacity to serve our customers with AI solutions in both speech recognition and voice generation.

The purpose of using artificial intelligence at Banco do Brasil is to enhance the efficiency, streamlining, and usability of processes, as well as optimizing decision making and promoting engagement with customers, employees, and other stakeholders. The goal is to increase human capacity in decision making, doing business, or solving customer challenges.

WhatsApp Interactions vs. Bot Solvability



"By using the best technologies available and analytical intelligence, artificial intelligence, low code and cloud solutions, we want to provide convenience and simplicity to our clients, both individuals and companies, which are increasingly using digital platforms to carry out many banking and non-banking services. Our goal is to serve the client the way they want, when they want and with the security they expect, enabling the generation of business and expanding the relationship via the digital channels. In order to accelerate innovation and the digital transformation process, we are establishing many partnerships and increasing our investments in technology so as to maintain our digital solutions as benchmarks in the market."

Marcelo Cavalcante de Oliveira Lima
Chief Digital Business and Technology Officer

Artificial Intelligence at Banco do Brasil



Open Banking

Throughout 2021, we engaged strongly in the Open Banking or Open Financial System implementation process and we remained engaged in the various forums established within Febraban and the Open Banking Convention. We assumed a leading role in the ecosystem by coordinating the work of the Specifications WG and the Architecture WG, two extremely strategic Working Groups in the Open Banking Convention.

Open Banking consists of integrating information systems by allowing data, product, and service sharing among financial institutions and other institutions licensed to operate by the Central Bank. It is considered by the Central Bank as an important innovation tool for the financial market that makes the banking industry more efficient and competitive. The system is based on building APIs to integrate the technological platforms and infrastructures of the institutions participating in the ecosystem and allows sharing the data and services within the Open Banking scope.

Initially planned for implementation in 2021, the Open Banking system should be completed in 2022, given the complexity of the infrastructure required to operate.

We are strategically focused on consolidating BB as an Open Banking benchmark in the market by upholding our pioneering spirit. For customers and society in general, we have strengthened communication to disseminate the concept of the Open Financial System and prepare consumers to take advantage of the benefits of Open Banking. Internally, we focused on preparing employees

for the new scenario by training them to answer customers' questions and use the new business relationship opportunities.

In addition, we have invested in adapting processes and businesses, as well as creating new business models for the Open Banking scenario that will be completed in the coming periods.

The actions developed over 2021 factored in both the Regulatory Open Banking, with specific deadlines and delivery dates, as well as the evolution of business with customers in external integrations.

We also have the Developer Portal, a platform that allows customers and non-customers to access the Bank's APIs. Currently, the Portal's portfolio includes the Collection, PIX, PIX Integrated Billings, Direct Debit Authorization, and Batch Payments APIs. The Portal offers an end-to-end digital integration journey, including a solution testing environment, and allows connecting the developer public by maintaining an active community that contributes to building and improving our services.

Throughout 2021, more than 5,000 new integrations were signed with corporate customers, more than 13,000 developers were registered, and more than 6,000 went live.

The BB's API portfolio, which includes APIs made available via the Developer's Portal, closed the last quarter of 2021 with 14 integrated and callable business APIs. The decrease in the number of callable APIs is due to the revision of the portfolio available for business integration.

Pix

Our Pix solution, embedded into all our business apps, quickly carries out customer transfers (payer and receiver). In 2021, we consolidated and expanded do Pix by making available new solutions, such as Pix Integrated Billings, Pix Integrated Collection, and Pix Collection. We should also highlight:

- **The quality of our deliveries and the strict meeting of the deadlines** set by the Regulator place Banco do Brasil in a prominent position, which sheds a positive light on BB's image in the Market and strengthens our soundness. Such deliveries and how they unfold are key for our continuity as a financial institution and directly impact the satisfaction of our customer base.
- By the end of 2021, we had **19 million Pix keys** registered by **16 million users**, of which almost **1 million** were legal entities. During the year, we registered more than **1.49 billion transactions via Pix**, including sending and receiving cash, reaching a transaction amount in excess of **R\$1.24 trillion** and a **market share of 27.5%**, and **R\$138 million in fees**.
- Our Pix solution, embedded into all Bank business apps, **quickly carries out customer transfers** (payer and receiver). As for **ease of registering Pix keys**, as well as the **simplicity and promptness** to make transfers, supports our network to retain customers.

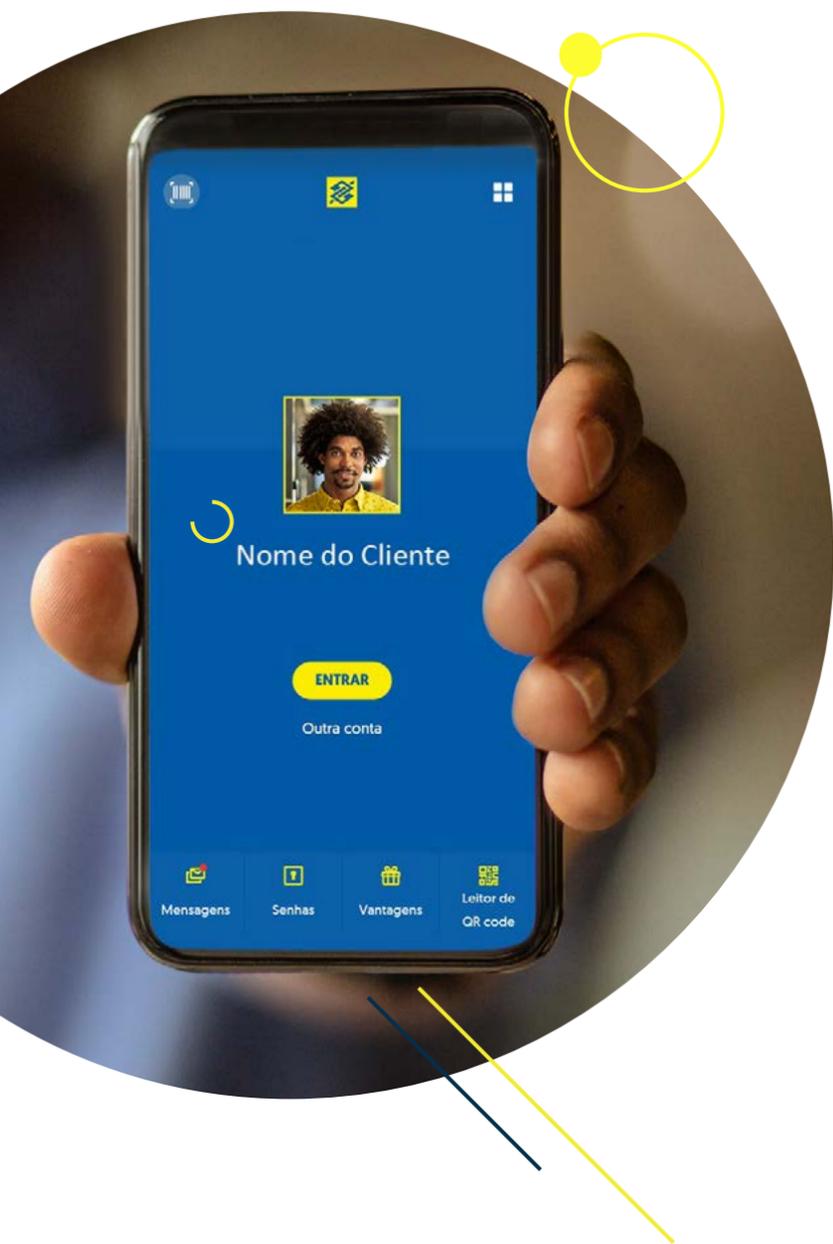
Quantity of Partners and APIs

	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021
APIs with Calls in Live Environment	17	16	16	15	14
Regulatory APIs	-	2	4	13	15
Partners with Calls in Live Environment	307	653	1,332	2,548	3,076
Partners in Test Environment	273	726	946	1,343	1,087

- BB customers may make Pix transfers **via our app, WhatsApp, and even by Google Assistant voice command**. In terms of volume, we process **19.3% of Pix payments and receipts**, and this volume accounts for **28.6% of total transaction volume**.
- In 2021, we made available **Pix limit customization, Pix Collection - expirable QRcode** (similar transaction to a collection slip), **Pix scheduling, Pix Withdrawal, and Pix Change**, and the **Special Return Mechanism** (allows challenging amounts due to fraud, scams, or failures). Pix's Rolling Agenda follows the same pace for 2022, and includes **new products and new settlement options** for users.

Throughout 2021, more than 5,000 new integrations were signed with corporate customers.





Other innovation initiatives

> Acceleration - Smart Cities Endeavor Program

We are part of the Smart Cities startup acceleration program, which follows best market practices. The connection with startups is an excellent way to promote a culture of innovation and digital transformation in large companies.

Our involvement in a program like this allows us to look for new business opportunities, generate learning, and strengthen BB's role in this innovation ecosystem.

> First Investments in Startups

BB is a shareholder in three Equity Investment Funds (FIPs), with indirect stakes in 29 startups. We also launched two BB Exclusive FIPs, one focused on impact and ESG investments.

> New Business Development Structure

We entered into an agreement with the Recife Center for Advanced Studies and Systems (CESAR), focused on accelerating the development of new business models. The agreement covers modeling and acceleration of strategic initiatives built in partnership between the sponsoring Strategic Units and the internationally renowned Institute, linked to UFPE, a university, and Porto Digital do Recife.

> Digital Experimentation Center

More than 100,000 customers were part of four tests already completed and three in progress regarding UX writing, audience testing, and approach using Behavioral Economics for learning and scaling up the adoption of the best approaches.

> BB Store - Affiliates

Launched in 2021 in the BB App, the solution centralizes the offer of non-financial products and services and has already reached more than 279,000 unique customers.

In addition to the already known Gift Cards, this marketplace started with a unique benefit: by using a BB Store link, the customer receives in his/her account cashback from purchases made on Amazon.

> Digital Account (Individuals) and Digital Legal Entities Account

For the purpose of further improving the customer experience with relevant digital solutions, in 2021 we added the possibility of opening a checking account directly in the BB App for legal entities (sole-proprietorships, micro businesses, and limited liability sole-proprietorships) and individuals.

Both have the same benefits as a checking account opened at a branch by granting access to the Bank's entire portfolio of products and services and without any limitation on transactions or any need for an upgrade. In addition, the opening process was integrated with artificial intelligence tools, which eliminated the requirement of some documents and made the flow simpler and more seamless for the customer.

> Billing and self-management of credit card limits

In 2021, total billing revenue from credit and debit cards issued by BB was R\$376.2 billion, a year-on-year increase of 22%.

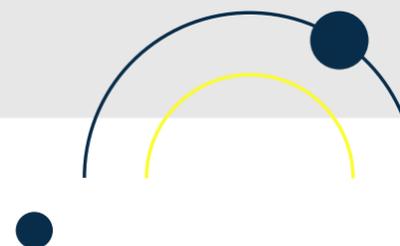
In the period we implemented several new features to improve customer experience and satisfaction,

BB App

In 2021, the Banco do Brasil app maintained its prominent position among the best rated in the world. [102-15]

2021 Highlights

- Recurrent users (>=10 accesses per month): **13.0 million**
- We hit **20 million** unique users on the channel: **20,301,003**
- A **21.5%** increase in average daily users: **7,512,800**



such as self-management of card limits, due to the major impact it had on billing. The tool, made available in July 2021, combined the limits screen (installment payments and revolving limits as a single screen) and directly impacts the card primacy ratio, since customers tend to prioritize the use of the card with a higher limit.

In 2021, the tool was used in BB's self-service channels by 2.7 million individual customers to customize card limits (increase, decrease, and keep it unchanged). Among these channels, the BB App was the most used and accounted for 82% of these events. Also, 2.2 million out of total customers that used the solution increased their credit card limits and injected R\$2.669 billion in BB's credit card limit portfolio.

In addition to increasing customer freedom and autonomy, the solution reduces the use of our physical structure and call center, and contributes to accelerate the digital transformation of the Bank.

> **Expansion of partnerships and API integration**

The search for solutions that provide the best customer experience through innovations that generate sustainable business for the Bank resulted in the expansion of card partnerships, boosting revenue from this type of means of payment, and in an increase in cash partnerships, with consequent customer engagement through API (Application Programming Interface) integrations.

In addition to the benefits for customers, who are now able to complete fast, more secure transactions, the solutions also bring great

advantages to the Bank, such as a closer relationship with our customers, setting new partnerships (which allowed us to reach our target audience on a large scale), and the consolidation of Banco do Brasil in the BaaS (Bank as a Service) market.

In 2021, the progress in building APIs allowed us to enter into and implement more than 100 partnerships with tech companies, which develop various solutions, promote BB's services, and increase business opportunities. Of the more than 5,000 customers that consume our APIs, almost half use the cash financial services through our partners' platforms. Altogether, five APIs are available on the BB Developers Portal and several others are at the pilot stage, undergoing several preparations before being massively released.

> **Card Partnerships**

Prioritizing the card strategy targeted non-account holders, with investments in the digitization of processes and the creation of a support ecosystem for actions aimed at this audience, was key for expanding our customer base and growing partnership card revenues in 2021.

This revision of the way we pursue partnerships, still in its early stages, resulted in 2 million new customers and revenues of approximately R\$10 billion. One of the solutions that stood out, corroborating this result, was the implementation of an 100% digital card hiring model, which enables automatic approval with immediate use, and contributed to earning 80% higher activation fees in 2021.

> **BB Pay**

BB Pay is a solution under development that covers all means of payments currently used at the Bank (direct debit, Pix, Open Banking, slip, and credit cards), for the purpose of simplifying receipt and payment of amounts for both the receiver and the payer.

With this multiplatform tool, a BB customer will be able to access the Bank's services via BB App, Web, Widget, or API, which will allow greater accessibility and scalability to Banco do Brasil's solutions.

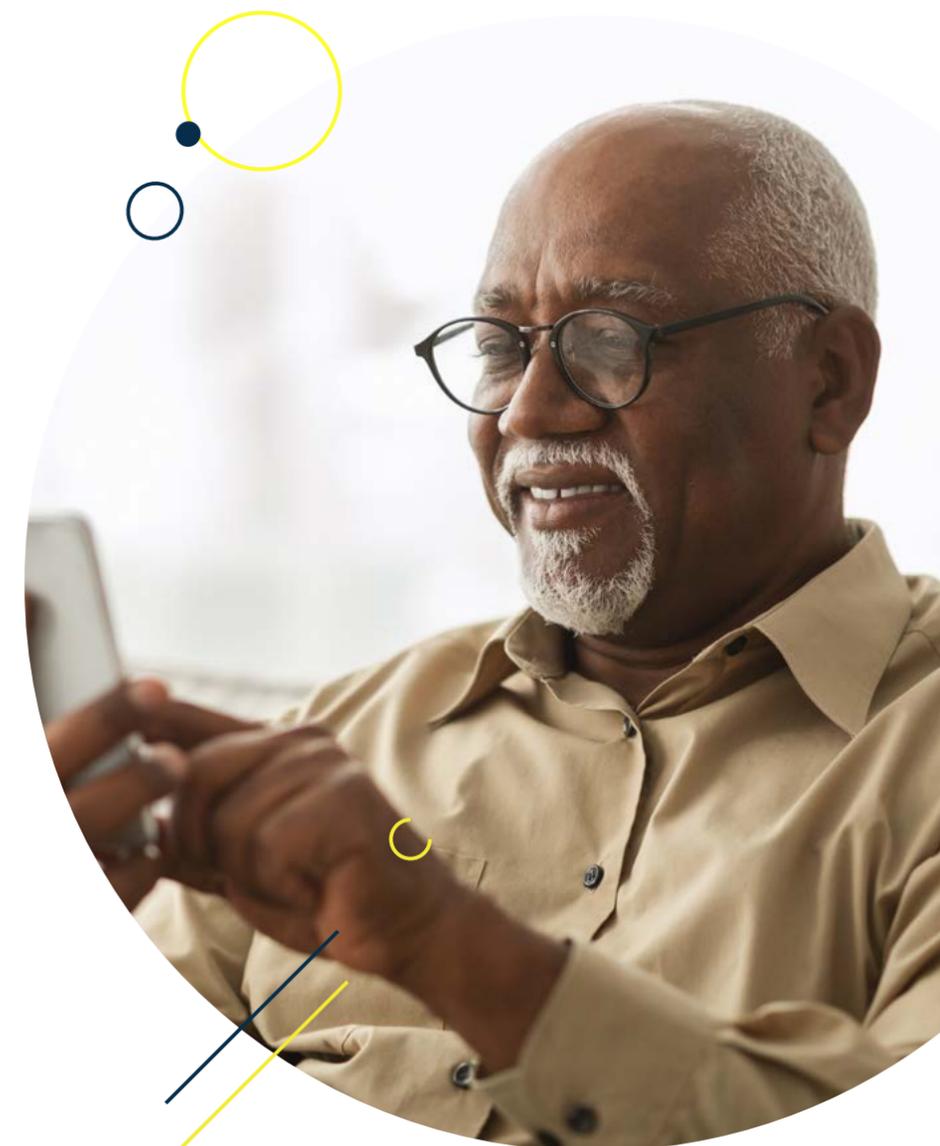
At the end of the second half of 2021, we successfully made our first payment via Open Banking using BB Pay, which strengthens our cutting-edge position and huge capacity to get things done.

> **Affiliates marketplace**

In November 2021, we took yet another step to expand our portfolio of non-financial services solutions. Now, a customer can already purchase goods from the App and earn a cashback on his or her account.

Because one of the largest digital retailers in Brazil joined the BB affiliate program, customers who buy goods using the link available on BB store will receive a cashback.

The implementation of the affiliates marketplace has been extremely successful and already has tens of thousands of customers using the solution. This is just the first step of the affiliates marketplace strategy, as we intend to rapidly expand the number of brands offered.



> **BB Blog**

In April 2021, we created the BB Blog. The Blog's main mission is to offer relevant content not only to Banco do Brasil's customers, but also to people who do not yet have a relationship with the Bank. This editorial strategy—which offers a mix of opportunity topics with evergreen content—reached more than three million visitors in the second half of 2021.

The 96% usefulness ratio (positive ratings to total ratings) attributed by the audience to the posts in the period, as well as the more than 25,000 shares of the content on various platforms (Facebook, WhatsApp, Twitter, and Instagram) are noteworthy.

> **Corporate Venture Capital (CVC) Program**

The CVC program is key to drive open innovation by helping developing new businesses, expanding the markets where we do business, while promoting a better customer experience. Being close to startups is a way to exchanging experiences and learning, incorporating new technologies, and increasing competitiveness. In addition, the opportunity to invest in impact startups generates even more value, not only for BB, but also for society and the entire ecosystem.

In 2021, we made our first investments in Venture Capital funds. This investment philosophy is based on the following pillars: (1) Investment verticals: agritechs, customer experience, fintechs, and govtechs; (2) Maturity stage: focus on seed and Series A stages, with tested products and active customers; (3) Partnerships: venture capital managers, startups, and accelerators; and (4) ESG:

prioritizing startups that have clear objectives, metrics, and environmental and social impact, and responsible governance goals.

> **Low-code**

The challenge of developing cloud solutions has been met with Low-Code software development, on the Faz.ái platform, which supports quicker, more independent automation of less complex internal processes, while focusing on corporate management and governance. This tool increases the ability to automate work processes with greater efficiency, seamlessly, and process digitization.

> **Virtual Assistants**

We continue to progress in the use of virtual assistants to serve individual and corporate customers, account holders, and non-account holders. The BB Virtual Assistant are present on WhatsApp, Google Assistant, Facebook, Twitter, Digital Wallet, Internet selfservice, and BB Portal.

The use of virtual assistants has contributed to the integration of physical and digital services by acting as the first layer of service for managed customers and preferred channel for non-managed customers. It also contributes to reduce the number of calls that are directed to human service centers or the branch network. As a result of a strong strategy, at the end of December, only 6.8% of the conversations were escalated to human service.

By using artificial intelligence and conversational experiences by text (chatbots) or voice (voicebots), the assistants provide information, clarify doubts about products and services, and also perform transactions. To keep progressing, in 2021, we

innovated once again by being the first bank to offer portability of INSS benefits and bank collection through WhatsApp, in addition to bill and card limit queries through Google Assistant.

New lines of debt renegotiation, disputed purchase, NFC activation, credit card activation and application, and bill issuance and consultation for bank collection slips, have been added to the services and transactions that were already offered, such as Pix, checking bank balances and statements, bill and tax payments, transfers, card limit and invoice consultation, benefit and government aid consultation, debt renegotiation, cell phone and public transport card recharging, searching a BB branch by location, information on how to join, and advantages of Open Banking, as well as information for startups and software developers.

In addition to the possibility for a customer to start a conversation, BB is using the feature known as Active WhatsApp. Through it, we send a message to a customer and the virtual assistant starts the conversation from there. We have already sent messages about personal loans, credit card offers and alerts, information about Open Banking, security messages, a welcome message after a product is bought, and happy birthday messages, among other initiatives.

Our focus is making virtual assistants increasingly more humanized, welcoming, and problem-solving, thus bringing convenience and satisfaction to customers. Besides the continuous improvement of content curation, with investments in employee training and improvement, we developed the use of buttons and image and video media in

The 96% usefulness ratio (positive ratings to total ratings) attributed by the audience to the posts in the period, as well as the more than 25,000 shares of the content on various platforms (Facebook, WhatsApp, Twitter, and Instagram) are noteworthy.





the conversations, to make them more assertive. Knowing the habit of Brazilians of sending voice messages, we have also improved speech-to-text conversion to ensure the artificial intelligence interprets correctly the audios received. In practice, for example, a customer can send an audio requesting to make a Pix and the transaction is completed on WhatsApp itself with all the customer authentication security using the customer's credentials and password, as in the case of other digital channels.

Aware of the increasing future trend in the financial industry to use chatbots, we are constantly investing in team training and tools that can support this type of transaction to be able to deliver positive experiences and allow the improvement of customer service via digital channels.

> Analytical Intelligence

Our guiding principles and investments in analytical culture and the data use remained strong throughout 2021, reaffirming our strategy to generate value. As a result, we place the customer at the center of our work and priorities by keeping focused on operational efficiency, using customer service channels and services supported by data and analytical intelligence.

The analytical intelligence structure consists of multidisciplinary tribes and squads that generate synergy between business, technological solutions, and analytics. In addition to facilitating the use of data and enhancing acculturation, it also allows for quicker deliveries.

The actions and efforts to expand the culture, knowledge, and analytical maturity continued to grow in 2021, reaching 2,390 graduates in, but not limited to, Business Analytics, Data Science, and Engineering.

The Conquest, Reconquest and Succession strategy in Agribusiness, the data-based Proof of Life solution for social security beneficiaries, and the preparedness for OpenFinance are some of the examples of analytical intelligence contribution and support to Banco do Brasil's customers and businesses.

> BB in the Metaverse

We are in the Metaverse, with real-world actions transported to the "Complexo" virtual city, a RolePlay server that guides gamers in the creation of a Banco do Brasil building, based on the existing headquarters in Brasília, and promotes a virtual tour through the historical building that houses Banco do Brasil Cultural Center in Rio de Janeiro (CCBB-RJ).

In the game, a player will be able to open accounts and receive benefits for his character. There will be banking jobs and jobs the player will come across on virtual city's beaches and billboards, ads from the BB DTVM fund manager. This is an excellent opportunity to work the investment culture, so important for society in general, in a way that is attractive to new generations, by introducing unique funds in the industry such as BB Ações Equidade, BB Ações US Biotech BDR Level I, and BB Ações Agro.

We started supporting the electronic games segment in 2018. Since then, we have sponsored events such as the "Brasil Game Show" (BGS) and the "CBCS - Campeonato Brasileiro de Counter-Strike", introduce championships, such as the VALORANT Ultimate Ignition Series, and, this year, we promoted the exchange of experiences between gamers and eSports lovers with "Game Talks BB", in addition to creating the "BB Game Series Etapa Universitária", the first tournament owned by the Bank, and expanding the BB Squad. Through eSports, we are able to diversify our digital transformation and customer base renewal strategies.

We are in the Metaverse, with real-world actions transported to the "Complexo" virtual city, a RolePlay server.



Governance, ethics and transparency

3

Corporate Governance

|103-1|103-2|103-3|Ethics and compliance|

By adopting good corporate governance practices, we show our commitment to the basic principles of transparency, accountability, equity and corporate responsibility and foster trust in relations with all stakeholders, especially shareholders and investors – critical factor for investment decision-making and, therefore, capital attraction. We consolidated a sustainable management, which balances and protects the interests of all parties, so that no party is benefited at the expense of other ones.

In line with the best practices applicable to the domestic scenario, our activities are governed, guided and restricted by the State-Owned Entities Law (Lei das Estatais), which outstrips, in terms of corporate governance, the Brazilian Corporate Law (Lei das Sociedades Anônimas) requirements. Because of our nature as a publicly traded corporation and our area of operation, we are subject to the regulations of the Brazilian Securities and Exchange Commission (CVM) and the National Monetary Council (CMN), among others, which address several corporate governance aspects. We are listed on the Brasil, Bolsa, Balcão (B3)'s New Market (Novo Mercado), the most demanding segment in terms of corporate governance.

Our internal governance architecture comprises our Bylaws, the minutes of the General Shareholders' Meeting, the Internal Regulations of the governance

bodies and the Board of Directors' advisory committees, as well as our policies, rules and procedures.

The joint decision-making model has been adopted since 1995, and all decisions, regardless of hierarchical level, are made with the involvement of unit representatives and support from executive committees to set strategies and approve proposals for different business.

We adopt the segregation of duties within the corporate governance scope. Units responsible for risk management and internal controls, for example, are not under the direct supervision of the Chief Officers to whom officers or units responsible for business activities report; officers or units responsible for credit risk analysis activities must not report directly to the Officer to whom the officers or units responsible for granting loans or guarantees report, except for credit recovery cases; and Chief Officers, Officers or any other person responsible for managing the Bank's own assets must not manage third party assets. |102-25|

The objective, clear, reliable and timely provision of information is assured. All facts are subject to disclosure, except those of a restricted nature, which expose the institution's activity and image to risk, or those protected by law. |102-25|

BB Leadership Program

|102-27|

The BB Leadership Program kicked off in 2016 and its goals include the assessment and mitigation of possible succession risks and guidance on the development of participants in a planned and proactive manner, in addition to providing inputs for decisions on senior management succession and changes.

In 2021, evaluation cycles were carried out for the BB Leadership (Officers, General Managers and Auditor General) Executive Managers and Superintendents. In total, 18 supervisory committees were set up, which allowed to identify areas of higher succession risk and to speed up talent training. Additionally, lists with suggestions of names for 11 leadership positions for both Banco do Brasil and the Conglomerate were created.

We show our commitment to the basic principles of transparency, accountability, equity and corporate responsibility.



Senior Management Compensation

[103-2|103-3|Talent attraction and retention]

Fixed compensation amounts and benefits granted to senior management are calculated based on market surveys, internal balance, required capabilities and responsibilities, according to the position.

The portions that make up the total compensation (fixed compensation, variable compensation and benefits) are submitted every year for approval of the Annual General Meeting, subject to relevant legal provisions.

In compliance with CMN Resolution, we have a Human Resources, Compensation and Eligibility Committee (Corem), whose purpose is to assist the Board of Directors to set the management members' compensation policy. [102-36]

The body is composed of at least three and at the most five effective members, one chosen from among the members of the Board of Directors, nominated by minority shareholders; one chosen from among the members of the Board of Directors, nominated by the Federal Government; and up to three chosen at the discretion of the Board of Directors. The committee should be mostly composed of independent members. [102-36|102-37]

The [management members' compensation policy](#), which comprises senior management, is available on the Investor Relations website. The policy

goals are to attract, encourage, reward and retain management members to conduct business in a sustainable way, subject to proper risk limits, in short, medium and long-term strategies and by combining the interests of shareholders and other stakeholders. Amounts actually paid are also disclosed, in each period, in accordance with legislation and regulations in force.

The Management Members' Variable Compensation Program (RVA) is intended exclusively for Executive Board members on an annual basis. It is set according to the management members' risks and activities and conditioned on activating the Statutory Profit Sharing (PLR) Program for employees and achieving accounting profits.

The Variable Compensation Program calculates compensation based on corporate, individual, collective and unit indicators, linked to the application of the business plan and the Corporate Strategy. Part of the amount granted under this Program is paid in kind and part in shares, partially deferred over four years. Deferred installments are subject to the company's continuing results and may be reversed. [103-2| 103-3 3Attraction and retention of talents]

In the 2021 Edition, the indicator adopted for the corporate level was the fulfillment of the Bank's Master Plan. Accordingly, the alignment of the program with Banco do Brasil's corporate strategy increased.

The percentages of contributions made to the highest governance body are equal to those of other employees. Therefore, contributions and payments made, both for the General Social Security Regime

(RGPS - INSS) and the Supplementary Social Security Regime, are the same for all stakeholders, either restricted or associated.

Closed-End Private Pension Entities (*Entidades Fechadas de Previdência Complementar - EFPC*), which sponsor benefit plans, make no distinction between its members, with benefits being granted according to each Plan regulation. [102-35]

Senior Management Evaluation

The performance evaluation of the Executive Board members is carried out by a specific tool for the analysis of the professional capabilities that covers different aspects, such as management acts and quality of decisions, strategic communication, commitment, mobilization and engagement, relationship with stakeholders, sustainable results, innovation, focus on customer and strategic and market vision. Since 2009 the Board of Directors has evaluated the collective performance of the Executive Board and, as of 2018, it has also evaluated the individual performance of members on an annual basis.

Every six months, the Executive Board members conduct a self-evaluation and are evaluated by their superior officer, so that the members of the Board of Directors evaluate the Chief Executive Officer (CEO), who, in turn, evaluates the Chief Officers and Officers directly reporting to them and, at last, Chief Officers evaluate the Officers reporting to their area of operation.

The performance of the units, used to measure the amount to be paid as variable compensation, is measured by a corporate tool called Work Agreement (Acordo de Trabalho - ATB). This evaluation model, based on the goals proposed by the Corporate Strategy, allows for a balance between short and long-term visions. The ATB indicators relate to several topics, including commercial and financial performance, customer satisfaction and experience, operational efficiency, risk management, human management, and corporate environmental and social (E&S) responsibility. [102-35|103-2|103-3|Sustainability culture]

Sustainability drivers are evaluated through indicators ranging from the strategic level, with the Master Plan, to the operational level, with the work agreement of units and the employee performance evaluation (Radar do Gestor – Supervisor's Radar). Indicators include the assessment of results of the units' operating plans, which impacts the variable compensation of statutory officers and of employees of the strategic, tactical and operational units.

Evaluation of the Board of Directors

As provided for in the Bylaws and Internal Regulations of the Board of Directors, the directors annually evaluate, through a specific tool, the performance of the Board of Directors and the committees set up within its scope. This evaluation model was revised in 2018, so that the members of the Board of Directors now evaluate the performance of the Chairperson and the individual performance of the members of the Board committees.

The items that make up the evaluation tool, updated in the 2018 revision, cover different corporate governance aspects. Evaluations are not independent and take place annually. The results of the evaluations carried out by the Board of Directors are forwarded to the Board itself, with the possibility of discussing and proposing measures or recommendations accordingly. [102-28]

Governance Innovations and Adjustments

Since 2006, our shares have been listed on the B3 – Brasil, Bolsa, Balcão (B3)'s New Market (Novo Mercado), a special listing segment, which gathers companies with the highest corporate governance levels.

In 2021, we once again obtained the Level I Governance Seal (IG-SEST), reaching, in the five cycles performed, the maximum score (10) in all criteria evaluated by Secretariat of Coordination and Governance of State-Owned Enterprises (Sest) from the Ministry of Economy. These recognitions are the result of several improvements in the Bank's internal governance practices and framework.

Over the year we carried out the revisions of the Banco do Brasil Report on the Corporate Governance Code, the Specific Related-Party Transaction Policy, and amendments to the Bylaws, among which we highlight:

- o a one-off change to the corporate purpose (with no change to the main activity) to specify the Bank's operations as a "bank as a platform", an opportunity brought by the technology and regulatory transformation of the Banking industry;
- o streamlining of the process for licenses and leaves of up to 30 days to Executive Board members;
- o adjustment of the number of members for the Risks and Capital Committee (Coris);
- o defining the technology and innovation topics to be focused by the Technology, Strategy and Innovation Committee (Cotei), with the reduction of the maximum number of members, to five from six, and changing its name to IT and Innovation Committee;
- o aligning the provisions of the Banco do Brasil's Ombudsman according to CMN Resolution No. 4,860/2020; and
- o setting up of the Corporate Sustainability Committee (Cosem), aimed at advising the Board of Directors on sustainability topics, based on the best market practices and the commitments voluntarily assumed by Banco do Brasil. [102-19]

Recognitions

Banco do Brasil has been recognized by its corporate governance practices:

- o Between 2017 and 2021, Banco do Brasil reached the maximum score (10) in the five evaluation cycles of the Governance Indicator of the

Secretariat of Coordination and Governance of State-Owned Enterprises (IG-SEST) from the Ministry of Economy. The evaluation monitors the continuous adjustment of the companies to Law No. 13,303/16 (State-Owned Entities Law), Decree No. 8,945/16 and good corporate governance practices;

- o In 2020, Banco do Brasil was granted the level of excellence by the Federal Court of Accounts (TCU) after completing the work related to the adjustment of federal state-owned enterprises to the regulatory framework applicable to state-owned companies, Law No. 13,303/2016 (process TC 036.817/2018-0);
- o In 2021, the result of the survey conducted by TCU, for the purpose of the Integrated Governance and Management Index (IGG), reinforced Banco do Brasil's advanced position regarding these topics.

In 2021, we once again obtained the Level I Governance Seal (IG-SEST), reaching, in the five cycles performed, the maximum score (10).





Compliance Program Review

In 2021, the Board of Directors approved the Compliance Program review, which now includes ESG and General Data Protection Regulation (GDPR) aspects.

The Program is based on the guidelines of the compliance, ethical principles and integrity culture, and of good corporate governance practices, as well as on specific guidelines, organized in integrated and supplementary drivers that rule the operational and business activities of the Bank, thus fostering the development of the best corporate management practices. It is aimed at preventing, detecting and correcting the Institution's exposure to non-compliance with laws, rules and external and internal regulations, and with the Code of Ethics.

Managing compliance risk, with a focus on reaching the status of compliance, sustainability and safety in business, processes, products and services, and reinforcing the prevention of illegal acts, misconduct and damage to reputation, contributing to the reduction of financial losses, are also targets of the program.

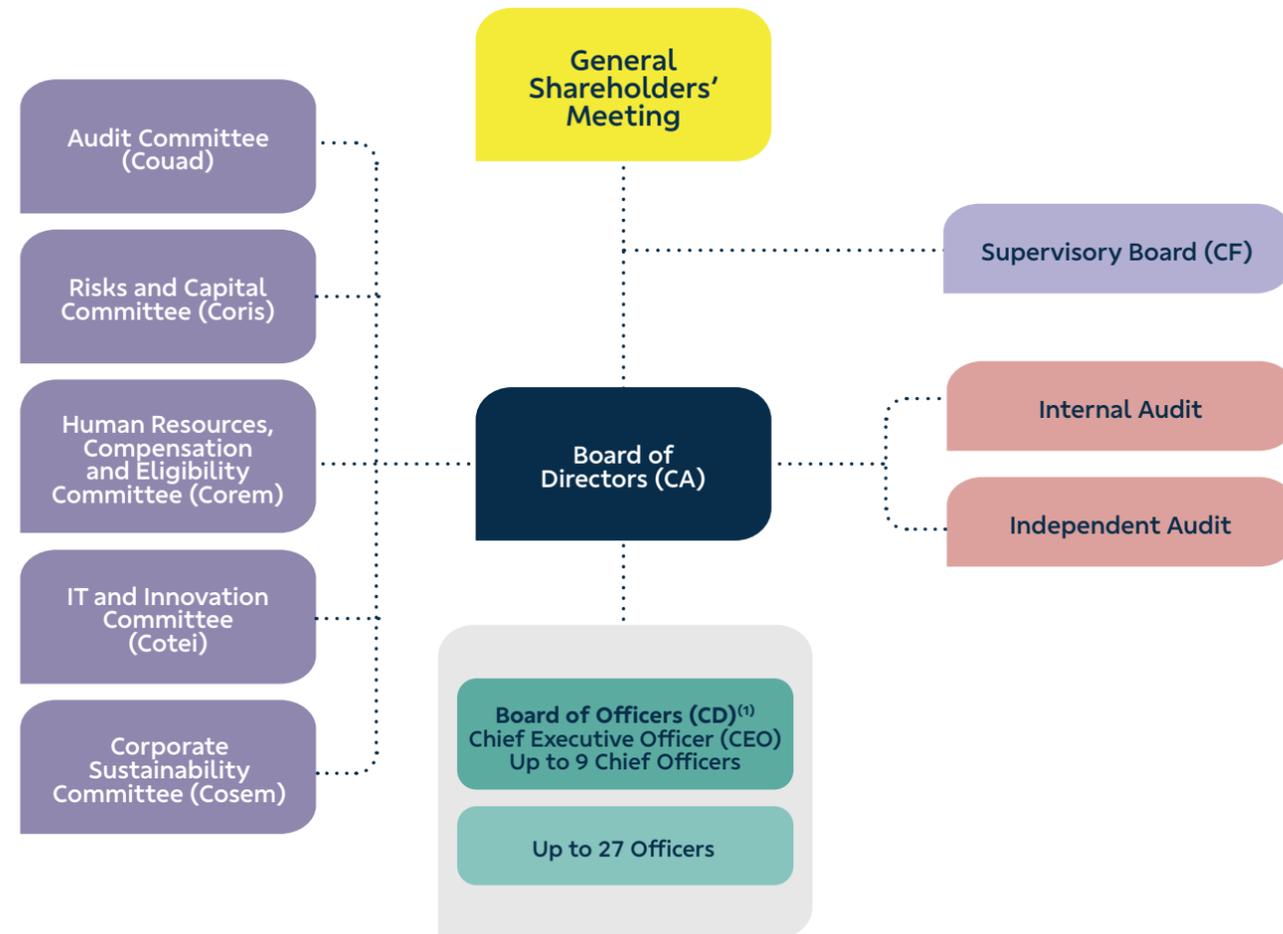
Our Compliance Program meets the minimum parameters required by anti-corruption legislation (Law No. 12,846/2013 and Decree No. 8,420/2015), and follows the guide of the Office of the Controller General (CGU) for the implementation of the Integrity Program in state-owned enterprises, and the best market practices (ISO 37301:2021, U.S. Federal Sentencing Guidelines and DSC 10.000).

The document made public can be accessed on our [Investor Relations website](#).



Governance structure

[102-18]



⁽¹⁾ Article 24, items II and III, of our Bylaws, allows up to nine (9) Chief Officers and twenty-seven (27) Officers. We currently have eight (8) Chief Officers and twenty-three (23) Officers.

The organization chart is available on: <https://ri.bb.com.br/o-banco-do-brasil/estrutura-organizacional> > Internal Structure.

General Shareholders' Meeting

In addition to the duties provided for in the Brazilian Corporate Law and other legal requirements, the General Shareholders' Meeting is responsible for resolving upon:

- the sale of all or any shares of the capital stock of the Bank or its subsidiaries; initial public offering; increase of capital stock through subscription of new shares; waiver of rights of subscription of shares or debentures convertible into shares of subsidiaries; sale of debentures convertible into shares of the Bank issued by subsidiaries; or, also, issuance of any other securities in Brazil or abroad;
- transformation, merger, take-over, spin-off, dissolution and liquidation;
- exchange of shares or other securities; and
- differentiated corporate governance practices and execution of contracts for this purpose with the Stock Exchange.

Board of Directors (CA)

Management body that brings together strategic, guiding, elective and supervisory functions, not including operational or executive functions.

[Internal Regulations](#)

Executive Board (Direx)

The administration is the responsibility of the Executive Board, which is composed of the CEO, Chief Officers and Executive Officers. The Executive

Board is responsible for complying and enforcing the compliance with the Bylaws, the decisions of the General Shareholders' Meeting and of the Board of Directors, and for exercising the assignments defined by the Board of Directors, always in accordance with the principles of good banking techniques and good corporate governance practices.

[Internal Regulations](#)

Board of Officers (CD)

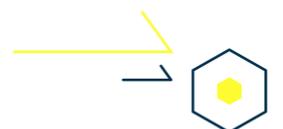
A joint body composed of the CEO and Chief Officers responsible for proposing and enforcing execution of the Policies, Corporate Strategy, Investment Plan, Master Plan and General Budget of the Bank; approving and enforcing execution of the Work Agreement; deciding on the internal organization and administrative structure; distributing and investing profits, as resolved by the General Shareholders' Meeting or the Board of Directors, in accordance with legislation in force, among other statutory duties.

[Internal Regulations](#)

Supervisory Board (CF)

The Supervisory Board is the permanent supervisory body for administrative management actions, aimed at protecting our interests and those of the shareholders, subject to the public good and the Company's social function requirements.

[Internal Regulations](#)



Audit Committee (Coaud)

A permanent statutory body responsible for advising the Board of Directors with respect to the exercise of its audit and supervisory functions. It is responsible for the regular supervision of activities and assessment of the independent audit work, as well as for exercising its duties and responsibilities concerning the subsidiaries that adopt the single audit committee regime. It is also incumbent upon the Audit Committee to assess and monitor the Internal Audit activities, assess and monitor risk exposures, monitor accounting practices and information transparency, and advise the Board of Directors on resolutions upon matters within its purview, notably those related to supervision of management and strict compliance with compliance principles and rules, corporate accountability and governance.

[Internal Regulations](#)

Human Resources, Compensation and Eligibility Committee (Corem)

A permanent statutory body, whose duties, among other functions provided for in legislation, are to advise the Board of Directors on setting out policies on human resources management, compensation, nomination and succession of management members; to opine, advising shareholders on the nomination of management members, members of the Board of Directors and Supervisory Board's advisory committees, on the fulfillment

of requirements and lack of restrictions for the respective elections; to check the conformity of the evaluation of management members, members of the Board of Directors' advisory committees, members of the Supervisory Board, Auditor General and Ombudsman.

[Internal Regulations](#)

Risks and Capital Committee (Coris)

A permanent joint body whose primary role is to advise the Board of Directors on risk and capital management. Therefore, among other functions, Coris supervises the Executive Board's compliance with the Risk Appetite Statement (RAS); assesses proposals for setting out and revising specific risk and capital management policies; supervises compliance with said policies; assesses the level of compliance of the risk management processes and structure with the risk and capital management policies.

[Internal Regulations](#)

IT and Innovation Committee (Cotei)¹

A joint statutory body whose purpose is to advise the Board of Directors on technological trends and new business models, projects or innovation initiatives to cope with these trends and their effects on Banco do Brasil.

[Internal Regulations](#)

Corporate Sustainability Committee (Cosem)

A joint statutory body intended to advise the Board of Directors on the Bank's sustainability issues, based on the best market practices and the commitments made by Banco do Brasil.

[Internal Regulations](#)

Internal Audit (Audit)

The Internal Audit reports to the Board of Directors and is responsible for assessing the adequacy of internal controls, the effectiveness of risk management and governance processes and the reliability of the collection, measurement, classification, accumulation, registration and disclosure process regarding events and transactions, with a view to preparing the financial statements.

Independent Audit

The Independent Audit Function is responsible for auditing and expressing its opinion on the financial statements, including the adequacy to the accounting standards issued by the National Monetary Council (CMN) and the Central Bank of Brazil (Bacen); evaluating the quality and adequacy of the internal control system, including electronic data processing and risk management, evidencing the identified deficiencies; describing the non-compliance with legal and regulatory provisions that have or may have relevant impacts on the financial statements or operations of the audited entity. It is

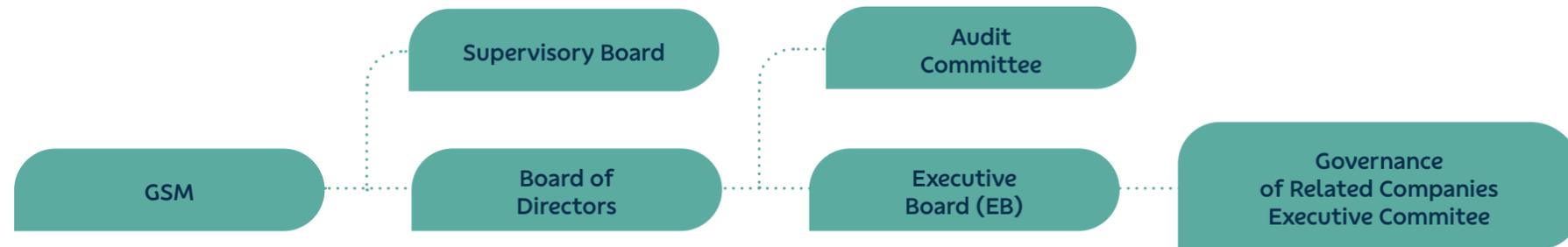
incumbent upon the Board of Directors to hire and remove the independent auditors, whose names may be subject to a duly justified veto by the elected director. [102-18|SASB FN-CB-230a.2]



¹ In 2021, the technology and innovation themes were defined as the focus of the Technology, Strategy and Innovation Committee (Cotei), which became known as the Technology and Innovation Committee.



Governance of the Conglomerate



- Participants:**
- UGE (Coord.) - Related Companies Governance Unit
 - Direo - Strategy and Organization
 - Dirco - Controllershship
 - Dijur - Legal
 - Diris - Risk Management
 - Coger - Accounting
 - Difin - Finance

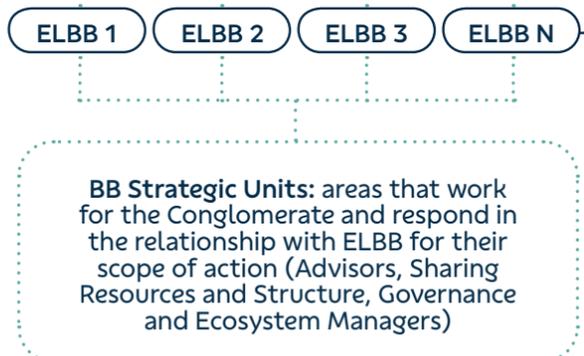
Principle of independence of appointed members

Respect for the legal personality of each entity

BB's deliberations of an advisory/guidance nature

Key Dimensions

- People
- Strategic Alignment
- Economic-Financial Performance
- System of Controls, Risk Management and Compliance
- Value Creation and Sustainability



- Accounting Information:**
- Link to FSs
 - Information on share capital
 - See more about ELBB

Ethics and Transparency

[103-2][103-3][Ethics and Compliance]

Ethical actions and conduct are translated into credibility, transparency and strength – a must-have for financial institutions. Ethical performance and compliance with laws and regulations by the organization and employees ensure greater reliability and determine customers' and shareholders' satisfaction. Weaknesses in processes, systems and people may pose risks to the institution and, consequently, damage to stakeholders. Ethics management contributes to the prevention of torts and mitigates financial losses and damage to reputation.

In addition to being a legal obligation, preventing and combating corruption and crime is our social responsibility for building a better country. Preventive actions corroborate the fight against other crimes, such as theft, drug and arms trafficking, by making it difficult to use the money from these acts and their feedback.

We have a robust system for corporate ethics management comprising Ethics Management, Internal Ombudsman, Disciplinary Control, Integrity and Compliance processes, which operate in a coordinated and structured way with other product, process and service supervisors.[102-17][SASB FN-CB-510a.2]

We act preventively by sharing values and standards of functional conduct, with internal communication actions and provision of ethics courses and training events, in addition to informing and registering the

regular acknowledgment of the Code of Ethics. The code contains assumptions, guidelines and responsibilities to be assumed by all employees, senior management included.

We are members of the Financial Action Task Force on Money Laundering and Terrorism Financing (FATF) and the National Anti-Corruption and Anti-Money Laundering Strategy (ENCCLA), and Febraban's Anti-Money Laundering and Terrorism Financing Sectoral Council and Anti-Money Laundering Sub Council. Learn more about it on the [Sustainability website](#).

Anti-corruption actions are structured to mitigate the risk that employees or third parties, acting in our interest or benefit, will carry out an act of corruption against public entities. Anti-money laundering procedures set out by regulatory bodies require permanent adjustments to procedures and computerized systems, as well as communication and training actions for employees.

A major challenge faced in view of our broad network is developing, implementing and consolidating an organizational culture based on ethical principles and respecting regional, cultural and individual differences. To this end, actions are taken to share anti-corruption culture, training on this topic is provided and controls are implemented in processes. When an illegal act is identified, proper disciplinary measures are taken, including a timely and comprehensive investigation and the application of sanctions to those involved.

We participated in the preparation and implementation of the National Anti-Corruption Program (PNPC), focused on public organizations and aimed at reducing the levels of fraud and corruption in Brazil, launched in 2021 as part of the National Anti-Corruption and Anti-Money Laundering Strategy (ENCCLA). We are members of ENCCLA and participate in the meetings for preparing and implementing the goals and actions of this strategy. Additionally, we have a specific department responsible for managing the Anti-Money Laundering, Counter-Terrorism Financing and Anti-Corruption process in Banco do Brasil.

In addition to having strategic policies and investing in compliance programs aimed to ensure that all planned and approved actions are properly carried out, we aim to comply with the best governance practices, including by taking into account the records of regulators, such as the Ministry of Transparency and Office of the Controller General of the Government, as in the Pro-Ethics program, for instance.

All units are responsible for ensuring the application of ethical guidelines. The staff has a leading role in carrying out those actions that make up the guidelines. Every day, in the exercise of their duties, employees apply laws, regulations, rules, policies and procedures, complying with principles of integrity, ethical conduct, efficiency and business sustainability.

With respect to disciplinary actions, the Internal Ombudsman, via Ethics Committees, is responsible for dispensing due disciplinary treatment to those involved. In 2021, the Regional Ethics Committees resolved complaints claiming interpersonal conflicts regarded as legitimate by the Internal Ombudsman, investigating any alleged misconduct of each defendant and assigning measures aimed at their repositioning. [102-17][SASB FN-CB-510a.2]

We have a robust system for corporate ethics management comprising Ethics Management, Internal Ombudsman, Disciplinary Control, Integrity and Compliance processes.



Access to Information

In compliance with the Access to Information Law (Law No. 12,527/11), we make available, on the Access to Information page, public information of collective or general interest produced or kept by the institution. On the same website, a link is made available to the Citizen Information Service (SIC) channel, to ensure access to public information not actively made available by us.

In 2021, 461 requests for access to information were received at our SIC, representing a monthly average of 38.41 requests. The average response time has been 11.03 days.

Code of Ethics

[102-16|102-17|SASB FN-CB-510a.2]

[103-2|103-3|Ethics and Compliance]

The Code of Ethics provides guidance on the values that must be adopted by senior management, employees, third parties (interns, apprentices, officers and outsourced companies' employees) and those operating or providing services on our behalf or for us.

The document is reviewed annually to provide guidelines on how to act when current ethical dilemmas and challenges arise. An updated Code of Ethics keeps us compliant with legal requirements, joining the best corporate governance practices for

state-owned companies, in conformity with the commitment to investing in ethics promotion actions (Pro-Ethics) and reflects the desire to get closer to employees. The new version is innovative and in line with the content of the codes of ethics of major global companies.

To provide greater representativeness and legitimacy to documents, all members of the Board of Directors and the Board of Officers take part in resolutions upon approval and sign the Code of Ethics. The signatures evidence their commitment and involvement of senior management with corporate ethics.

With each update of the Code, we promote a communication campaign to the staff (via Intranet, email and corporate systems) for sharing, raising awareness of, and registering their acknowledgment of the document. In 2021, we reached a 98.60% awareness rate for the Code.

All stakeholders are encouraged to report suspicious situations to the Internal Ombudsman, and failure

to comply with the Code of Ethics guidelines can result in sanctions according to the severity of the occurrence, its circumstances and the level of participation of the employee involved.

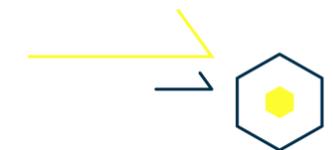
Complaints falling into mediation proceeding, which aim to reach agreement between the parties involved, may be carried out through four modalities: restorative mediation, conciliation, restorative conversation and restorative cycle. Of the mediation proceedings carried out, totaling 231, 131 agreements were reached between the parties, and 29 were left unsettled. For the remaining 71, claimants dropped charges or the subject matter of the issue was dismissed, and some of them were under analysis by the end of 2021.

The ECO methodology is used if a complaint against an employee includes misconduct and/or non-compliance with the Code of Ethics affecting a group of people. Investigation is carried out through interviews to conclude whether the complaint is either legitimate or illegitimate.

Breaches of the Code of Ethics reported

[SASB FN-CB-510a.2]

The Internal Ombudsman, also based on the ECO methodology, is responsible for confirming the misconduct and/or non-compliance with the Code of Ethics, in which case the demand is classified as legitimate. Of the 75 ECO complaints, 37 were found illegitimate, 21 were found legitimate with the application of administrative and educational measures, 5 were found inconclusive, and 12 were under analysis by the end of 2021.



Indicator	2019	Target for 2019	2020	Target for 2020	2021	Target for 2021	Change 2020-2021	Target achieved	Target for 2022
Employees who reported their adherence to the Code of Ethics (%) [205-2]	99.05	98.00	99.00	99.00	98.60	99.50	- 0.40%	99.10%	99.50

Ombudsman Case Study Solution	2019	2020	2021	Change 2020-2021
Illegitimate	86	39	37	-5.13%
Legitimate with administrative/educative measure	68	43	21	-51.16%
Insufficient data for analysis	37	22	5	-77.27%
Under analysis	9	15	12	-20.00%
Charges dropped	1	-	-	-
Total complaints	201	119	75	- 36.97%

When complaints are received with indications of irregularities subject to Disciplinary Control (omission or proven action carried out failing to comply with laws, the Code of Ethics and internal regulations, which results in losses to the Bank or expose it to risks), they are submitted to the responsible departments. The Disciplinary Control governs discipline of current and former employees involved in irregularities. The process begins when the irregularity is characterized and its authorship and materiality are evidenced.

The disciplinary control process has the following phases and levels of authority: investigation, analysis, trial and decision, enforcement and review. Once the employee’s responsibility for the irregularity is substantiated, employees may be sanctioned with guidance, such as a Statement of Awareness, to a punitive sanction, such as suspension, removal from office or dismissal. Furthermore, in- and out-of-court measures may be adopted against the employee to recover losses incurred.

In 2021, disciplinary measures were applied (more than one employee involved in the same irregularity), as shown in the table below.

Solution by employee	2019	2020	2021
Under progress		83	69
Term of acknowledgment	113	20	28
Dismissal	23	6	5
Suspension	52	1	9
Warning	28	-	6
Irregularity not proven	-	18	13
Removal from office	2	1	1
Term of acknowledgment and pecuniary liability	1	-	-
Warning and pecuniary liability	-	-	-
Reminder	42	45	10
Dismissed case	-	-	1
Total number of solutions	364	174	142



Ethics Trail

The Ethics Trail provides training on the Banco do Brasil's Code of Ethics and ethical principles. Available at the Corporate University, by the end of 2021, the Trail consisted of 17 educational solutions (courses, video classes, articles and booklets, among others) for discussing ethical behaviors: Preventing and Combating Corruption, Preventing and Combating Moral and Sexual Harassment, Experiencing the Code of Ethics, Non-Violent Communication, BB Values, Inclusive Culture, among others. [205-2]

Completing the courses is a requirement for selection processes, enrolling for opportunities of internal professional growth and getting scholarships for Continuing Education Programs. This is aimed at making staff aware of the behaviors expected by the Bank.

For senior management, in addition to Ethics Trail courses, in 2021, training was provided with lectures on cybersecurity, environmental, social and governance (ESG) issues and digital transformation.

The Ethics Trail provides training on the Banco do Brasil's Code of Ethics and ethical principles.

Anti-corruption and anti-money laundering

[103-2|103-3|Anti-Corruption, Anti-Bribery and Anti-Money Laundering]

To address this issue, we have the [Anti-Money Laundering, Counter-Terrorism Financing and Anti-Corruption Policy](#).

The Internal Audit regularly evaluates the effectiveness of the anti-corruption and anti-money laundering process, pointing out the need to take actions to improve controls and mitigate any risks involved. The process is also periodically evaluated by inspection and control authorities and by the Independent Audit function, which includes rules, procedures, monitoring systems, training program and compliance with applicable laws and regulations. Businesses with Politically Exposed Persons (PEE) are previously authorized by senior management.

Specifically in the Entities Affiliated to Banco do Brasil (ELBB), the policies and procedures established are evaluated periodically to check whether they are in line with our guidelines; the review and structuring of processes are supported and guided by a specific department. Additionally, technicians and/or executives of Entities Affiliated to Banco do Brasil are invited to attend training events. In 2021, a risk management assessment of the 17 main Entities Affiliated to Banco do Brasil was carried out, focused on Anti-Money Laundering, Counter-Terrorism Financing and Anti-Corruption. [205-1]

The "Ant-Corruption" and "Companies and Anti-Corruption" training courses are available on the UniBB Portal and are accessible to all employees. The "Anti-Corruption" course aims at enabling employees to identify situations or business that are indications of corruption, based on the definition of harmful acts practiced against the Public Administration, in accordance with legal requirements. The "Companies Anti-Corruption" course aims at enabling participants to identify elements that make up the different aspects of integrity in companies and mechanisms to strengthen them within the corporate culture. [205-2]

All members of the Board of Directors and Board of Officers are aware of the Anti-Money Laundering, Counter-Terrorism Financing and Anti-Corruption Policy. We also maintain training courses on the topic on the UniBB Portal. [205-2]

The Senior Management Trail, intended for our leadership, includes courses such as Anti-Corruption, Experiencing the Code of Ethics, Banco do Brasil cares for Values; Synapse – Anti-Money Laundering and Counter-Terrorism Financing. The main course of the Trail, Senior Management in Focus, addresses topics such as: Anti-Corruption Law, Internal Controls, Capital Markets, Corporate Law and Confidentiality and Disclosure of Information. By the end of 2021, 53 of the 55 directors, statutory officers and members of the Board of Directors' advisory committees participated in the trail. [205-2]

The Business Security and Prevention of illegal Acts Trail is intended for all employees and makes available 19 educational solutions on the UniBB Portal, nine of which are directly related to preventing and combating corruption and money laundering. [205-2]

Investigation

We are exposed to risks that employees, third parties or intermediaries of any nature, acting to their benefit or in their interest, may carry out harmful acts, such as corruption, against the Public Administration, either national or foreign, provided for in the Anti-Corruption Law, or in any legislation of this type, of transnational scope and those applicable to the jurisdictions in which we operate.

The main risks identified regarding our possibility of being classified as perpetrators of a corruption act are present in business involving public entities as counterparties, through the action of direct agents or third parties acting on our behalf. The risks present in negotiations with legal entities due to bidding processes, contract management, and access to credit on lines with rates below those offered by the market were also considered relevant. [205-1]

We are not involved in any confirmed corruption case, as provided for in the Anti-Corruption Law or Clean Company Law, so that no agreement has been terminated and has not been renewed because of violations. [205-3|103-2|103-3|Anti-Corruption, Anti-Bribery and Anti-Money Laundering]

In 2021, three new administrative accountability processes were filed to investigate the practice of corruption by companies against us, in addition to the five cases ongoing in 2019. Over the year, six cases were tried, of which four of them were subject to fines and extraordinary publication and two were dismissed. The other processes are still under investigation. [205-3|SASB FN-CB-510a.1]



In 2021, no public lawsuits related to corruption were identified as filed against the organization or its employees. [205-3]

In 2021, there were no administrative procedures to determine accountability in cases involving the collection or receipt of undue commission for services rendered by employees. [205-3]

Efforts and results

In 2021, measures were taken to mitigate the occurrence of harmful acts that could be qualified as corruption, and the highlights were as follows:

- Prospecting of an electronic management tool for the Administrative Accountability Process (Processo Administrativo de Responsabilização – PAR), awaiting approval;
- Reaching more than 21 thousand employees trained on the “Anti-Corruption” course, totaling more than 76 thousand courses taken since 2016, enabling them to identify situations or business that are indicative of corruption, in accordance with legal requirements, and guiding them to use the appropriate communication channel to report suspicious situations or unlawful acts; [205-2]
- Training of more than 55 thousand employees on the “Companies and Anti-Corruption” course, totaling more than 71 thousand courses since its launch. The course was developed in partnership with Alliance for Integrity, covering everyday situations in which there are integrity risks, aiming at enabling the employee to act as an agent that applies the integrity measures in their daily lives; [205-2]

- Training of members of the Preliminary Investigation Commission to PAR – Coinp and Commission for Conducting PAR – Copar for training ePAD, promoted by the Office of the Controller General (CGU); participation in the “Anti-Corruption Control” Forum promoted by (CGU); attendance of the Alignment of Concepts in the National Training Program on Anti-Corruption and Anti-Money Laundering – PNLD course; attendance of the National Anti-Corruption Program (PNPC); participation in the 2nd season of Compliance, Ethics and Integrity – CEI;
- Training of employees on integrity issues, and the following certifications were granted: CAMS (ACAMS) – Certified Anti-Money Laundering Specialist, CPIIC (LEC – Legal, Ethics and Compliance) – Professional Certification in Corporate Internal Investigations, and CPC-A (LEC) – Professional Certification in Anti-Corruption Compliance;
- Monitoring of news websites aiming at verifying legal entities involved in crimes related to corruption and/or money laundering, recorded in the registration database, so that the situations are analyzed by the department in charge, prior to conducting business;
- Periodic monitoring of the National Register of Punished Companies (Cadastro Nacional de Empresas Punidas – CNEP) and the Foreign Corrupt Practices Act (FCPA), to support analysis of the maintenance of our business relationship with companies punished for corruption;

- Monitoring of processes that enable the identification of facts subject to be addressed by Law No. 12,846/2013;
- Preparing of the Annual Integrity Communication Plan;
- Issuing specific guidelines for conducting the Anti-Money Laundering, Counter-Terrorism Financing and Anti-Corruption Process in the ELBBs;
- Reviewing and applying the methodology for internal money laundering, terrorism financing and corruption risk assessment;
- Broad disclosure of the anti-corruption topic to internal and external stakeholders.

Reaching more than 21 thousand employees trained on the “Anti-Corruption” course, totaling more than 76 thousand courses taken since 2016.



Risk Management

4

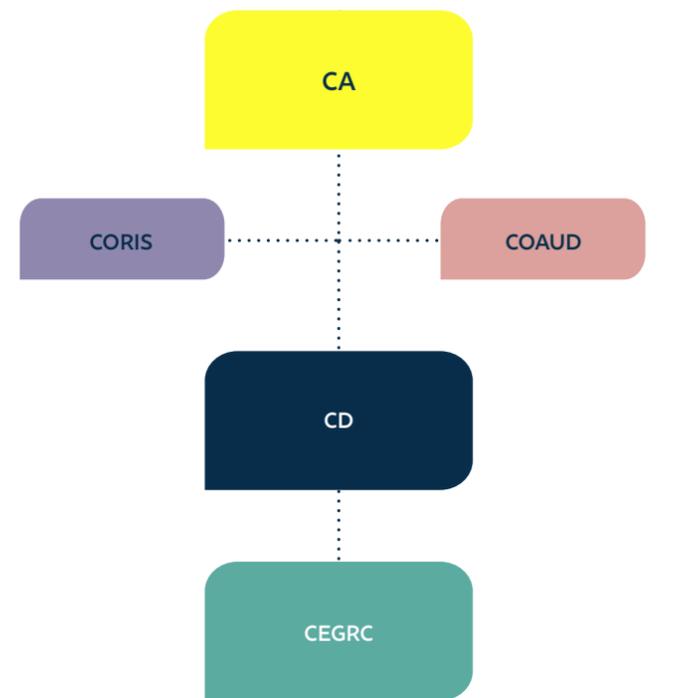


Risk Management Governance

We have a risk and capital management system that meets the aspects and standards set forth in the rules issued by the National Monetary Council (CMN) and the Central Bank of Brazil (Bacen) and seeks a permanent alignment with good management practices.

- segregation of duties: business vs. risk;
- specific risk management structure;
- defined management process;
- decisions at many hierarchical levels;
- clear rules and a structure of approval levels; and
- reference to the best management practices.

The following chart represents the governance structure established for risk and capital management.



- Board of Directors
- Audit Committee
- Risks and Capital Committee
- Board of Officers
- Executive Committee for Risks, Internal Controls, Assets, Liabilities, Liquidity and Capital Management



"We seek the permanent alignment of our risk and capital management system with the best market practices. In 2021, noteworthy was the significant progress in investments in cyber security and in the fight and prevention of illicit acts and fraud. We continue to invest in the training of our technicians to maintain our distinguished ability to proactively and preventively react to external events. Based on the compliance and sustainability pillars of our business, we seek to maximize risk-adjusted return and ensure excellence in risk management."

Ana Paula Teixeira de Sousa
Chief Internal Controls and Risk Management Officer



Risk mapping and identification

The continuous process of identifying risks is extremely important for our organization. It includes an analysis of internal and external inputs and addresses the risks incurred on a prospective basis. The Corporate Set of Relevant Risks plays an important role in risk and capital management, as well as in business management.

Risks are identified based on:

- a) Risks that may impact the achievement of the objectives contained in the Corporate Strategy;
- b) Risks inherent to the activities of Entities Affiliated to Banco do Brasil (ELBB);
- c) Risk factors included in BB's Reference Form, which are considered more relevant and may impact our business and the results of our operations;
- d) Risks identified by the supervisors in the first line of defense in their processes;
- e) Regulatory guidelines in Brazil and abroad;
- f) Banking industry's concerns; and
- g) Benchmark of financial institutions in Brazil and abroad.

The assessment of the relevance of risks takes into account quantitative (direct losses) and qualitative (indirect losses and risk factors or causes) criteria that result in the risk relevance matrix.

The Radar Regulatório (Regulatory Radar) corporate tool is used for the automated capture

of the rules published on the websites of the main Regulators, with more than 200 research sources. This resource helps mitigate risks and ensure regulatory compliance and continuous adequacy of our processes, through the analysis of the relevant impact of rules and their association with internalization plans.

In 2021, in accordance with the indicator created to measure the timeliness of the analysis of the new external rules, the impact and action plan for mitigating risks of 99% of them are recorded within seven business days.

Management processes and strategies

The purpose of the risk management structure is to identify, measure, assess, monitor, report, control and mitigate risks, in addition to ensuring the continuous improvement of management.

The planning of the strategy, policies and guidelines related to the activities involving assumption of risks is based on the Risk Appetite Statement (RAS) and the budget and capital are allocated in a sustainable and optimized manner.

Over the course of 2021, we improved the use of the Analytical platform in a big data environment,

the matrix work model and the use of agile methodologies, with the development of risk management models and panels based on that environment.

We also implemented, under the supervision of the Central Bank of Brazil, Doc No. 5050, aimed at the forwarding of information on the risk base and operational losses, in accordance with Articles 32 to 36 of Resolution No. 4,557 of February 23, 2017, Circular Letter No. 3,979 of January 30, 2020, and Regulatory Instruction No. 33 of the Central Bank of Brazil of October 29, 2020.

There was progress in 2021, such as the review of the management framework of many relevant risks, the review of the Internal Model of Interest Rate Risk in the Banking Book (IRRBB), the review of the Liquidity Coverage Ratio (LCR) Projection Model, the improvement of the methodology for operational risk management, as well as improvements in management processes of operational losses and determination of the economic capital for risk coverage, the development of an indicator of sensitivity to climate risk for the portfolio of rural producers and companies, based on the guidance in the roadmap of the Brazilian Federation of Banks (Febraban) and the Task Force on Climate-Related Financial Disclosures (TCFD).



Lines of Defense Reference Model - MRLD

[SASB FN-CB-550a.2]

The management of risks and controls is guided by the Lines of Defense Reference Model (MRLD). According to this Model, the management of the risks that are inherent to our business and the controls necessary for their mitigation is carried out based on three Lines of Defense:

- First Line of Defense:** Duties that manage and have ownership over the risks.
 Composed of: Specific Risk Managers (Risk Owners)¹ and Risk Takers²
- Second Line of Defense:** Typical corporate duties of risk management, internal controls and compliance³.
 Composed of: Internal Controls and Risk Management departments.
- Third Line of Defense:** Assesses the effectiveness of the entire risk management and control cycle.
 Composed of: Internal Audit⁴.

The model allows the integration of corporate risk management and control processes, with well-defined lines of defense roles, providing greater assertiveness in risk and capital management.

The model allows the integration of corporate risk management and control processes, with well-defined lines of defense roles, providing greater assertiveness in risk and capital management.

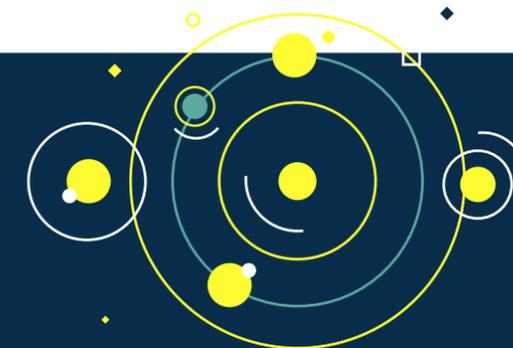
¹Areas with responsibilities and corporate autonomy for the Specific Risk Management, in First Line of Defense, in view of their competence and/or significant influence in the management of relevant risks in key processes in the Institution.

²Areas responsible for processes, products, services and advice.

³They are responsible for the corporate guidelines, for advising the 1st Line and for overseeing risk management and internal controls.

⁴Has the function of evaluating the effectiveness of the entire risk and control management cycle, acting with autonomy and independence in the evaluation of the Internal Controls System.

Decision-Making Process



Segregation of Responsibility

5 Advisory Committees of the Board of Directors
 Audit Committee;
 Risks and Capital Committee;
 Human Resources, Compensation and Eligibility Committee;
 Technology, Strategy and Innovation Committee and
 Sustainability Committee

Structure of Committees

11 Executive Committees
 Risks, Internal Controls, Assets, Liabilities, Liquidity and Capital Management;
 Security
 Prevention of Financial and Foreign Exchange Illicit Acts
 Disclosure
 Governance of Affiliated Entities
 Profitability, Performance and Business
 Organizational People and Culture
 Administrative and Operational
 Sustainability
 Credit Limit
 Loan Operations

Joint Decision

Risk Management: Model of Lines of Defense

Other Committees
 Loan Operations;
 Business Development;
 Client Service and Experience;
 Resources.

Main risk management initiatives within the scope of corporate strategy

Within the scope of Banco do Brasil's Corporate Strategy, the main initiatives for risk and capital management completed in 2021 were:

- Adherence to the TCFD, seeking to provide greater transparency and quality to the information disclosed to the market regarding climate risk management;
- Structuring and implementation of the work to raise the awareness of risk takers aimed at implementing solutions to mitigate the main causes of operational losses and the respective reduction of the number of proceedings against the institution;
- Development, in an analytical environment, of the information structure necessary to improve the management of the Interest Rate Risk in the Banking Book (IRRBB);
- Implementation of the model risk supervision aimed at ensuring its proper use and the quality of risk management;

- Improvement of cyber and IT risk management with the construction of a new scenario for the Stress Test Program;
- Development of a risk methodology to assess the partnerships entered into with start-ups;
- Adequacy of processes and systems focused on following the Brazilian trend towards accounting convergence with international guidelines for provision recognition;
- Implementation of the analytical track for credit risk solutions that allows for the optimization of technological and human resources;
- Development of credit risk solutions for client prospection.

In the review of risk and capital management processes, the improvements in the Risk Appetite Statement (RAS) merit attention, allowing for an effective capital management in the challenging times imposed by Covid-19.

In its preparation, the cyclical view and the effective participation of supervisors of clients and corporate departments were considered in the loan portfolio management structure, taking into account the Risk-Adjusted Return (RAR) and the strengthening of the Bank's capital structure. In 2021, we also highlight the role of the RAS, together with the other strategic and induction mechanisms, in the search for strengthening organic generation and capital structure.

Credit Risk

Credit risk management includes the counterparty's credit risk, country risk, sovereign risk, transfer risk, credit concentration risk and the effectiveness of mitigating or risk transfer instruments used in exposures that generate the aforementioned risks. The purpose of its structure is to identify, measure, assess, monitor, report, control and mitigate risks, in addition to ensuring the continuous improvement of management.

It is carried out on an integrated basis with the business objectives, establishes limits and consolidates our vision, as one of the main tools for making the appropriate risk-return ratio compatible. To this end, it is based on the following assumptions:

- Achievement of the minimum principal capital ratio, supported by a more favorable set of credit risk exposures in terms of profitability and maximum use of Risk Weighted Assets (RWA), in view of the projected exposures;
- Maintenance of the Value at Risk (VaR) as a metric for establishing limits, due to its greater capacity of representing the total losses (both expected and unexpected) associated with the portfolio exposed to credit risk; and
- Limits associated with the risk scenario (from the expected losses standpoint).

BB's Specific Credit Policy guides the continuous, integrated and prospective management of credit risk, comprising all phases of the credit process, the management of assets subject to this risk, as well as the credit collection and recovery process, including those carried out on behalf of third parties.

The credit process is structured based on risk vs. limit calculation methodologies and it is developed in line with the best management practices. It comprises the phases of registration, risk analysis and establishment of the credit limit, contracting and performance of operations and risk management, with the support of regulations and a specialized organizational structure. When establishing the credit limit, the maximum exposure to credit risk that can be assumed with the client is defined, taking into account the term and purpose, as well as the conditions for its use.



Credit risk measurement indices (R\$ billions)

	2019	2020	2021
NPL + 90D ⁽¹⁾ (%)	3.3	1.9	1.81
Concentration ⁽²⁾ (%)	19.2	18.7	15.9
Write-offs (R\$ billions)	17.1	20.4	18.4

⁽¹⁾ Ratio of operations overdue for more than 90 days and the balance of the classified credit portfolio.

⁽²⁾ Concentration of the 100 largest debtors in relation to the total loan portfolio.



Progress in 2021

- Restructuring of the process of determining the provision based on Expected Losses.
- Implementation of the automation of the process of monitoring the Economic Capital for Credit Risk.
- Improvements in the assignment of Risk and Limit for Foreign Countries.
- Improvements in Credit Concentration Risk management.

Market Risk and Interest Rate Risk in the Banking Book (IRRBB)

[SASB FN-CB-550a.2]

Market risk management enables the assessment of the risk exposure arising from changes in asset prices, interest rates or other economic factors in relation to the available capital. To measure it, statistical and simulation methods are used, which include the value at risk (VaR) and risk-weighted assets (RWA) metrics, in addition to stress tests and sensitivity analysis.

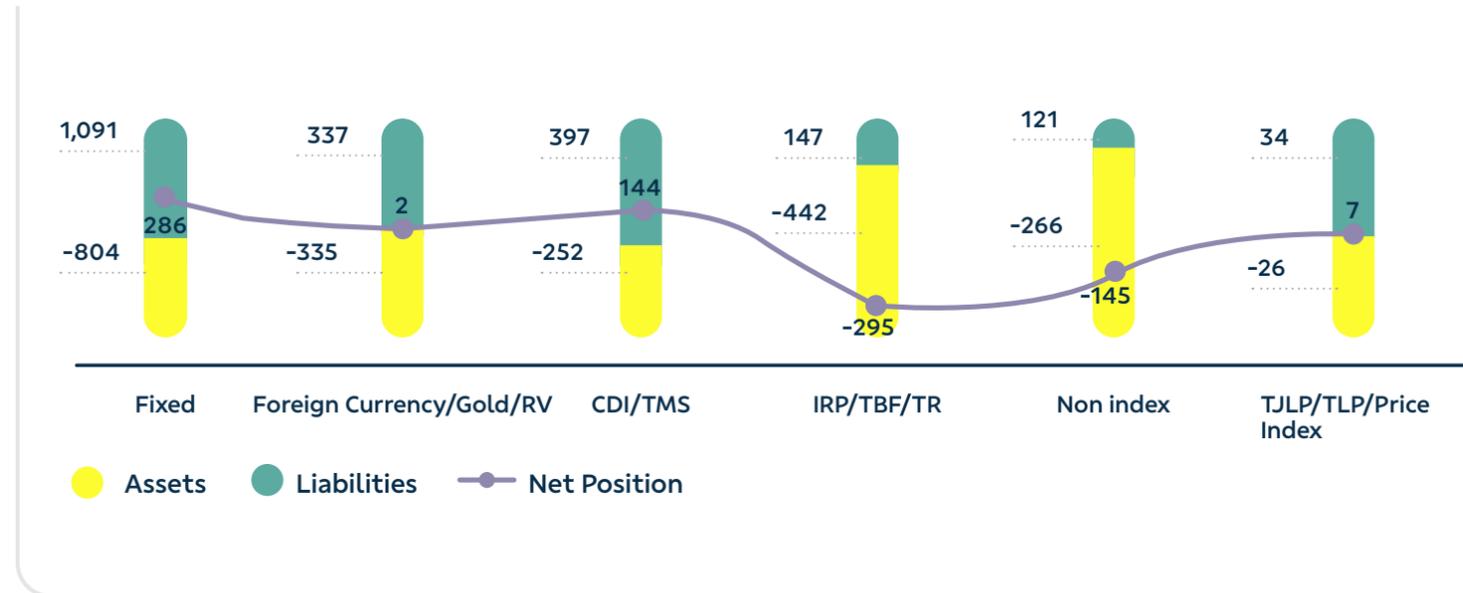
The management of the IRRBB refers to the risk of the impact of adverse changes in interest rates on capital and on the financial institution's results for instruments classified in the banking book. The

identification, measurement and control of the IRRBB are based on the approaches of economic value and the result of financial intermediation. For both risks, policies and strategies are established and systems are used to guarantee the management of the positions recorded in the trading and banking books.

In order to reduce the market and IRRBB risks, we use a set of limits referenced to the availability of capital included in its Risk Appetite Statement (RAS), with a daily monitoring process.

Market risk management enables the assessment of the risk exposure arising from changes in asset prices, interest rates or other economic factors in relation to the available capital.

Net Position per Index (R\$ billions)



Progress in 2021

- > **IRRBB**
 - Use of hedge accounting, making the protection against price variations of the hedged item compatible with the stability of the accounting results;
 - Completion of the study on Base Risk in the scope of IRRBB, measuring the variation caused by the hypothetical impact of relative changes in interest rates on financial instruments with the same maturity and different pricing curves;
 - Review of the of the IRRBB management framework;
 - Development of the Option Model for withdrawals from credit lines and sureties and guarantees for IRRBB for the purpose of alignment with the best risk management practices;
 - Review of the internal model, with a new estimate of the holding period of the banking book.

> Market Risk:

- Development of a systematized solution for checking the consistency of the classification of operations between the trading and banking books;
- Improvement of a mismatch map with respect to present value;
- Review of the market risk stress test manual;
- Structuring of the base risk assessment process in the trading book;
- Structuring of the reconciliation of the Market Risk Statement with an accounting reference;
- Reassessment of the classification criteria of the level of Fair Value information.

Liquidity Risk

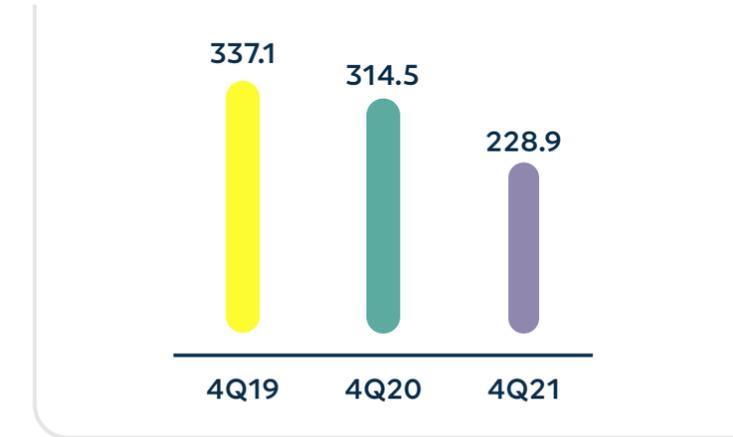
Liquidity risk is defined as the possibility that the institution will be unable to honor its financial commitments on the maturity date without incurring unacceptable losses. Liquidity risk management contributes to maintaining soundness and solvency, in addition to taking advantage of growth opportunities.

Liquidity levels are maintained that are adequate to the commitments, the wide and diversified base of depositors, the quality of assets, the penetration of the network and the level of access to the capital markets.

Instruments reported to strategic committees and senior management are used and monitored and include liquidity indicators and projections, with

a prospective assessment of the mismatch effect between funding and investments; stress testing; liquidity risk limits; and the liquidity contingency plan.

Liquidity Coverage Ratio (LCR) %



Progress in 2021

- Creation of a management panel for all Liquidity Indicators in an analytical environment so as to offer support to management;
- Review of the Liquidity Framework so as to improve the performance of the lines of defense;
- Approval of the long-term projection model of the LCR;
- Review of the Net Stable Funding Ratio (NSFR) and LCR Index Manual;
- Review of the NSFR Re-Composition Plan;
- Review of the Liquidity Contingency Plan.

Operational Risk

[103-2|103-3|Environmental and social risk]

[102-15|SASB FN-CB-550a.2]

Operational risk is the possibility of losses resulting from failure, deficiency or inadequacy of internal processes, people, systems or external events. Its management includes the identification of weaknesses or inadequacies in activities, so as to enable the correct and timely mitigation action.

The Specific Risk and Capital Management Policy sets BB's guidelines and behaviors, applying its precepts to operational risk management. The Entities Affiliated to Banco do Brasil are instructed to establish their directions based on the Policy, taking into account the specific needs and the legal and regulatory aspects to which they are subject.

The monitoring of operational losses takes place through the Operational Risk Panel tool. The tool enables the Strategic Units to monitor the losses linked to their processes, helps adjust them to the global limit and to the specific limits established, as well as the adoption of preventive actions to mitigate the facts that generate these losses. The results of the panel are reported on a monthly basis to the Executive Committee for Risk Management and Internal Controls and to the Risk and Capital Committee (Coris), and, on a quarterly basis, to the Board of Directors, being previously sent to the Board of Officers.

In order to develop organizational resilience, safeguard interests, reputation and the brand of the organization and prepare the Bank to operate in a planned and timely manner in corporate crisis situations, we adopted the Crisis and Going Concern Management methodology. We invested in the improvement of strategic and tactical abilities so that we could plan and respond to incidents and interruptions. In 2021, we had:

- 1,478 employees trained in Crisis and Going Concern Management;
- 736 processes assessed with respect to criticality in the case of interruption;
- 466 Going Concern tests and 106 IT continuity tests for the purpose of assessing the efficacy of going concern and IT continuity strategies adopted by the Bank

We invested in the improvement of strategic and tactical abilities so that we could plan and respond to incidents and interruptions.



Monitoring of Operational Losses by Category of Loss Events (%)

	2019	2020	2021
Improper business, product and client practices	74.3	50.9	64.5
Labor practices and work environment conditions	20.5	34.3	23.5
External fraud and theft	2.2	13.2	6.6
Process execution and management failures	2.7	1.1	4.8
Internal fraud and theft	0.2	0.2	0.3
Damage to physical assets and injuries to people	0.1	0.2	0.3
Systems and technology failures	-	0.1	-
Total	100	100	100

Progress in 2021:

- Approval of the security risk framework;
- Review of the conduct, compliance and legal risk frameworks;
- Development of improvements in the Operational Losses Panel;
- Creation of the Operational Losses Management Forum;
- Review of the stress test scenarios for Operational Risk; and

Cyber Risk

[102-15] SASB FN-CB-230a.2]

The cyber risk arises from attacks against the IT infrastructure or corporate systems that can affect data integrity, confidentiality and availability.

Due to the nature of our activities, we operate in an environment that is subject to cyber security incidents, such as malware, phishing and other events that may include sophisticated methods of attacks aimed at unauthorized access to IT infrastructures and systems, unauthorized disclosure of confidential data, manipulation or destruction of data and interruption of services.

Any cyber attacks that result in unavailability of access to systems, unauthorized access to data, loss or unauthorized disclosure of data can result in litigation, regulatory fines, loss of clients and damage to image, and cause a significant adverse effect.

We mitigate the cyber risk by investing resources in infrastructure security, information technology systems and process improvement, as well as by providing continuous training to our teams to ensure the protection of operations, the business and client information. In addition, we perform IT Security Incident Management, which consists of incident response, monitoring and assessment to ensure compliance with legal requirements and minimize response time and risks arising from attempted attacks and threats to the network and corporate systems.

We also adopt IT security and cyber security corporate governance and management, identity management and access control, management of the IT security infrastructure and management of the IT Security Incident response processes; execution (operation) of IT Security Incident Treatment processes and Tool Maintenance Processes Managed by the Security Operations Center (SOC) to ensure compliance with legal requirements and minimize reaction time and risks arising from attempts attacks and threats to the network and corporate systems.

Progress in 2021

- Review and creation of a risk stress scenario;
- Definition of a limit in the RAS;
- Expansion of the Cyber Risk Awareness Program;

Cyber Risk Awareness Program

Created in 2020 to improve the cyber risk culture and cyber resilience by raising the awareness of staff, the program establishes the dissemination of

information on the main attack vectors, through short online events, which use humor as a tool of persuasion, and of awareness of actions and daily practices to mitigate cyber risk. In 2021, a module with new attack vectors was developed and events were carried out with two modules in Strategic Units, Support Units and Affiliated Entities. The program will continue in 2022. [102-15] SASB FN-CB-230a.2]



We mitigate the cyber risk by investing resources in infrastructure security, information technology systems and process improvement.



Information Security and Cyber Attacks

[102-15]SASB FN-CB-230a.2]

The Specific Information Security Policy addresses its own methodology for classifying corporate information so as to guarantee the correct handling and adequate protection of data. Suppliers and third parties must also be familiar with and disseminate the document.

The Information Security Management System (SGSI) is aimed at protecting the confidentiality, integrity and availability of corporate information, in addition to making those involved aware of their responsibilities.

The cyber Security Policy includes the set of BB's regulatory instructions, composed of the Specific Information and Cyber Security Policy and all regulatory instructions related to the topic, as well as the procedures contained in the Cyber Incidents Prevention and Response Plan. Accordingly, Banco do Brasil's Cyber Security Policy is in compliance with the provisions established by Resolution No. 4,893/2021 of the National Monetary Council (CMN) and Resolution BCB 85/2021.

Banco do Brasil's Cyber Security Operational Model was structured from the need to develop a framework that is compatible with the complexity and criticality of the processes necessary for the operation of a bank with the size and strategic relevance of BB.

The assumption of the model developed is the improvement of governance, management and operation in cyber security. It describes the conceptual organization and the way that the different processes, services and components of cyber security work on an integrated basis at the Institution.

To ensure information security and prevent cyber attacks, the following initiatives are noteworthy:

- Security management and governance structures;
- Teams dedicated to the identification and quick response to incidents;
- Vulnerability tests;
- Use of encryption in the life cycle of sensitive information;
- Security infrastructure to protect communication networks, systems and applications;
- Increase of the use of strong credentials in identity management and corporate authentication processes;
- Improvement of the access control process for IT systems and resources focused on the minimum privilege principle;
- Service continuity plans that are periodically tested and audited;
- Access control in IT systems and resources;
- Periodic audits (internal and external) related to the topic.

General Data Protection Law (LGPD)

The General Data Protection Law established a new legal framework to be observed in the personal data handling operations and introduced significant changes in the rules applicable to the processing of such data, with a set of regulations and controls to be complied with.

We have a Specific Privacy and Personal Data Protection Policy approved by the Board of Directors that regulates the Organization's behavioral aspects and guides the entire set of business and corporate activities.

Our [Privacy Policy](#) applies to clients, employees, users, shareholders and suppliers.

- We require the adequacy of suppliers and partners regarding data protection. Additionally, when sharing the personal data necessary for the performance of the contracted activities with partners and suppliers, the Bank signs a confidentiality agreement to ensure the secrecy of the personal data provided and requires that partners and suppliers have policies that are adequate to the data protection legislation in effect.
- We adjust contracts, terms and other instruments with the inclusion of data protections clauses.
- We qualify and train employees.
- We have a system dedicated to personal data protection.

- We make available digital and physical channels to serve clients and data owners.

We have a Personal Data Protection Program aimed at increasing the efficacy of corporate process management and business risk management.



Structure of the Personal Data Protection Program

Board of Directors - Body that provides the strategic guidance and requires the statement of the alignment of the privacy and data protection strategy.

Board of Officers - Joint body that ensures the provision of resources and infrastructure to integrate and maintain the privacy and data protection strategy at BB.

Security Executive Committee – CESEG - Joint body that analyzes and supports the privacy and personal data protection strategy, in addition to ensuring that the business supervisors participate in and contribute to the integration.

Institutional Security Unit – USI - Strategic-level body that develops the privacy and data protection strategy and helps the business process supervisors in the continuous alignment with the business strategy.

Business Security Management – GENEG - Strategic-level Executive Management, responsible for carrying out the data protection activities at Banco do Brasil. The person in charge of handling Banco do Brasil's personal data is the Executive Manager of the Business Security Management (GENEG).

We were audited and inspected in matters related to privacy and data protection, internal and external (of regulatory bodies to which we are subject). In 2021, 17 internal audit recommendations arising from the operational audit work carried out in 2020 were implemented. Additionally, in 2021, BB was inspected by the Federal Court of Accounts (TCU) and provided information and documents to the Central Bank of Brazil (Bacen) for assessment regarding the Bank's compliance with the General Data Protection Law.

The management of events and threats that impact privacy and data protection are included in Banco do Brasil's Corporate Set of Relevant Risks described in an internal regulation. The Corporate Set of Relevant Risks includes the risks that are considered more important by the company and are assessed according to specific criteria, taking into account both qualitative and quantitative assessments.

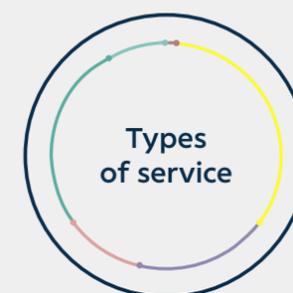
The management of the relevant risks related to privacy and personal data protection (Risk Model, Conduct Risk, IT Risk and Cyber Risk) is carried out in accordance with the Lines of Defense Reference Model (MRLD).

We note that 61% of our clients have their data handled for secondary purposes, such as in the case of the offer of products and services that are appropriate to the consumption profiles, through own or external channels.

We work to ensure the availability of all rights of data owners to privacy and data protection in all Banco do Brasil's digital channels. In 2021, 100% of the owners' rights in the Mobile and Internet Banking channels were protected. For 2022, our target is to make available 100% of the rights in the WhatsApp digital channel in a logged in area.

It is worth noting the services provided in BB's channels to ensure the data owners' rights, namely:

We work to ensure the availability of all rights of data owners to privacy and data protection in all Banco do Brasil's digital channels.



Basic information request	6,266,784	●
Use of my personal data	141,509	●
Portability of my personal data	81,518	●
Exclusion of my personal data	46,856	●
Opposition to data handling	109	●
Review of data handling	33	●
Total	6,536,809	
Mobile - APF	6,528,054	●
Internet - APF	8,489	●
BB Platform	259	●
Whatsapp	7	●
Total	6,536,809	



Client protection

[102-15|SASB FN-CB-230a.2]

In order to continue to create value with security and provide a better experience, the BB Code is being updated so that it can have online functionalities (via the Internet), enabling the integration of interfaces and a usability that is more practical and extended to other transactions.

We have a continuous process for the improvement of transaction monitoring systems, using Big Data and Artificial Intelligence (AI) that increase the accuracy of rules and optimize the time of detection of transactions that are not compatible with the client's behavior. Accordingly, we are able to anticipate suspicious patterns and transactions, in real time.

We are in the vanguard of the market in the use of advanced AI technologies and algorithms for scoring the financial transactions in real time (less than one second). We optimize the process by creating specific behavioral models (AI) for each client, allowing for the customization of specific rules for each channel.

These solutions also allowed advances in the prevention of fraud in credit cards for individuals. Unprecedentedly, the authorization model works before the completion of the purchase, seeking to identify fraud at the time of the purchase. The security of the debit card option uses tools of

brands associated with Banco do Brasil. Also, the monitoring of the Open Banking is in progress in the transactional phase.

Functionalities have been implemented to release equipment on an online basis for individuals and companies, as well as actions for the adoption of facial biometry in the mobile channel.

We have an internal channel for registering and reporting any information security incidents related to the violation or loss of data of natural persons. The investigation of incidents is aimed at identifying possible weaknesses, mitigating risks and improving the internal processes related to the incident.

In 2021, of all the complaints received and analyzed, only one was considered valid and the incident was addressed.

[418-1|103-1|103-2|103-3|Customer relationship and satisfaction]

In addition to managing information security incidents, we also manage information technology, cyber and physical security incidents. In 2021, we improved the physical security conditions of the network of regional treasury departments through many projects and investments, in particular the implementation of banknote neutralizer systems and special structural reinforcement actions – new

security doors for rooms and strongrooms. This set of actions resulted in a reduction of 99.9% in the volume of losses arising from burglaries against these facilities in relation to 2020.

Within the scope of the External Ombudsman's Office, demands related to privacy violations and loss of client data were neither identified nor addressed in 2021. [102-15|418-1|SASB FN-CB-230a.2]

Environmental and Social Risk

[103-1|103-2|103-3 |Environmental and Social Risk]

[SASB FN-CB-410a.2|SASB FN-CB-550a.2]

By incorporating environmental and social factors in investment decisions and asset selection practices, we seek to reduce risks, increase financial returns and meet clients' expectations. We also believe that the environmental and social responsibility provides positive, recurring and sustainable results over time. A more efficient use of resources can reduce costs; better governance positively interferes in productivity; environmental, safety and health rules reduce negative externalities; and innovation in sustainable products can attract new clients.

Based on the precepts established by the National Monetary Council (CMN), we maintain a specific management structure to control the environmental and social risk inherent to the activities and operations that we carry out.

Our [Environmental and Social Responsibility Policy](#) guides the behavior related to the topic, taking into consideration the work of companies, governments and society in initiatives dedicated to the reduction of risks and seizure of opportunities related to environmental and social issues, including climate change. It also involves aspects related to the promotion of Human Rights and fundamental labor principles, the universalization of social rights and respect for diversity in commercial relationships.

In addition to the Environmental and Social Responsibility Policy, the environmental and social risk management is also guided by items from the Credit and Supplier Relations policies. These policies are disclosed in the [BB Sustainability Guidelines for Credit](#) and [BB Environmental and Social Guidelines](#) - Restrictive List and Exclusion List.

In 2021, we improved our environmental and social risks management and expanded its scope in order to identify, classify and assess the environmental and social risk in a more consistent manner. To this end, we reviewed and created tools used in the management of this risk, and we assessed new processes and relations from this standpoint.

With the advent of Resolutions No. 4,943 and No. 4,945 of the National Monetary Council and Resolution No. 139 and Regulatory Instruction No. 153 of the Central Bank of Brazil, which address the improvement of the Environmental,

Social and Climate Risk management rules, the Environmental, Social and Climate Responsibility Policy and the disclosure of the Environmental, Social and Climate Risks and Opportunities Report, BB structured a work force dedicated to an action plan, focused on the review and adequacy of Environmental and Social Risk management in view of the new rules.

The actions developed contribute to the robustness of the management of this risk through the classification of macroindustries, size, determination of environmental and social rating, environmental and social information and monitoring, among other things, for the maintenance of the Bank's commitment to continue to adopt the best environmental and social practices, which allow for risk/opportunity anticipation and management actions and the performance of increasingly sustainable businesses. Accordingly, we reinforce our commitment to make the environmental and social risk management process more comprehensive and efficient.

Environmental and social risk assessment in Entities Affiliated to Banco do Brasil (ELBBs)

With the evolution of the Supervision Process of Related Entities of Banco do Brasil (ELBB), BB revised the methodology used, allowing the expansion of the scope of evaluation of the Governance, Risks and Controls System (SGRC) for the most relevant related entities.

The assessment is part of the Integrated Supervision Cycle of the ELBBs and its purpose is to know and assess the adherence of the processes

that are part of the SGRC carried out by the affiliated entities to our best benchmarks and our expectation. Among many other aspects, the environmental and social risk management is an important dimension assessed in the Supervision Process. If necessary, it offers improvement guidance addressed to the entities and helps adjust the practices that are not in compliance.

Aimed at the constant improvement of the companies, the Bank's representatives in the Affiliated Entities are instructed to share with the board of directors of the investees the assessment report, containing guidance on practices and processes.

Progress in 2021

Among the main advances of the 2021 Cycle are the efforts resulting from the *Projeto Supervisão+* (Supervision+ Project), which consolidated a set of short- and medium-term structuring and sequenced actions that brought about a modern and disruptive vision to supervision roles, namely:

- Combination of the assessment methodology, the tools used and the reporting instruments between the departments responsible for the Supervision Process;
- Conduction of perception surveys with the employees of the Affiliated Entities and with BB's Directors at these entities; and
- In-depth look at Human Rights aspects in the dimension related to environmental and social risk management, with the inclusion of specific issues on this topic for this Integrated Supervision Cycle.

Alignment with initiatives

The commitment to environmental and social risk management can also be seen in initiatives and pacts to which we are signatories, such as the Equator Principles, Principles for Sustainable Insurance (PSI) and the Principles for Sustainable Investment (PRI). See more on the [Sustainability website](#).

For the Equator Principles, we adopt the Environmental and Social Performance standards of the International Finance Corporation (IFC), and the Environment, Health and Security Guidelines of the World Bank Group for financial products that encompass large-sized industrial and infrastructure projects. They are assessed and included in an environmental and social risk matrix for the identification of impacts. See more in [|FS10|](#).

With the evolution of the Supervision Process of Related Entities of Banco do Brasil (ELBB), BB revised the methodology used, allowing the expansion of the scope of evaluation of the Governance, Risks and Controls System (SGRC) for the most relevant related entities.

Client and Supplier Engagement

The efficient management of environmental and social risk involves a number of demands for clients and suppliers, such as the requirement of information and documents that attest to the practices. With respect to the Questionnaire for the Assessment of the Environmental and Social Responsibility Level, in 2021 we applied 3,670 questionnaires in the credit analysis (2,080 for business groups and 1,590 for individual clients) and 29 in the analysis of investment projects (22 for business groups and 7 for individual clients)⁵. [FS10]

Among the resources adopted to monitor clients is the Environmental and Social rating, a tool that allows us to classify them according to the degree of environmental and social risk inherent to their activities and the level of excellence in their practices related to the topic.

We apply the Precautionary Principle in the analyses carried out in the credit granting process, subject to the applicable legislation, self-regulation and voluntary pacts and commitments assumed. The operations are guided by the [BB Sustainability Guidelines for Credit](#) for 10 sectors of the economy, comprising cross-cutting topics, such as forests and biodiversity, water and climate change and by the [BB Environmental and Social Guidelines - Restrictive List and Exclusion List](#). [102-11][103-2] 103-3|Environmental and Social Risk]

The Environmental and Social Responsibility Policy and the Credit Policy provide for compliance with environmental and social criteria in the analysis and management of loans and financing granted. Accordingly, the practices disclosed by BB, through the guidelines, policies and internal rules require borrowers to present documents that prove environmental and social good standing (licenses, water grants, declarations, whenever applicable).

We do not grant rural credit that benefits real estate properties that appear on the list of embargoed areas due to deforestation or irregular fire published by the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama). In the case of real estate properties located in the municipalities of the Amazon Biome, the granting of rural credit is also linked to the proof of environmental and land tenure good standing of the properties, with analyses centralized by expert teams and not linked to the agencies that originate the proposals, so as to ensure compliance with all legal requirements. In line with our environmental and social commitment, we do not finance clients that are responsible for willful damage to the environment, employers included on the list of the Labor Department that subject workers to degrading forms of work or forced labor, and we do not take credit risk with clients that practice

sexual exploitation of minors or child labor. Our credit granting systems are prepared to inhibit new operations for clients with annotations of forced labor or events that do not comply with ESG practices. [412-1]

For all the aforementioned topics, the contractual clauses of loan operations include the prerogative of suspension of the transfer of funds or early maturity of the contract, with immediate enforceability of the debt and immediate suspension of disbursements, in the case of breaches.

We included the supplier risk as relevant, allowing for changes in the structure and concentration of efforts by managers and the Supply area. The environmental and social risk became one of the dimensions assessed in the Supplier Risk Management Model, together with other assessments, such as the Labor Risk and Anti-Money Laundering and Counter-Terrorism Financing Risk. [102-15]

The model is the result of the maturity of the topic, which, since 2019, has the Integrated Supplier Due Diligence as its main tool. The target audience of the Integrated Supplier Due Diligence are the suppliers that are considered strategic or critical with contracts with an estimated value of more than R\$ 10 million, and all purchases and contracts related to Information Technology are also assessed. In 2021, 334 suppliers of goods,



⁵ Currently, these procedures are applied according to criteria that take into account the size and potential impact of the activity performed and investment projects with an amount financed by us equal to or greater than R\$8 million.

materials and services of different sizes and from different segments were contracted through public tenders. [408-1|409-1|414-2]

With these good practices, we seek to mitigate risks to the environment and society and reduce the impacts of its financing and investments, and identify new opportunities to work in the value chain of sustainable businesses, based on relevant environmental and social issues and strategic topics for sustainable development.

We produced the video [“The importance of ESG aspects for Suppliers”](#), available on our YouTube channel. The content highlights the importance of ESG in our relationships with suppliers and society and discloses the guidelines of BB Code of Ethics and the Supplier Relations Policy.

Progress in 2021

- Review of the environmental and social framework;
- Review of the Environmental and Social Indicators;
- Review of the Corporate Questionnaire for the Assessment of the Environmental and Social Responsibility Level (ESG Questionnaire), with the expansion of the target audience and new questions for assessing clients’ climate resilience; [201-2]
- Creation of the Sector Sustainability Report, indicating the environmental and social impacts of activities and their mitigators;

- Improvement of the environmental and social risk assessment in the analysis of investment projects;
- Application of the environmental and social rating in the analysis of credit risk/limits and client monitoring systems and integration of the environmental and social risk into the credit risk model;
- Automation of information related to environmental assessments and embargos by Ibama in the environmental and social risk management process and in the credit process;
- Implementation of a check of the overlay of financed land with potential environmental and social risk areas, such as indigenous and Qulombola areas, Preservation Units, embargoed or illegally deforested areas;
- Creation of an Action Plan and a team for adjusting to the new rules of the regulatory body;
- Assessment of environmental and social risk management processes, such as the treatment of clients that do not fall into the customized assessment flow and criteria for mitigating risks in operations that are not targetable.

ESG Questionnaire

The ESG Questionnaire, one of the inputs of the Environmental and Social Rating calculation methodology, is applied in the credit analysis process for clients and larger investment projects

that encompass activities with greater potential of adverse environmental and social impact. The ESG Questionnaire allows for the assessment of clients’ practices and the identification of possible environmental and social risks in their business with customized questions based on their size and industry. In 2021, specific questions were added to assess the resilience of target clients to climate change, in line with the adherence of BB to the TCFD (Task Force on Climate-Related Financial Disclosures). [201-2]

With these good practices, we seek to mitigate risks to the environment and society and reduce the impacts of its financing and investments.



Questionnaire for the Assessment of the Environmental and Social Responsibility Level (“ESG Questionnaire”¹⁾)

	2019	2020	2021
Number of ESG Questionnaires applied	2.133	1.614	3.699
Number of Corporate ESG Questionnaires applied in the risk and credit limit analysis	2.091	1.574	3.670
Business groups	1,322	908	2,080
Individual clients	769	666	1,590
Number of ESG Questionnaires applied in the investment project analysis	42	40	29
Business groups	23	26	22
Individual clients	19	14	7

⁽¹⁾In 2021, its name changed to “Questionnaire for the Assessment of the Environmental, Social and Governance (ESG) Levels”.

In 2021, Banco do Brasil applied 3,699 ESG Questionnaires, an increase of 129% from 2020, reflecting the growth of the target audience and the improvement of the tool and its procedures. [FS10]

Climate Change

[201-2]

Climate risk has been considered by several international entities as one of the most relevant risks in terms of impact and probability. It is part of the corporate set of relevant risks, as follows: it refers to the possibility of losses arising from climate change, which may arise from the transition of businesses to a low-carbon economy, extreme weather events or events that will bring long-term consequences, and climate-related liability for damage or losses to third parties.

We adopted a Climate Risk Management Policy, approved by the Board of Directors, so as to comply with the global performance standards and the regulatory framework on the topic. The development of guidelines for proactive action in the management of this risk allowed the incorporation of environmental, social and governance (ESG) indicators in business and processes. [102-15]

In May 2021, the Bank joined the Task Force on Climate-Related Financial Disclosures (TCFD). The decision is in line with the policy's provision to base our climate risk management on transparency in our disclosures, on ethics and on respect for society and the environment, pursuing the sustainability of our company. The adherence

to the recommendation of the TCFD is a starting point for BB to be able to identify and report to its stakeholders the exposure of its portfolio to carbon-intensive industries and what the consequences and impacts are on the financial results, allowing for more accurate pricing of assets, the measurement of risks and more efficient capital allocation, reducing vulnerability to abrupt impacts on the real economy arising from climate change.

We also joined the Business Ambition for 1.5°C Initiative, which shows our commitment to the definition of targets to reduce greenhouse gas (GHG) emissions based on science that contribute to limit global warming by 1.5°C above pre-industrial levels and that seek to reach carbon neutrality in the value chain by 2050.

In 2021, we approved the climate risk management framework, which provides for the establishment of responsibilities and duties in the form of the Lines of Defense Reference Model (MRLD). Together with the framework, an action plan for the main management activities was approved by the Bank's governance body for the purpose of complying with the precepts of TCFD's report.

Additionally, we updated the climate risk taxonomy, taking into consideration risk events to which we are subject, seeking an alignment with the prudential regulation.

The internal management of the effects of climate change is aligned with the Sustainability Plan - Agenda 30 BB, in relation to the development of initiatives and the adoption of practices that contribute to mitigate the effects of operations in view of environmental and social aspects.

The effects of climate change can influence different market segments. Therefore, we seek to know and measure the impact of physical and transition risks on the financing portfolios. Physical risks related to extreme climate events, such as floods and gales, are considered in the assessments since they are directly related to the increase in operating costs and the reduction in the business revenue.

Progress in 2021

- Approval of the Climate Risk Management Framework;
- Update of the climate risk taxonomy; and
- Adherence of BB to the TCFD.

Commitment to Climate Change

Reinforcing our position on the topic, we published [BB's Commitment to Climate Change](#),

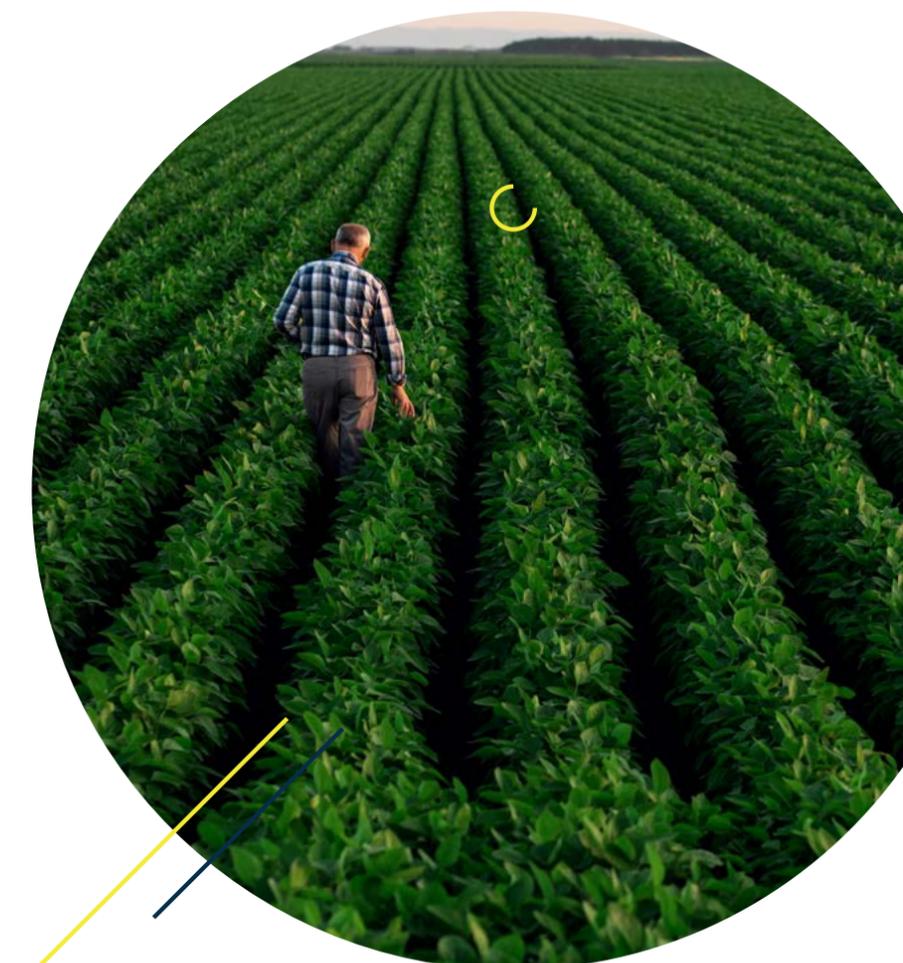
in which we describe our internal initiatives to reduce carbon emissions, the pacts and commitments taken on and the climate risk management models that may assist in the implementation of mitigation and adaptation actions.

To mitigate the impacts arising from the climate, tools such as Climate Risk Agricultural Zoning (Zarc), published by the Ministry of Agriculture, Livestock and Supply (Mapa), and the Agricultural Technical Reference System (RTA), developed internally, are used.

The Zarc tool indicates the municipalities with climatic and soil suitability for certain crops and

the most adapted cultivars. It is the main macro reference for financing crop costs in the different regions of Brazil.

The RTA, on the other hand, keeps information on production costs, price history and productivity by crop and municipality. The system's productivity history is fed at each harvest and directly affected by the occurrence of climatic phenomena. The historical series of productivity is sensitive to harmful events, which affect the degree of attractiveness of a crop in a given municipality, and it is essential for the analyses of financing crop costs.



Risk mitigation

Clients have at their disposal a product portfolio that includes Agricultural Insurance, Agricultural Insurance – Billing, Proagro (Farming Activity Guarantee Program) and Proagro Mais (Proagro Plus). In 2021, 60.8% of all agricultural costs, amounting to R\$52.7 billion, were covered by the Agricultural Insurance or Proagro to mitigate the risk of loss of production due to extreme climate events.

Upgrade in the CDP evaluation score

In December, the Carbon Disclosure Program (CDP) released the result of the 2021 cycle of the Climate Change Program. In this edition, once again, we surpassed our previous performance, reaching a B score, whereas in 2020, we reached a B- score.

With the score achieved, we continue to be eligible to be included in 2022 in the CDP Brazil Climate Resilience Index (I-CDPR70), which measures the performance of the securities of companies with climate management practices, in line with global trends and recommendations of international agreements, such as the Task Force for Climate-Related Financial Disclosure (TCFD), a task force created by the Financial Stability Board that makes easier the disclosure of climate-related financial information by companies around the world.

The evaluation of companies occurs through the analysis of a detailed questionnaire that covers the main parameters related to the climate change topic: Governance (policies and guidelines); Engagement of senior management; Risks and

opportunities; Business strategy; Goals and performance; Methodology of emissions; Checking; Carbon pricing.

Additionally, in 2021, the score obtained started to be part of the assessment for the inclusion in the ISE/B3 portfolio, in which BB has been listed since its creation in 2005.

The upgrade in our score reflects the improvement of practices, such as the adoption of a specific climate risk management policy, increased use of renewable energy, establishment of internal carbon price, incorporation of criteria related to climate change into the supply chain and expansion of the business portfolio with potential emission reduction, among other things.

Controversial issues

In the credit risk management process, we established, in addition to quantitative limits, qualitative restrictions for operations that may cause reputational damage or whose environmental and social risks are high. These guidelines are formalized in the Credit Policy, in which not only the risks inherent to the business are considered, but also the corporate environmental and social responsibility and the counterparty's ability to create jobs and generate income.

Accordingly, we do not assume credit risk with clients that:

- Have been charged with crimes of money laundering or concealment of assets, rights and values;

- Carry out any illegal activity;
- Offer guarantees arising, either directly or indirectly, from illegal activities;
- Are responsible for willful environmental damage;
- Subject workers to degrading forms of work or keep them in conditions of forced labor;
- Practice sexual exploitation of minors and/or child labor; and
- Political parties.

We also adopted specific conditions for the granting of credit to industries that have greater potential for an environmental and social impact and in the analysis and granting of credit for matters that are considered controversial due to their specific characteristics, in accordance with the [BB Sustainability Guidelines for Credit](#) and the [BB Environmental and Social Guidelines - Restrictive List and Exclusion List](#). The guidelines disclosed to the market are intended to provide visibility to the commercial and administrative practices adopted, reinforcing the observance of the public commitments assumed and in line with the environmental and social responsibility principles contained in our policies.

For the purpose of blocking transactions with individuals, companies, financial institutions, vessels, entities and countries included in local and international restrictive lists, the Office of

Foreign Assets Control (OFAC) filter, also known as Fircó Continuity verify Web (FCVW), is used.

This tool is essential to help financial institutions comply with the international anti-money laundering and counter-terrorism financing policies, in addition to observing the rules and definitions of international regulatory bodies.

The new version of the document, which had its name changed to [BB Environmental and Social Guidelines - Restrictive List and Exclusion List](#), presents two groups of activities. (i) Restrictive List: activities in which we assume credit risk under certain conditions; (ii) Exclusion List: activities in which we do not assume credit risk due to legal impediments and because they are not in line with our guidelines.

The regulations of equity investment funds to which we adhere value the adoption of best environmental, social and governance management practices.

Risk factors

The risk factors are described in such a way that potential buyers of the marketable securities are aware of the specific risks related to them. Therefore, the information that can influence investment decisions is public and can be found in section 4 of the [Reference Form](#).



Emerging Topics



|103-2|103-3|Innovation and technology| Environmental and Social Impacts of Activities and Operations|Environmental and Social risks|

Faced with a scenario of uncertainties, to achieve the Institution's strategic objectives we had to adopt specific management processes, notably amid a backdrop of emerging risks, resulting from changes in the market, regulation, economic scenario, climatic events, among other factors.

In 2021, we improved the corporate risk identification process that gathers information from both senior management and the risk-taking departments and the view of emerging risks. Accordingly, we completed an action related to the structured risk materiality assessment process, with improvements directed to Taxonomy and Risk Map. The Model adopted for Identifying and defining Risk Materiality gives rise to a materiality matrix, adjusted to weight the outcomes of quantitative and qualitative criteria.

The Model revision incorporated improvements in criteria, considering the level of exposure according to risk-causing factors, direct impacts according to Common Equity Tier 1 and indirect impacts, such as on strategy and reputation.

These criteria are applied to all assessed, including emerging, risks. Covid-19-related topics, included in the taxonomy of risks and named "Epidemic

Disasters" and "Non-banking competitors in the market and changes in banking consumer behavior", remain as emerging topics.

We also have risk and capital policies, standards, procedures, structures, governance, Information Technology (IT) infrastructure and risk and capital management processes that provide the security required for business development. Risk management is carried out based on activities developed to identify, measure, assess, control, monitor, report, improve and mitigate risks of aggregated positions of Prudential Conglomerate, as well as to identify and monitor risks associated with other companies controlled by the Conglomerate companies.

Another improvement was related to how we deal with environmental, social and climate risks, which were grouped together according to the need to align and connect these issues. Therefore, the Bank adopted environmental, social and climate risk nomenclatures.

Furthermore, the supplier risk is now called third-party risk, broadening the scope to cover, for example, correspondents and partnerships.

Non-banking competitors in the market and changes in banking consumer behavior

This risk arises from increased competition, as new technologies are set to grow or emerge in this scenario, such as analytical intelligence and Robotic Process Automation (RPA), which will impact transaction and Back Office processes and may be decisive to keep business competitiveness. Blockchain solutions for financial services also gain scale, as they process large volumes and with different types of transactions.

Economic scenarios indicate lower financial intermediation gains, increasing the need to reframe our asset portfolio and improve other sources of income, such as fee income.

Increasingly educated, connected and demanding consumers, as they live positive experiences, put pressure on the market by urging banks to innovate and reinvent their business models. Added to this is the emergence of a global pandemic that has massively shifted how we consume and interact, requiring greater availability and efficiency of digital services provided.

Focused on banking consumer behavior, we have invested in service quality and convenience, notably by developing products and services suited to consumer demands and multichannel technologies, that is, clients may choose the channel where they want to be served and have a convenient banking relationship even amid circulation restrictions imposed by the pandemic.

The challenge remains how to accelerate the digital transformation process while continuously increasing productivity and sharing a digital mindset, to gain more efficiency and improve user experience and customer satisfaction.

Competition is set to change: from specific grounds with specialized players to a showdown between ecosystems with large ranges of companies of different sizes, which collaborate and complement each other to build up solutions to meet consumer needs. This "platformization" of the economy will bring in new arrangements between companies, such as: retail companies acquiring communication companies and fintechs.

We are attentive to breakthroughs in the financial sector, notably as new business models and new technologies emerge, and we aim to anticipate trends to ensure business continuity, including investments in digital transformation and creation of new relationship models. To this end, we revisited our service models and channels by ramping up digital solutions capable of improving the customer experience. We also reframed our strategic committees by streamlining the decision-making process and ensuring greater assertiveness in the digital transformation process. Another major highlight is the investment in Analytical Platform and Artificial Intelligence, key for the shared creation of prospective models to anticipate consumer behavior trends. We also made headway in strategies such as Open Banking and Marketplace, in addition to seeking a strategic positioning in the digital ecosystem.

Epidemic Disasters

They arise from the likely outbreak of infectious diseases that spread rapidly and globally, resulting in new epidemics or pandemics that massively impact health systems and the economy of countries, especially developing countries.

The Covid-19 pandemic has given rise to increased volatility in Brazilian and international financial markets and in economic indicators, including interest, foreign exchange rate and credit spread. Any unexpected shocks or movements in these market factors can result in financial losses associated with our trading book or financial assets, which could worsen the Bank's financial condition.

The negative impacts on our business, observed during the covid-19 pandemic, may occur in the case of a stress scenario related to recurrent new epidemics or pandemics, assuming, among others, the following specific assumptions:

- o international scenario:
 - a) the emergence of new Covid-19 strains triggers specific regional social distancing measures, with resulting inflationary effects;
 - b) supply conditions are not sorted out in the short term, leading to higher inflation;
 - c) adjusted monetary conditions in major economies are brought forward and the monetary policy quickly shifts towards one of economic contraction;
 - d) the global economy has a sharp downturn; and
 - e) risk aversion in global markets ramps up, hampering flows into emerging markets.
- o domestic scenario:
 - a) the spread of new strains nationwide extends the pandemic status, triggering new social distancing measures;
 - b) the unfavorable water cycle adversely affects agricultural production, economic activity and domestic prices; and
 - c) the economic activity records a sharp downturn in the short term.

We mitigated the likelihood of negative impacts arising from epidemic or pandemic disasters through:

- o risk and capital management structure and processes that provide the required security for the business development and ensure that the Bank has sufficient capital to cover risks and prospective assessment processes to adopt timely actions to keep BB's capital at adequate levels to cover any risks incurred;
- o timely actions to monitor credit risk, including monitoring delinquency and provision level, as well as their impacts on capital, by extending grace periods for Guided Productive Microcredit (MPO) operations, providing special extension for Agribusiness Loans and credit recovery processes, among others. Notwithstanding this context, credit risk management considers a potential increase in credit risk as a result of the 2021 water crisis, which may lead to the recognition of a higher provision;
- o flexible actions implemented regarding Emergency Home Working arrangements, in line with operational efficiency, organizational culture transformation and corporate sustainability.

A highlight is the internal communication and crisis management tool, as Banco do Brasil provided a website in its own intranet to guide employees on customer service in the pandemic scenario, share information on labor relationships and working hours, share protocols and answer questions related to Covid-19 pandemic-related issues.





Capital

Capital management consists of a continuous process of planning, controlling, evaluating and monitoring the capital necessary to face the relevant risks, ensuring solvency concurrently with the adoption of business strategies, and supporting the capital required by the regulatory body or that are established internally.

We maintain a Capital Plan with a three-year prospective view that incorporates the effects defined by the Basel III Accord and takes into consideration the Risk Appetite Statement (RAS) the corporate strategy and budget.

The focus is on organic capital generation due to the growth of credit in lines with lower capital consumption and more attractive under the return-risk criterion.

More information is available in the [4Q21 MD&A](#).

BIS Ratio (RE-RWA) - %



BIS Ratio R\$ millions

	2019	2020	2021
Reference Equity	132,150	161,924	165,648
Tier I	96,380	132,248	141,353
Common Equity Tier I Capital (CET1)	71,289	104,315	111,338
Prudential Adjustments	(35,732)	(20,726)	(31,286)
Additional Tier I Capital	25,091	27,932	30,015
Tier II	35,770	29,677	24,295
Risk-Weighted Assets (RWA)	711,402	766,065	932,728
Minimum Required Reference Equity (MRRE)	56,912	61,285	74,618
MRRE Margin (RE-MRRE)	75.238	100,639	91,030
Tier I Capital Ratio (Tier I/RWA) - %	13,55	17,26	15,15
CET1 Ratio (Tier I/RWA) - %	10,02	13,62	11,94

RWA Breakdown R\$ millions

	2019	2020	2021
Credit Risk (RWS CPAD)	612,630	677,256	790,006
Market Risk (RWA MPAD)	21,393	21,125	36,080
Operational Risk (RWA OPAD)	77,380	67,683	106,642
Total	711,404	766,065	932,728

Internal Controls

Internal Controls Systems are assessed based on specific methodologies, according to the nature of the issue addressed, identified risks and their criticality, controls and management, in addition to other relevant information. It is guided by BB's Lines of Defense Reference Model and, as reference, the Committee of Sponsoring Organization of the Treadway Commission – Framework for the Evaluation of Internal Control Systems (COSO 2013), the Committee of Sponsoring Organization of the Treadway Commission – Enterprise Risk Management (COSO ERM 2017), the Control Objectives for Information and Related Technology (CobIT) and ISO 31010.

The dynamics for defining the 2021 Scope of Operation has been improved. In the cycle, we highlight the broadening of topics assessed, defined by mapping major threats within the Corporate Strategy scope, and addressing regulatory issues and typical functions of internal controls. 629 assessments were carried out in 44 units (including 06 Entities Affiliated to Banco do Brasil (ELBB) and a Strategic Project prefix), reaching 90 corporate macro processes, with 719 controls tested.

To improve efficiency and adherence to the best market practices, we improved the Single Taxonomy of Internal Controls and set a common nomenclature for controls for corporate use in our many units.

Within the scope of ESG practices, a component for identifying and reporting products that make up BB's Sustainable Business Portfolio was implemented in the Product Certification indicator. We also improved the ESG Compliance Index indicator to strengthen the business environmental and social risk management.

Some innovative tools for controls environment management:

- Atypical Issues Monitoring Panel (PMA): aimed to monitor business performance under atypical conditions to identify undesirable business behaviors. It is also a tool that helps us comply with the Customer and User Relationship Policy, in accordance with CMN Resolution No. 4,539/16. In 2021, the tool started to use analytical models in its monitoring.
- Immediate Solution (SIM): a system of rapid resolution of complaints brought by clients at first instance, when the complaint is proven to be legitimate and financial loss arises due to flawed service, product, process, system, internal fraud and agreements. This solution is aimed to refund the amount disputed by clients.
- Sales Quality Indicator (IQV): designed to enable the monitoring of the performance of major items related to sales, reinforcing the strategic

direction given to client centricity, and the consistency between client relations guidelines set in the PRSA and the Customer Relationship Policy.

- Internal Controls System Effectiveness Level Panel (SCI Panel): a major tool to provide and monitor information on control and compliance environment, the status of corporate risks and the performance of departments, in addition to inducing the behavior of the Units to sort out weaknesses and mitigate risks, with impact on employment agreement. Throughout 2021 we aimed to simplify and scale back indicators for greater assertiveness of the inducer, in addition to improving the metrics and weight of current indicators. For 2022 the SCI Panel will comprise five scoring indicators (MRLD, Assessments, Recommendations, GAC and Compliance Index) and a penalizing/reducing indicator (Operational Loss Management Maturity). Monthly reports are submitted to Senior Management with the SCI Effectiveness Level outcomes, the Institution's risk status and the management maturity of the Bank's Units.
- Regulatory Radar: a corporate tool used for the automated capture of standards published on top regulators' websites. In 2021, 99% of information were assessed by Supervisors with respect to the impact on inherent risks and corresponding action plans were timely recorded.

Simplifique Project

The Simplifique (Streamline) project is available for all employees of the Bank and its purpose is to streamline processes and improve the experience of clients and users. The suggestions are forwarded to the supervisors for assessment and their implementation is monitored. By means of the project, BB organized advisory actions for supervisors on the optimization of processes, in particular the implementation of the digital signature when contracting products in-person, which will provide further security and agility. In 2021, 916 suggestions for improvement were received.

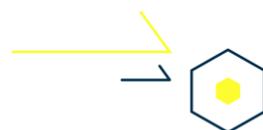


Entities Affiliated to Banco do Brasil (ELBB)

As an investor and leading institution of the Prudential Conglomerate, we ensure the business model effectiveness, sustainability and completeness, by setting corporate governance mechanisms to get expectations in line and mitigate risks associated with the Entities Affiliated to Banco do Brasil (ELBB).

To this end, we carry out an integrated supervision of the Entities Affiliated to Banco do Brasil (ELBB) in biennial planning cycles. This supervision consists of a set of activities to assess, monitor and guide the ELBB in terms of governance, risks, controls and compliance to ensure the economic health and balance of these entities.

Aimed to strengthen, innovate and fully integrate the supervision process, we launched the Supervision+ Project. This Project comprises a set of short- and medium-term structuring actions to bring a modern and disruptive view to the ELBB supervision process. This supervision work relies on the integrated performance of Strategic Units based on their corresponding attributions and involve the assessment of major risks and controls identified.



Internal Audit

The Internal Audit assesses corporate processes and provides consulting services, on an independent and objective basis, aiming at the improvement of corporate governance and the management of risks and controls. In 2021, the department completed 221 audit examinations.

During the assessments, the audit findings that require improvements are mentioned in recommendations that also point out the supervisor in charge and the deadline for implementation - compatible with the level of associated risk.

The recommendations are followed up by the Internal Audit Department until they are implemented. Thereafter, corrective actions are assessed and, if they are considered sufficient to mitigate the risks involved, the recommendation is certified by the auditor.

The Internal Audit Department also monitors the audit and inspection work carried out by the Government Inspection and Control Entities. In the Conglomerate, the department is responsible for receiving and forwarding the requests for supervision and inspection, and the Unit is responsible for assessing the replies to the requests with respect to consistency and completeness.

The findings presented in this work result in decisions and recommendations to the supervisors, and, together with the Internal Audit Department's

findings, contribute to the improvement of governance and management of risks and controls. These recommendations are certified in advance by the Internal Audit Department and the notes are considered in the assessment of the processes.

The Internal Audit Department has been intensifying its work on the development of innovative solutions so as to face the Unit's strategic challenges and meet the expectations of the governance and regulatory bodies. In 2021, the Internal Audit Department expanded the actions aimed at self-transformation and development of a continuous innovation culture with the use of data analytics and data science tools. These actions include:

- Once the audit process is established with Advanced Information Analysis (AIA), the systematic and disciplined use of AIA instruments and tools allows for the assessment and improvement of the efficacy of risk management processes, controls and governance. The following are examples of AIA: Continuous Audit Support Panels, Virtual Audit Assistants and other technologies, such as predictive models, natural language processing, computational view, and artificial intelligence applications.
- The use of Robotic Process Automation (RPA), with 57 Virtual Audit Assistants, 15 more than in 2020, makes automated testing feasible.





With gains of quality and efficiency, the RPA makes it possible to reduce operational losses through the identification of situations that pose some level of risk to Banco do Brasil, with an emphasis on the identification of the causes of the risk events assessed. In 2021, virtual assistants were developed to assess situations related to debt renegotiation processes, ESG and judicial deposits, among others.

- Expansion of the Continuous Audit Support Panels portfolio, which are advanced information analysis tools that increase efficiency and expand the potential of assessment of corporate processes by the Internal Audit Department. In 2021, 42 new analytical panels were implemented, many of which with the use of the Agile Scrum development methodology.
- Implementation of the Training Journey in Data&Analytics based on self-assessment and monitoring of results aimed at accelerating the qualification of auditors on the topic. The purpose of the journey is to help the Internal Audit community increase the knowledge of data and analytics by means of a model that takes into consideration the stage of each one, which is systematically determined through self-assessments. The model is based on the 70:20:10 methodology, integrating the performance of training programs, such as courses and video classes, with the interaction of other users, in addition to practical experiences, such as the application of knowledge of analytics on the audit work.

Within the scope of Disciplinary Control, the Internal Audit Department carries out Special Audit work for the purpose of identifying the circumstances and consequences of irregularities, as well as the analysis of the causes of the occurrences. As a result, it contributes to the improvement of risk and control management at the Organization. The information arising from this work supports the assessment of corporate processes and the addressing of actions to improve the Bank's products, services and systems.

Accordingly, between January and December 2021, the Internal Audit Department completed 732 Special Audit examinations, of which 465 were selected based on relevance and criticality criteria for analysis by a team dedicated to the assessment of causes. Based on the analyses, 10 occurrences were forwarded for solution and 15 are still being handled.

As support, in particular for the determination of irregularities, 9,900 databases and documents were generated and handled, reducing the time spent and increasing the operational efficiency of this process.

On the interaction between the Lines of Defense front, the use and linking of the Corporate Risk Taxonomy with the elements of the processes mapped by the Internal Audit Department was also noteworthy, allowing for an expanded view of the risks that permeate the processes, quantitative measurement of the impact of these risks and issue of a more well-based opinion on the relevant risks. The improvements preserve the work pillars of the Audit methodology, focused on the assessment of

corporate risks, in order to meet the expectations of the Bank's governance bodies and expand the interaction with the Second Line of Defense. The audit examinations that started in 2022 already assess risks in accordance with the Bank's Corporate Taxonomy.

Over the course of 2021, the Internal Audit Department assessed processes of agribusiness, business with public entities and loan operations related to funds and government programs exposed to risks related to the guarantee of legality, legitimacy, economicity and transparency in the investment of public resources.

On the interaction between the Lines of Defense front, the use and linking of the Corporate Risk Taxonomy with the elements of the processes mapped by the Internal Audit.



Complementary content

5

GRI Attachment

102-6: Markets served

Further information about the branch network can be found in the [MD&A 4Q21 \(table 46\)](#) and in the [Structural Data of the Historical Series of 4Q21](#). The loan portfolio by economic sectors can be found in note 12, item c (Loan Operations), of the [Consolidated Financial Statements as of 2021](#). Our customer base can be consulted in the [Structural Data of the Historical Series of 4Q21](#).

102-8: Information on employees and other workers

Permanent employees, by region (unit)

Region	2019	2020	2021	Change 2020-2021
North	4,043	3,981	3,678	-7.61%
Northeast	15,387	15,106	13,919	-7.86%
Midwest	16,546	16,650	16,090	-3.36%
Southeast	40,864	39,800	35,894	-9.81%
South	16,327	16,117	14,997	-6.95%
Abroad	23	19	19	-
Total	93,190	91,673	84,597	- 7.72%

Employees, by type of employment and gender (unit)

	2019	2020	2021	% of total
Full time – male	54,068	53,028	48,670	57.53
Full time – female	39,122	38,645	35,927	42.47
Total	93,190	91,673	84,597	100.00

Information refers to the number of personnel on the last day of the year, extracted from the corporate bases of personnel systems. The figures represent the total workforce, called "Actual workforce" (or "labor force"). This concept excludes the following situations: assignment, leave (sick leave, sabbatical and other leaves), those hired in a special regime, statutory and absent from the payroll.

Total number of outsourced jobs, by region ^{1 a 5}

	2019	2020	2021	Varição 2020-2021
North	1,576	1,561	1,431	-8.33%
Northeast	5,704	5,518	5,076	-7.99%
Midwest	3,903	3,357	4,045	20.49%
Southeast	12,350	11,992	11,149	-7.03%
South	4,448	4,544	4,192	-7.75%
Total	27,981	26,972	25,893	-4.00%

(1) The number of outsourced jobs is restricted to agreements for services provided on a continuous basis (such as fire brigade, pantry, surveillance, cleaning, etc.) and they do not include data on the workers allocated in occasional hiring or contracts without assignment of labor.

(2) Our hiring, through bidding notices, is based on commercial and/or technical proposals, hiring service positions without gender specification.

(3) Outsourced jobs, as a rule, is the specification of the outsourced service to be performed. They are not linked to the number of people since there are jobs that demand more than one outsourced person to be carried out, for example, type "c" guard job position.

There are also contracts where the service is defined by other parameters, for example, the cleaning service, which is based on square meters (area). For this reason, the Bank establishes a reference quantity.

(4) For contracts whose subject matter is surveillance, the number of jobs is made per band, that is, it can vary within the minimum and maximum limits established in the contract, without the need for amendments for its respective activation.

(5) Considering the exceptional nature of the pandemic, due to some situations of temporary suspension of jobs, there may be a variation in the number of jobs in the range established in the contract. In this case, an agreement is initially registered between the parties by notice letters for subsequent contractual amendment by including an amendment after the end of the pandemic. The control of the number of jobs is determined manually and the figures presented are not absolute, being subject to variation due to one-off events (temporary suspension of jobs, closure of facilities) in which the manual calculation is not able to provide accurate figures.

102-10: Significant changes to the organization and its supply chain (no changes)

There was no change in the structure of significant suppliers or in the agreements entered into with them that could have any impact on our operations.

102-12: External initiatives

[103-2|103-3] Sustainability Culture

Some of the public commitments and sustainability initiatives endorsed by us are presented below. Further information is available on the [Sustainability website](#).

- Carbon Disclosure Project (CDP)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Business Ambition for 1.5°C - Science Based Targets initiative (SBTi)
- Brazilian Business Council for Sustainable Development (Cebds)
- OECD Guidelines for Multinational Enterprises
- Companies for the Climate Platform (EPC)
- Global Compact
- Equator Principles
- Principles for Responsible Investment (PRI)
- Principles for Sustainable Insurance (PSI)
- Business Pact for Integrity and Against Corruption
- Brazilian GHG Protocol Program

102-13: Membership of Associations

The following are the main bodies, entities or associations to which we are signatories or representatives:

- Brazilian Association of Credit Card and Service Companies (Abecs)
- Brazilian Association of Real Estate Loans and Savings Companies (Abecip)
- Brazilian Financial and Capital Markets Association (Anbima)
- Brazilian Association of Consortium Companies (Abac)
- Brazilian Association of Pension Funds (Abrapp)
- Brazilian Association of Development Financial Institutions (ABDE).
- Brazilian Association of Human Resources (ABRH)
- Association of Capital Market Investors (AMEC)
- Association of Capital Markets Analysts and Investment Professionals (Apimec)
- National Association of Credit, Financing and Investment Institutions (ACREFI)
- National Confederation of Support and Assistance Institutions for Children and Adolescents with Cancer (Coniacc)
- Brazilian Federation of Banks (FEBRABAN)
- Principles for Responsible Investment (PRI)

102-19: Delegating authority

Our governance is ruled by the Bylaws, the general and specific policies, the minutes of the General Shareholders' Meeting, its Internal Regulations, the internal rules and applicable legislation. The Bylaws complement the legislation, establishing the form of operation, as well as the duties and levels of approval of each governance body. In accordance with the Brazilian Corporate Law, it is incumbent upon the General Shareholders' Meeting to amend the Bylaws.

Internal regulations determine our governance bodies' functioning, including advisory committees to the Board of Directors (CA), to ensure that their performance is in accordance with the rules set forth by the Bylaws. These regulations state, among other provisions, the purpose, composition and duties of governance bodies. Internal regulations are approved by the Board of Directors, except for the Supervisory Board, which, as an inspection body for our administrative management acts and for protection of our interests and shareholders, resolves upon its own internal regulations.

Accordingly, authority delegation process is carried out by the Annual Shareholders' Meeting and consolidated in our Bylaws, and by the Board of Directors through internal regulations.

Bylaws: Article 21, item X; Article 29, item X

102-21: Consulting Stakeholders on Economic, Environmental and Social Topics | 102-29: Identifying and Managing Economic, Environmental, and Social Impacts | 102-43: Approach to Stakeholder Engagement | 102-44: Key Topics and Concerns Raised | 102-46: Defining Report Content and Topic Boundaries | 102-47: List of Material Topics 102-49 Changes in Reporting

Corporate Strategy

[102-21|102-29|102-43]

Our stakeholders are periodically involved in different advisory and decision-making situations, with emphasis on the development of the Corporate Strategy and Sustainability Strategy.

In the 2022-2026 Strategic Planning process, the assumptions of active participation by stakeholders, holding company's vision and emphasis on customer experience were maintained. We also sought to ensure alignment of the Corporate Strategy of Banco do Brasil (ECBB) with other documents of our strategic architecture. Accordingly, the strategic goals were spread across the IT Strategic Plan, the Integrated Planning, the instruments for inducing performance and work agreements, and initiatives and actions in all areas of our organization.

This process also considered perceptions and expectations of different stakeholders. Internal stakeholders (employees and statutory officers, directors, as well as representatives of Entities Affiliated to Banco do Brasil) were interviewed, responded to institutional surveys addressing trends, uncertainties and scenarios in the financial industry, and participated in workshops on planning, when they were able to actively contribute to discussions, proposals and strategic decisions. To capture customers' perceptions and expectations, we used satisfaction surveys with different segments. Market studies on trends of banking consumers' behavior were also considered. To improve strategic discussions, guest market analysts reviewed and discussed about our performance and future prospects with the Executive Board.

Sustainability Strategy and Annual Report

[102-21|102-29|102-43|102-44|102-46|102-47|102-49]

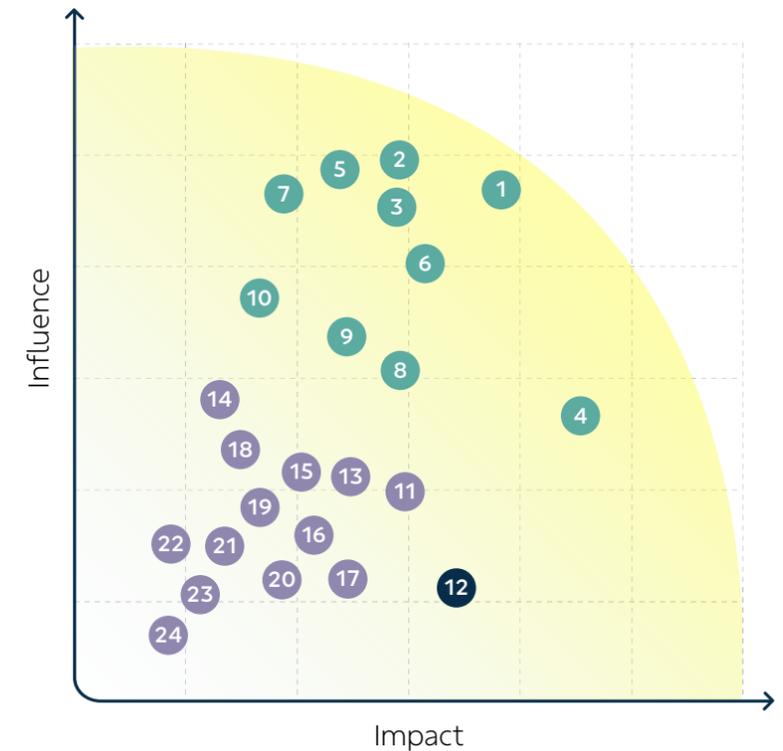
We manage environmental and social impacts, risks and opportunities through contributions received from our stakeholders to the process to collectively develop our Sustainability Plan – Agenda 30 BB, which is reviewed every two years. These stakeholders actively participate in several engagement events to define materiality and update the Plan, which result in priority sustainability challenges and actions for our management. In 2020, we carried out a broad online consultation process with the participation of 15,878 stakeholders.

Aiming at prioritizing sustainability topics and challenges to update the Sustainability Plan – Agenda 30 BB and guiding the content of the Annual Report, in 2020 we reviewed our stakeholder map considering relevance of the categories senior management, shareholders/investors, customers, affiliated entities, government, suppliers, employees, press/media, regulatory agencies, civil society representatives, and sustainability experts from the perspective of the Strategic Goals (Strategic Map 2021-2025) and results of the process carried out in 2016. This process also complies with the Global Reporting Initiative (GRI) and the International Integrated Reporting Council (IIRC) standards.

In this cycle, all categories of stakeholders were invited through online consultation to determine the priority sustainability topics and challenges to guide management and reporting of Banc do Brasil’s topic in the coming years. The contributions of each category were consolidated according to their weight in terms of influence and impact; relevance was assigned according to their priority in the stakeholder map. Also, different weights were considered for references used in developing the materiality matrix:

Ten topics were considered as priority in the convergence of results from the analyses of competitors (benchmarking) and other references in sustainability, strategic goals, media analysis and consultations with stakeholders. During the 43rd BB Sustainability Forum, executives had the opportunity to discuss and evaluate all mapped sustainability topics and challenges and bring two new topics to the “material” status, according to the established methodology. On the occasion, the customer relationship and satisfaction topic was considered material and, therefore, became a priority due to its relevance in the Corporate Strategy (Customer Centricity) and the need to address this topic in an environmental and social perspective. After this stage, materiality result was validated by the Management Committee of the Investor Relations and Sustainability Unit.

Materiality Matrix Chart



Influence

- References: sectoral studies, trends, indices
- Media analysis
- External stakeholders’ consultations

Impact

- Senior management consultation
- Competitors (benchmark)
- Internal public consultation
- Corporate strategy/ internal documents

- | | | | |
|--|---|--|------------------------------|
| 1 Innovation and Technology | 9 Combat Against Corruption, Bribery and Money Laundering | 17 Best Corporate Governance Practices | ● Material theme |
| 2 Diversity | 10 Climate Changes | 18 Emerging Themes | ● Non-material theme |
| 3 Sustainable businesses | 11 Generation os Economic Valeu | 19 Human Rights | ● Theme promoted to material |
| 4 Talent Attraction, Retention and Development | 12 Customer relationship and satisfaction | 20 Supplier management | |
| 5 Socioenvironmental impacts of operations/ activities | 13 Environmental Management and Eco-Efficiency | 21 Financial inclusion | |
| 6 Sustainability Culture | 14 Macroeconomic Scenario | 22 Health and safety at Work | |
| 7 Socioenvironmental Risk | 15 Financial education | 23 Transparency and Accountability | |
| 8 Ethics and Compliance | 16 Information security Data Protection | 24 Private Social Investment | |

Based on this and on the Sustainability Plan structuring step, supervisors of the Strategic Units evaluated the actions and indicators addressed to each sustainability challenge. As a result, in March 2021 the Executive Sustainability Committee approved the Sustainability Plan - Agenda 30 BB 2021-2023. The 40 actions and 110 indicators approved were included in the Work Agreement (ATB) of the departments in charge as one of the indicators to measure the performance of our units' management in relation to the established goals. This evaluation model impacts the employees' variable compensation with the payment of Profit Sharing (PLR). Finally, this cycle ends when we render accounts to stakeholders for actions developed and related to material topics and challenges through the Annual Report.

The Board of Directors is responsible for approving the Corporate Strategy, which consolidates the decisions about the company's performance in the following five years. Upon receiving the matters for resolution, the Board of Directors discusses about them and makes decisions. After approval, topics are forwarded to the departments in charge for their compliance. In some cases, when the decision is made, the Board determines that it must be provided with regular reports on the matters resolved upon to be kept up to date on the progress. [|102-21|102-29|102-44|102-46|](#)

In December 2021, the Banco do Brasil's Corporate Sustainability Committee was set up, aimed at advising the Board of Directors on sustainability topics, based on the best market practices and the commitments voluntarily made by the Bank.

A full description of the steps of our materiality process is presented below:

Definition and prioritization of Sustainability Topics and Challenges

Step 1: Identification	Step 2: Consultations with publics	Step 3: Analysis of scenarios and results	Step 4: Agenda 30 bb - validation and planning
Map of topics - global references and agreements 40 different documents and references were analyzed: <ul style="list-style-type: none"> • Competitors' benchmarking and company that is reference in the market • Mapping of financial sector topics and landmarks and indices (such as DJSI and ISE) • Trend mapping - national and international studies • News about BB in the media and on social networks. • Review of Stakeholders Map 	Online survey with 15,878 people of internal and external publics. 12 categories of publics electronically consulted: <ul style="list-style-type: none"> • Senior Management • Employees • Investor shareholders • Customers • Affiliated entities • Sustainability Expert • Competitors (secondary sources) • Suppliers • Government • Press/ Media • Regulatory agencies • Civil Society Representatives 	Each result presented a different scenario, with different topics. Convergence of topics and the Company's gap analysis were carried out to prioritize the 24 sustainability topics and challenges mapped. For topics and challenges considered as priority, management reinforcement was decided, also pointing out the need for investment.	Materiality results were evaluated by executive managers at the 43rd BB Sustainability Forum. Materiality matrix validation by the Management Committee of the Investors Relations and Sustainability Unit Based on materiality results, Agenda 30 BB was updated with definitions of new actions and indicators. Long-term commitments have also been established. Evaluation and validation of actions and indicators proposed by the Strategic Units' Management Committee and the Board of Officers.

102-25: Conflicts of interest

[|103-2|103-3|](#)Ethics and compliance

Banco do Brasil has a set of procedures and measures to identify and manage conflicts of interest. We act as a financial agent complying with standards defined by the Federal Government and subject to the same conditions applied to other operators. Accordingly, there is no flexibility to change conditions that may represent a conflict of interest with the Bank.

Rules, policies and practices related to the Board of Directors included in the Bylaws of Banco do Brasil and aimed at identifying and managing conflicts of interest provide for the prohibition of buying or selling goods of any nature to members of the Board of Directors and related committees, Executive Board and Supervisory Board. Article 18 of the Bylaws provides that a Board member representative of employees will not take part in discussions and resolutions on matters involving union relations, compensation, benefits and advantages, including pension fund and social security matters, as well as in other cases in which a conflict of interest arises. Article 16 of the Board of Directors' Internal Regulations sets forth that a specific meeting will be held at least once a year, without the presence of the Board Member who is the CEO of Banco do Brasil, to approve the Annual Internal Audit Plan (PAINT) and the Internal Audit Activities' Annual Report (RAINT). For further information, see Reference [Form 12.3 item c.](#)

Among the policies in this set of ethical commitments, the Banco do Brasil's Related Party Transactions Policy stands out as it sets contracts agreed in accordance with Law No. 8,666/93, which is aimed to avoid conflicts of interest. Accordingly, there is no flexibility to change conditions that may represent a conflict of interest with the Bank. For further information, see Reference [Form 16](#).

With respect to audits, also to avoid conflicts of interest or threats to the independence or objectivity of the external auditor, possible hiring of other services from the same company that provides accounting audit services to the Banco do Brasil Conglomerate is previously submitted to the Audit Committee (Coaud).

With respect to disciplinary actions, the Internal Ombudsman, via Ethics Committees, is responsible for dispensing due disciplinary treatment to those involved.

201-1: Direct Economic Value generated and distributed

Direct economic value generated and distributed	2019	2020	2021	Change 2020-2021
Direct economic value generated (revenues) – R\$ billion	45.6	43.2	58.4	35.2%
Economic value distributed (R\$ billion)	31.9	33.1	45.8	38.4%
Personnel (wages and benefits to employees) (R\$ billion)	23.1	21.5	23.0	7.0%
Payments to providers of capital (R\$ billion)	1.3	1.4	1.4	-
Interest on capital and dividends (R\$ billion)	7.0	4.2	8.6	104.8%
Taxes, fees and contributions	0.5	6.1	12.7	108.2%
Economic value retained (R\$ billion)	13.7	10.0	12.6	26.0%
Retained earnings (R\$ billion)	11.2	8.4	12.0	42.9%
Non-controlling interest in retained earnings (R\$ billion)	2.5	0.5	0.6	20.0%

102-38: Annual total compensation ratio

Information	2019	2020	2021	Change 2020-2021
Ratio of the CEO's annual total compensation to the median annual total compensation for all employees (excluding the highest paid individual) in Brazil	22.31	21.83	17.90	-18.00%
Ratio of the CEO's annual total compensation to the average annual total compensation for all employees (excluding the highest paid individual)	14.90	15.87	13.60	-14.30%

202-1: Ratios of standard entry level wage compared to local minimum wage:

Information	2019	2020	2021	Change 2020-2021
Ratio of standard entry level wage paid by BB compared to local minimum wage ⁽¹⁾	2.98	2.89	3.05 ⁽²⁾	5.54%

Values apply to both men and women..

(2) For calculation purposes, the entry level wage upon joining Banco do Brasil was considered to be R\$ 3,353.92. There are currently 137 employees holding 10 positions, who receive less than R\$ 3,353.92, however they hold positions nearing extinction. Since these positions are considered to be nearing extinction, they cannot be fulfilled by new employees and, therefore, they were disregarded. The employees mentioned account for 0.16% of the total workforce.

205-1: Operations assessed for risks related to corruption

According to the methodology approved in 2021, the internal assessment methodology for money laundering and terrorism financing risk was reviewed and anti-corruption issues were included in the methodology. The internal assessment methodology for money laundering, terrorism financing risk and corruption (LD/FT-C) was applied, which resulted in the Internal Risk Assessment of LD/FT-C – Inherent Risk document, approved by the Chief Internal Controls and Risk Management Officer (CRO), and the Banco do Brasil's Risks and Capital Committee, Audit Committee (Coaud) and Board of Directors were communicated.

We also inform that, as stated in the 2021 Compliance Program, corruption risk is included in other risks identified as relevant, namely: conduct risk, compliance risk and reputation risk, whose monitoring aims at providing a fair, ethical and transparent environment to our business relations.

205-2: Communication and training about anti-corruption policies and procedures

Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region:

Region	Employee category	2019		2020	
		Trained	% (total workforce)	Trained	% (total workforce)
Midwest	Senior management	26	15.66	34	16.92%
Midwest	Advisory	1,080	23.34	2,355	31.65%
Midwest	Managerial	997	22.7	1,291	28.91%
Midwest	Operational	2,627	57.17	2,092	48.21%
Midwest	Technical	288	10.32	74	36.45%
Abroad	Senior management	-	-	-	-
Abroad	Managerial	2	11.76	5	33.33%
Northeast	Senior management	1	16.67	3	13.64%
Northeast	Advisory	93	28.7	80	24.69%
Northeast	Managerial	1,400	25.77	1,404	26.03%
Northeast	Operational	6,041	63.29	4,404	47.23%
Northeast	Technical	14	22.95	8	19.51%
North	Senior management	-	-	-	-
North	Advisory	23	23.71	28	29.17%

Region	Employee category	2019		2020	
		Trained	% (total workforce)	Trained	% (total workforce)
North	Managerial	451	28.05	495	30.50%
North	Operational	1,444	62.32	999	44.44%
North	Technical	5	29.41	2	28.57%
Southeast	Senior management	5	10.64	19	28.57%
Southeast	Advisory	404	20.55	564	28.23%
Southeast	Managerial	3,454	23.5	3,733	25.66%
Southeast	Operational	11,350	49.08	10,100	45.05%
Southeast	Technical	233	22.51	227	30.35%
South	Senior management	-	-	3	11.54%
South	Advisory	128	25.86	171	33.79%
South	Managerial	1,438	25.35	1,485	26.32%
South	Operational	5,499	55.57	4,274	44.02%
South	Technical	70	28.11	81	34.62%

Note: The sum of stakeholders included in the categories Management and Senior Management is equivalent to the stakeholders included in the Management category as from 2021

Region	Employee category	2021		Accumulated Total	
		Trained	% (total workforce)	Trained	% (total workforce)
Midwest	Advisory	4,354	58.99%	7,378	99.96%
Midwest	Managerial	3,327	72.72%	4,571	99.91%
Midwest	Operational	2,755	72.44%	3,797	99.84%
Midwest	Technical	160	48.34%	330	99.70%
Abroad	Managerial	5	26.32%	19	100.00%
Northeast	Advisory	212	67.09%	316	100.00%
Northeast	Managerial	4,266	79.60%	5,359	100.00%
Northeast	Operational	5,990	72.94%	8,197	99.82%
Northeast	Technical	10	31.25%	31	96.88%
North	Advisory	61	68.54%	89	100.00%
North	Managerial	1,309	79.67%	1,643	100.00%

Region	Employee category	2021		Accumulated Total	
		Trained	% (total workforce)	Trained	% (total workforce)
North	Operational	1,468	76.02%	1,928	99.84%
North	Technical	5	33.33%	15	100.00%
Southeast	Advisory	1,119	61.96%	1,804	99.89%
Southeast	Managerial	11,323	80.38%	14,085	99.99%
Southeast	Operational	13,697	71.05%	19,265	99.93%
Southeast	Technical	428	59.12%	724	100.00%
South	Advisory	251	50.91%	493	100.00%
South	Managerial	4,683	81.39%	5,754	100.00%
South	Operational	6,161	71.81%	8,572	99.92%
South	Technical	102	59.65%	171	100.00%

As of 2021, the Senior Management and Managerial categories were grouped together, leaving only the Managerial category

301-1: Materials used by weight or volume | 301-2: Recycled input materials used

Non-renewable materials

Cartridge and Toner Refurbishing Program ¹ (Prorec – in units)	2019	2020	2021	Change 2020-2021
Total cartridges consumed	86,406	12,565	7,411	-41.01%
Refurbished cartridges	85,818	12,565	7,411	-41.01%
Percentage of refurbished items	99.32%	100%	100%	-

(1) Toner cartridge supplies used by us do not come from recycling. We purchase refurbished toner cartridges that are original from the equipment manufacturers and then remanufactured. Regardless of the material purchased, we aim to dispose of it in a sustainable manner, prioritizing solid waste management by our suppliers and users. Increase in transactions through electronic means and rationalization of printers' availability in our facilities allowed reduction in toner cartridge consumption.

Renewable materials

Paper used	2019	2020	2021	Change 2020-2021
Total paper consumed (metric tons)	4,035	1,868	1,740	-6.85%
Recycled paper (metric tons)	256	156	118	-24.35%
Percentage of recycled paper	6.34	8.38	6.76	-19.33%

Reduction in paper consumption from 2020 onwards was the result of the *Papel Zero* (Zero Paper) campaign, the awareness raising of internal stockholders and the digital transformation process, through which several sectors digitized paper documents and products, in addition to the increase in transactions carried out through electronic means, such as mobile phone and Internet.

302-1: Energy Consumption within the Organization | 302-3: Energy Intensity | 302-4: Reduction of Energy Consumption

Energy intensity ^{(1) (2) (3)}	2019	2020	2021	Change 2020-2021
Electricity intensity (Total electricity consumption/employee/year) (MWh/employee/year)	6.13	5.81	6.11	5.16%
Total electricity consumption (MWh)	571,000	532,839	516,993	-2.97%
Total electricity consumption (GJ)	2,055,600	1,918,220	1,861,174	-2.97%
Number of employees ³	93,190	91,673	84,597	-7,72%

(1) Despite the reduction in energy consumption in 2021, the energy intensity increased in 2021, due to the return to in-person activities in the second half of the year.

(2) We consume energy from the National Integrated System (SIN) and acquire energy in the deregulated market (ACL – ambiente de contratação livre). Additionally, we have solar power plants, which supply the Bank through distributed generation. Aiming at reducing our carbon footprint, as from 2020 we purchase I-RECs in the total volume consumed by the Bank.

(3) Includes the actual workforce, in accordance with official information.

Fuel (liters)	2019	2020	2021	2021 (GJ)	Change 2020-2021
Total consumption of diesel oil – generator set	383,658	195,333	219,089	8.99	12,16%
Total consumption of diesel oil – vehicles	70,568	47,088	85,385,71	3.39	81.33%
Total gasoline consumption	1,071,786	734,434	505,801,22	17.98	-31.13%
Total ethanol consumption	387,016	202,471	467,944,92	9.97	+131,11%

In 2021, total energy consumption (electricity + fuel) amounted to 1,861,214.33 GJ.

306-3: Waste generated

Weight of hazardous waste, broken down by type of disposal (bulbs, batteries and electronic boards) ^{(1) (2) (3)}	2019	2020	2021	Change 2020-2021
Other (chemical reaction and decontamination) (metric ton)	3.2	65.1	67.97	4.41%

(1) Data relating to bulbs and batteries refers to items collected and disposed of by a contract for recycling of movables.

(2) Sustainable collection and disposal service, which includes disposal of bulbs, batteries and other hazardous items, was reformulated in 2019, leading to the intensification of collection in 2020.

(3) In 2020, electronic boards were included in this category, thus increasing the weight of this type of waste when compared to previous years.

Weight of non-hazardous waste, broken down by type of disposal	2019	2020	2021	Change 2020-2021
Reuse – donation (unit)	7,654	1,475	9,768	562.24%
Reuse – internal (unit)	49,033	19,401	42,157	117.29%
Recycling (metric tons)	988	2,689.5	4,258.39	58.33%
On-site storage ⁽¹⁾	-	-	-	-
Public collection (mixed or non-recyclable waste generated by facilities taking part in the selective collection program) (metric ton) ⁽²⁾⁽³⁾⁽⁴⁾	333.9	318.9	128.9	59.58%

(1) The process for asset disposal was restructured, and since 2019 this service has been continuously carried out with no previous analysis to quantify useless assets stored in the premises. Accordingly, waste of assets is reported and collected by a hired company.

(2) Data related to facilities that, without a defined frequency and on a voluntary basis, record the estimated quantities of waste disposed of for recycling in the Bank's internal system. Records are compared to average quantities of waste generated per employee located at Edifício BB Brasília (BB's Building at Brasília), where the Environmental Management System is ISO 14001 certified. Highly discrepant data is disregarded, since recording is voluntary and refers to estimated quantities.

(3) Banco do Brasil does not dispose of waste generated in its facilities to incineration. Mixed or non-recyclable waste generated by the facilities taking part in the Selective Collection Program is forwarded to public collection and, therefore, is managed like all waste generated in the municipality in which the Bank's facility is located, in accordance with local legislation and the waste management program of the municipality.

(4) In 2020, due to the pandemic, requests for collection of assets for recycling were not fulfilled, which led to an increase in figures for 2021.

Non-hazardous waste ⁽¹⁾ (metric ton)	2019	2020	2021	Change 2020-2021
Plastic	92.9	67.9	32.9	-51.55%
Metal	38.4	14.2	11.5	-19.01%
Glass	16.8	12.5	3.8	-69.60%
Paper	673.5	889.6	257.7	-71.03%

(1) Data related to facilities that, without a defined frequency and on a voluntary basis, record estimated quantities of waste disposed of for recycling in the Bank's internal system. Records are compared to average quantities of waste generated per employee located at Edifício BB Brasília (BB's Building at Brasília), where the Environmental Management System is ISO 14001 certified. Highly discrepant data is disregarded, since recording is voluntary and refers to estimated quantities.

401-1: New employee hires and employee turnover

[103-2] 103-3| Talent attraction and retention

The higher turnover rate when compared to 2020 is due to the *Programa de Adequação de Quadros* (PAQ – Staff Adjustment Program) and the *Programa de Desligamento Extraordinário* (PDE – Extraordinary Severance Program) launched in January 2021. Through these programs, 5,533 employees were dismissed, and other employees were dismissed mainly for fulfilling the conditions for retirement by INSS (national institute of social security) and/or private pension entity.

	2019	2020	2021	Change
Voluntary turnover rate (%)	4.05	2.03	8.48	6.45 p.p.
Age group				
Under 30 years old	0.14	0.06	0.21	0.15 p.p.
30-50 years old	1.34	1.19	3.01	1.82 p.p.
Over 50 years old	2.57	0.78	5.26	4.48 p.p.

	2019	2020	2021	Change
By gender				
Men	2.71	1.19	5.11	3.92 p.p.
Women	1.34	0.84	3.37	2.53 p.p.

Turnover by Age Group (total)	2019	2020	2021	Change 2020-2021
Terminations in the period	4,117	2,121	7,537	255.35%
Under 30 years old	146	66	186	181.82%
30-50 years old	1,476	1,256	2,766	120.22%
Over 50 years old	2,495	799	4,585	473.84%

	2019	2020	2021	Change
Total turnover rate (%)	4.41	2.31	8.90	6.59 p.p.
Age group				
Under 30 years old	0.16	0.07	0.21	0.14 p.p.
30-50 years old	1.58	1.37	3.27	1.90 p.p.
Over 50 years old	2.68	0.87	5.42	4.55 p.p.

Higher turnover rate for age groups close to or above 50 years is the result of the retirement supplement of *Caixa de Previdência dos Funcionários do Banco do Brasil* (Previ – Banco do Brasil Employee Pension Fund) available to employees aged 50 years or more.

Turnover by Gender (total)	2019	2020	2021	Change 2020-2021
Number of employees	93,190	91,673	84,597	-7%
Female	39,122	38,645	35,927	-7%
Male	54,068	53,028	48,670	-8%
Terminations in the period	4,117	2,121	7,537	255%
Female	1,333	834	2,930	251%
Male	2,784	1,287	4,607	257%

Turnover by Region (total)	2019	2020	2021	Change 2020-2021
Terminations in the period	4,117	2,121	7,537	255.35%
South	717	273	1,267	364.10%
Southeast	1,841	806	3,595	346.03%
Midwest	653	732	1,302	77.87%
North	145	58	245	322.41%
Northeast	761	250	1,128	351.20%
Abroad	-	2	-	-100.00%
Turnover rate (%)	4.4300	2.3100	8.9000	6.5900 p.p.
South (%)	0.7700	0.3000	1.4900	1.1900 p. p.
Southeast (%)	1.9800	0.8800	4.2500	3.3700 p.p.
Midwest (%)	0.7000	0.8000	1.5400	0.7400 p.p.
North (%)	0.1600	0.0600	0.2900	0.2300 p.p.
Northeast (%)	0.8200	0.2700	1.3300	1.0600 p.p.
Abroad (%)	-	0,0022	-	-0.0022 p.p.

Turnover rate by Gender (%)	2019	2020	2021	Change 2020-2021
Female	1.43	0.91	3.46	2.55 p.p.
Male	2.98	1.40	5.44	4.04 p.p.

Hires by Gender	2019	2020	2021	Change 2020-2021
Hires in the period	30	4	18	350%
Female	14	2	9	350%
Male	16	2	9	350%
Hiring rate (%)	0.0300	0.0044	0.0212	0.0168 p.p.
Female (%)	0.0100	0.0022	0.0106	0.0084 p.p.
Male (%)	0.0200	0.0022	0.0106	0.0084 p.p.

All hires are carried out by means of a civil-service examination with no distinction of gender and age for filling vacancies.

Hires by Age Group	2019	2020	2021	Change 2020-2021
Hires in the period	30	4	18	350%
Under 30 years old	6	-	4	-
30-50 years old	23	4	14	250%
Over 50 years old	1	-	-	-
Hiring rate (%)	0.0300	0.0044	0.0210	0.0166 p.p.
Under 30 years old (%)	0.0100	-	0.0050	0.0050 p.p
30-50 years old (%)	0.0200	0.0044	0.0160	0.0116 p.p.
Over 50 years old (%)	-	-	-	-

Hires by Region	2019	2020	2021	Change 2020-2021
Hires in the period	30	4	18	350%
South	3	-	1	100%
Southeast	3	1	1	-
Midwest	18	2	15	650%
North	1	-	-	-
Northeast	5	1	1	-
Hiring rate (%)	0.3000	0.0044	0.0213	0.0169 p.p.
South (%)	-	-	0.0012	0.0012 p.p.
Southeast (%)	-	0.0011	0.0012	0.0001 p.p.
Midwest (%)	0.200	0.0022	0.0177	0.0155 p.p.
North (%)	-	-	-	-
Northeast (%)	0.0100	0.0011	0.0012	0.0001 p.p.

Vacancies available are in line with personnel required in each region according to staff distribution.

402-1: Minimum notice periods regarding operational changes

In the event of an operational change, we inform employees and trade unions representing the employees. Due to diversity of situations and processes, we have not established a minimum notice period for operational changes in our internal policies and collective bargaining agreements.

403-9: Work-related injuries

Absolute number of deaths



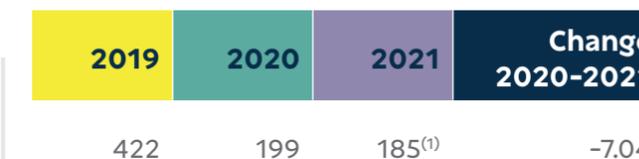
(1) The death reported in 2020 was due to a typical accident. (number of deaths/number of employees = 1/92,585 = 0.00)

(2) Two deaths due to typical accident and two deaths due to disease. (number of deaths/number of employees = 4/84,578 = 0.00)

Typical accident: According to Brazilian legislation, occupational accidents can be characterized as typical when they occur in the course of work causing bodily injury.

Commuting accident: Despite the guidance of the GRI standard to report these accidents only when the company provides vehicles for the displacement of employees, we report this type of accident as a occupational accident, as they are required to be notified by law.

Total number of occupational accidents



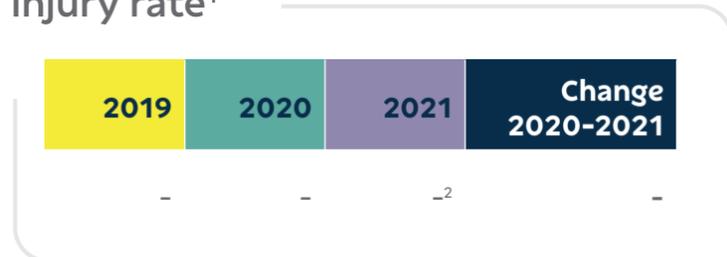
(1) 2021 (number of accidents/number of employees) = 185/84,578 = 0.00

All occupational accidents are mandatory to report. Except for deaths, accidents are not stratified by the severity of injury.

The man types of occupational accidents (mandatory to report) are:

- 1 Typical
- 2 Commuting

Injury rate¹



(1) Number of injuries/number of employees

(2) 2021 = 158/84,578 = 0.00*

Injury rate: includes injuries resulting from occupational and commuting (home-work-home) accidents, regardless of severity, leave or death.

Lost days – absolute numbers



Lost days include sick leave due to occupational and non-occupational causes.

Rate of lost days (%)¹



(1) Scheduled work days lost/scheduled work days.

The rate of lost days takes into account the ratio of total scheduled work days lost due to injury and occupational disease to the total scheduled work days.

(2) 2021 = (2.481+40.670) * 100/21.144.500 = 0,2

403-10: Work-related ill health - Employees (own employees)

Rate of work-related ill health¹



(1) Frequency of illness/number of employees

(2) 2021 = 27/84.578 = 0,00*

Rate of work-related ill health: all cases of occupational disease that were investigated and recognized as being work related are computed. The statistics includes all cases of occupational illness, regardless of the severity or need to leave the activities.

404-1: Average hours of training per year per employee

Training Employees (own employees)

Information	2019	2020	2021	Change 2020-2021
Total number of employees	93,190	91,673	84,597	-7.72%
Number of trained employees	92,701	91,387	84,331	-7.72%
Total number of training sessions	3,176,498	3,315,423	3,108,791	6.23%
Total number of hours	5,989,004	6,059,020	7,872,493	29.93%
% trained employees ⁽¹⁾	99.48	99.69	99.69	-
Number of training sessions per employee ⁽¹⁾	34.27	36.28	36.86	1.60%
Number of training hours per employee ⁽¹⁾	64.61	66.30	93.35	40.80%

(1) GRI 102-48 – The database was adjusted – As from 2021 the number of training sessions and hours will be included in the list of trained employees in order to reflect the actual figures and percentages for each category.

Training by gender and job - Employees (own employees)

Information	2019				2020				2021							
	Men		Women		Men		Women		Men				Women			
	Management	Non-management	Management	Non-management	Management	Non-management	Management	Non-management	Management	Change 2020-2021	Non-management	Change 2020-2021	Management	Change 2020-2021	Non-management	Change 2020-2021
Employees	20,483	33,585	11,565	27,557	20,407	32,621	11,629	27,016	19,817	-2.89%	28,853	-11.55%	11,619	-0.09%	24,308	-10.02%
Trained employees	20,440	33,390	11,534	27,337	20,360	32,481	11,618	26,928	19,793	-2.78%	28,706	-11.62%	11,606	-0.10%	24,226	-10.03%
Training sessions	621,705	1,133,864	399,294	1,021,635	545,969	1,294,382	330,618	1,144,454	666,601	22.10%	1,107,582	-14.43%	379,321	14.73%	955,287	-16.52%
Training hours	1,233,673	2,121,594	756,175	1,877,562	1,089,483	2,298,670	630,071	2,040,796	1,825,535	67.56%	2,763,068	20.20%	974,736,00	54.70%	2,309,154,00	13.15%
Percentage of trained employees ⁽¹⁾	99.79%	99.42%	99.73%	99.20%	99.77%	99.57%	99.91%	99.67%		0.13 p.p.	99.50	-0.07 p.p.	99.90%	-	99.70	0.03 p.p.
Training sessions per employee ⁽¹⁾	30.42	33.96	34.62	37.37	26.82	39.85	28.46	42.50		974,736	54.70%	2,309,154	13.15%	14.83%	39.43	-7.22%
Training hours per employee ⁽¹⁾	60.36	63.54	65.56	68.68	53.51	70.77	54.23	75.79	92.26	72.42%	96.25	36.00%	83.99	54.88%	95.32	25.76%

(1) GRI 102-48 – The database was adjusted – As from 2021 the number of training sessions and hours will be included in the list of trained employees in order to reflect the actual figures and percentages for each category.

Training by position – Employees (own employees)

	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Managerial ⁽¹⁾				Advisory				Operational				Technical			
Employees	32,048	32,036	31,436	-1.87%	7,510	10,365	10,085	-2.70%	49,479	48,039	41,803	-12.98%	4,153	1,233	1,273	3.24%
Trained employees	31,974	31,978	31,399	-1.81%	7,492	10,347	10,072	-2.66%	49,086	47,833	41,587	-13.06%	4,149	1,229	1,273	3.58%
Training sessions	1,020,999	876,587	1,045,922	19.32%	179,121	254,719	300,927	18.14%	1,890,310	2,144,973	1,720,881	-19.77%	86,068	39,144	41,061	4.90%
Training hours	1,989,848	1,719,554	2,800,271	62.85%	401,526	466,828	866,448	85.60%	3,434,065	3,803,640	4,080,528	7.28%	163,565	68,998	125,246	81.52%
Percentage of trained employees ⁽²⁾	99.77	99.82	99.9	0.08 p.p.	99.76	99.83	99.90	0.07 p.p.	99.21	99.57	99.50	0.07p.p.	99.90	99.68	100.00	0.32 p.p.
Training sessions per employee ⁽²⁾	31.93	27.41	33.31	21.52%	23.91	24.62	29.88	21.36%	38.51	44.84	41.38	-7.72%	20.74	31.85	32.26	1.29%
Training hours per employee ⁽²⁾	62.23	53.77	89.18	65.85%	53.59	45.12	86.03	90.67%	69.96	79.52	98.12	23.39%	39.42	56.14	98.39	75.26%

(1) As from 2021 Senior Management and Management categories were grouped and only the management category remained.

(2) GRI102-48 – The database was adjusted – As from 2021 the number of training sessions and hours will be included in the list of trained employees in order to reflect the actual figures and percentages for each category.

404-3: Percentage of employees receiving regular performance and career development reviews

Job level	2019				2020				2021					
	Female	%	Male	%	Female	%	Male	%	Female	%	Change 2020-2021	Male	%	Change 2020-2021
Managerial	11,392	12.40	20,431	22.20	11,618	35.94	20,712	64.06	11,704	36.79	0.74%	20,111	63.21	-2.90%
Technical	1,189	1.30	2,831	3.10	658	50.97	633	49.03	903	47.25	37.23%	1,008	52.75	59.24%
Operational	8,923	9.70	7,749	8.40	21,270	47.28	23,717	52.72	20,467	46.61	-3.78%	23,447	53.39	-1.14%
Advisory	3,068	3.30	4,377	4.70	3,688	35.92	6,578	64.08	3,862	37.30	4.72%	6,493	62.70	-1.29%
Other	13,696	14.90	18,561	20.10	-	-	-	-	30	15.23	-	167	84.77	-
Total	38,268	41.50	53,949	58.50	37,234	41.90	51,640	58.10	36,966	41.92	-0.72%	51,226	58.08	-0.80%

Development Plan	2019		2020 ⁽²⁾		2021		Due to the review of the SDP's skills, the system was not available to employees
	1 st half	2 nd half	1 st half	2 nd half	1 st half	2 nd half	
Employees who developed the Skill Development Plan (SDP)	82,120	77,615	26,618	24,091	26,431		
Percentage of employees who developed the Skill Development Plan (SDP)	85.59	80.99	29.03	26.28	28.82		

(1) Percentages were calculated based on the number of employees able to develop the Skill Development Plan (SDP).

(2) Since 2020, the development of the SDP is focused on developing the gaps identified in the performance evaluation. On the other hand, opportunities to design skill development plan focused on career goals are now included in the Career Map and are not accounted for in the table above.

405-1: Diversity of governance bodies and employees

Governance diversity (%) ¹	2019	2020	2021	Change 2020-2021
By gender				
Female	10.00	17.60	19.11	1.51 p.p.
Male	90.00	82.40	80.89	1.51 p.p.
By age group				
Under 30 years old	-	-	-	-
30-50 years old	56.00	54.90	29.41	25.49 p.p.
Over 50 years old	44.00	45.10	70.58	25.48 p.p.
By minority groups				
Indigenous	-	-	-	-
Black	4.00	3.90	1.47	-2.43 p.p.
Brown	8.00	3.90	5.88	1.98 p.p.

(1) It includes members of the Board of Directors, Executive Board, Supervisory Board (effective members only), Audit Committee, Human Resources, Compensation and Eligibility Committee, Risks and Capital Committee, IT and Innovation Committee and Corporate Sustainability Committee.

(2) The Technology, Strategy and Innovation Committee was set up in 2019, but its members were nominated only in 2020. In 2021, the name of the Technology, Strategy and Innovation Committee was changed to IT and Innovation Committee.

(3) As from 2020 only the effective members of the Supervisory Council were included for purposes of calculating this index.

(4) The Corporate Sustainability Committee was set up in 2021.

In 2021, the Board of Directors of Banco do Brasil appointed Director Iêda Aparecida de Moura Cagni as Chairperson. She is the first woman to become Chairperson of the Board of Directors in the history of Banco do Brasil.

Additionally, Walter Eustáquio Ribeiro was appointed as Vice Chairperson of the Board, and both of them will serve the 2021-2023 term of office.

General indicators of workforce diversity (%)	2019	2020	2021	Change 2020-2021
By gender				
Female	42.00	42.16	42.47	0.31 p.p.
Male	58.00	57.84	57.53	-0.31 p.p.
By age group				
Under 30 years old	6.20	2.61	1.59	-1.02 p.p.
30-50 years old	75.20	76.73	78.70	1.97 p.p.
Over 50 years old	18.60	20.66	19.71	- 0.95 p.p.
By minority groups				
Indigenous	0.20	0.18	0.17	0.01 p.p.
Black	3.00	2.98	3.07	0.09 p.p.
Brown	20.20	20.30	20.62	0.32 p.p.

By gender (% in relation to total workforce of each employee category)

Gender	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Managerial				Technical			
Female	36.10	36.30	36.96	0.66 p.p.	29.60	51.26	49.96	-1.30 p.p.
Male	63.90	63.70	63.04	-0.66 p.p.	70.40	48.74	50.04	1.30 p.p.

Gender	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Operacional				Assessoramento				Estagiários			
Female	46.90	47.07	47.63	0.56 p.p.	41.80	36.41	37.29	0.56 p.p.	-	59.32	48.48	-10.84 p.p.
Male	53.10	52.93	52.37	0.56 p.p.	58.20	63.59	62.71	-0.56 p.p.	-	40.68	51.52	10.84 p.p.

By age group (% in relation to total workforce of each employee category)

Age group	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Managerial				Technical			
Under 30 years old	3.9	1.53	1.22	0.31 p.p.	4.8	1.14	1.26	0.12 p.p.
30-50 years old	81.8	82.29	85.85	3.56 p.p.	78.3	75.43	81.62	6.19 p.p.
Over 50 years old	14.3	16.18	15.92	-0.26 p.p.	16.9	23.44	17.12	6.32 p.p.

Age group	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Operational				Advisory				Interns			
Under 30 years old	8.2	3.54	1.97	1.57 p.p.	3.5	1.79	1.23	-0.56 p.p.	-	97.46	100	2.54 p.p.
30-50 years old	69.4	71.54	74.21	2.67 p.p.	84.1	83.72	84.01	0.29 p.p.	-	2.54	-	-%
Over 50 years old	22.4	24.92	23.82	1.10 p.p.	12.4	14.48	14.76	0.28 p.p.	-	-	-	-%

By minority group (% in relation to total workforce of each employee category)

Group	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Managerial				Technical			
Indigenous	0.10	0.12	0.10	0.02 p.p.	0.10	0.16	0.16	-
Black	2.70	2.78	2.90	0.12 p.p.	3.00	2.76	3.22	0.46 p.p.
Brown	19.20	19.41	20.18	0.77 p.p.	21.50	14.11	15.24	1.13 p.p.

Group	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021	2019	2020	2021	Change 2020-2021
	Operational				Advisory				Interns			
Indigenous	0.20	0.22	0.22	-	0.20	0.17	0.19	0.02p.p.	-	-	-	-
Black	3.20	3.16	3.22	0.06 p.p.	2.60	2.81	3.00	0.19 p.p.	-	7.75	6.06	-1.69 p.p.
Brown	21.10	21.12	21.25	0.13 p.p.	18.00	19.94	20.08	0.14 p.p.	-	35.11	24.24	10.87 p.p.

405-2: Ratio of basic salary and remuneration of women to men

|103-2|103-3|Diversity|

Ratio of women/men basic salary

	2019	2020	2021
Executive	1	1	1
Managerial	1	1	1
Technical	1	1	1
Operational	1	1	1
Advisory	1	1	1
Other	1	1	1

Regarding the basic salary or reference value, there is no difference between compensation of men and women in the same position and payment code, and ratio of men to women is 1 to 1. Information on compensation by gender and job level covers only our operations in Brazil.

406-1: Incidents of discrimination and corrective actions taken

In 2021, no lawsuits or administrative proceedings were identified for discrimination based on race, color, gender, religion, political opinion, national ancestry or social origin.

Discrimination incidents known by BB

	2019	2020	2021	Change 2020-2021
Incidents under investigation	-	-	2	-
Investigated incidents	12	17	12	-29.41%
Incidents not yet investigated	-	-	-	-
Incidents deemed as legitimate	-	-	-	-
Incidents deemed as illegitimate (not subject to action)	12	17	12	-29.41%
Total	12	17	14	-17.65%

408-1: Operations and suppliers at significant risk for incidents of child labor| 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor| 412-1: Operations that have been subject to human rights reviews or impact assessments

Own Operation

There is no risk of incidents of child or compulsory labor in our own operations.

Customers

No operations were identified as posing a significant risk of child labor or exposure of youngsters to

hazardous work. These cases are captured by Banco do Brasil through media surveys that generate warnings of environmental or social risk.

The table below shows the number of customers with record of forced or compulsory labor cases, which block new operations from being accepted by our operational system, thus permanently strengthening the prohibition in the Specific Credit Policy.

BB's operations/customers

	2019	2020	2021	Change 2020-2021
Number of customers with annotation on registration file related to incidents of forced labor	49	25	15	-40%

Of the 15 customers with records of forced or compulsory labor in 2021, 12 operate in the farming industry and three in other activities. Ten of them are located in the Southeast region and five are distributed in the other regions in Brazil.

The Specific Credit Policy, with its practices disclosed by Banco do Brasil's Environmental and Social Guidelines – Restrictive List and Exclusion List and by the Sustainable Guidelines for Credit, prohibits granting credit to customers who subject workers to degrading labor or maintain them in a state of compulsory labor, or practice sexual exploitation of minors or child labor. The credit granting systems are prepared to inhibit new transactions with customers falling into these conditions.

Additionally, all loan operations have contractual clauses that allow for the accelerated maturity of the agreement and the immediate suspension of disbursements in the case of a final administrative

decision approved and/or an unappealable decision due to discrimination based on race or gender, child labor, forced or compulsory labor, human trafficking or moral or sexual harassment.

Accordingly, all credit proposals are analyzed under Human Rights aspects, both at the registration and receipt stages, prior to contracting, and during the term of the operation, by monitoring customer's compliance regarding this topic.

410-1: Security personnel trained in human rights policies or procedures

All employees of companies hired for security must have attended a training course on surveillance with material approved by the Federal Police Department, which includes human rights and relations issues, as provided for by law and by contract.

412-2 Employee training on human rights policies or procedures

Human rights are the guiding principles for the development of educational solutions at UniBB and they recurrently appear on a cross-sectional basis in the courses we offer to employees. Training on human rights addresses different aspects, such as accessibility, diversity, gender equity, and people with disabilities in the context of customer relationship, relationship with co-workers, sustainability, and corporate education.

Information	2019	2020	2021	Change 2020-2021
Total training hours dedicated to training on human rights policies/procedures relevant to operations	66,367	149,190	122,369	-17.98%
Percentage of employees trained in the period on human rights policies/procedures relevant to operations	27.00	32.00	55.00	71.88%
Total percentage of employees	98.00	99.30	99.80	0.50%

Since 2017, the Senior Management in Focus course is available on the UniBB Portal. This training was developed aimed at expanding the training possibilities available to management members and members of the Supervisory Council of Banco do Brasil, and is in accordance with the requirements of Law No. 13,303/16 (State-Owned Entities Law).

According to the internal policies, all management members and directors should attend this course within 15 days after they take office. The table below lists the blocks of the Senior Management in Focus course. [412-2]

- 1. Introduction
- 2. Code of ethics and rules of conduct what is ethics
- 3. Code of ethics and rules of conduct ethics of a group
- 4. Code of ethics and rules of conduct ethics in Banco do Brasil
- 5. Code of ethics and rules of conduct individual conduct
- 6. Anti-corruption law – a brief study case
- 7. Anti-corruption law – some basic issues
- 8. Internal controls –a brief study case

The Senior Management Trail comprises the following courses:

- Senior Management In Focus
- Experiencing the Code of Ethics
- Banco do Brasil cares for Values
- BB Values
- Banco do Brasil Self-Regulation
- GDPL - Introduction to Personal Data Privacy and Protection
- Anti-Corruption
- Companies and Anti-Corruption
- Synapse – Anti-Money Laundering and Counter-Terrorism Financing
- Anti-Money Laundering (AML) Talk
- Introduction to Risk and Capital Management
- Sustainability and Environmental and Social Responsibility Policy - PRSA
- Customer Orientation
- Cultural Fit

The table below shows the percentage of courses of the Senior Management Trail completed in 2020 and 2021, except for the Senior Management in Focus course.

Course	2020 % ¹	2021 % ¹
Experiencing the Code of Ethics	18	63
Banco do Brasil Cares for Values	27	36
BB Values	18	34
Banco do Brasil Self-Regulation	27	31
Sapience 2022 – GDPL- Introduction to Personal Data Privacy and Protection	20	19
Anti-Corruption	24	31
Companies and Anti-Corruption	16	14
Synapse – Anti-Money Laundering and Counter-Terrorism Financing	33	47
Anti-Money Laundering (AML) Talk	14	11
Management of the Control Environment	27	15
Introduction to Risk and Capital Management	18	17
Sustainability and Environmental and Social Responsibility Policy - PRSA	27	34
Sapience 2020 – Customer Orientation	14	21
Cultural Fit	08	23

¹ 100% = 47 including members of the Board of Directors, Supervisory Board (effective members), Executive Board and advisory committees of the Board of Directors.

416-1: Assessment of the health and safety impacts of product and service categories

|103-2|103-3|Customer relationship and satisfaction|

In all architectural and engineering interventions we are guided by internal policies and current legislation, including of the Fire Department, Environmental Agencies and Historical Heritage.

Furniture procurement processes at Banco do Brasil include a technical qualification screening phase, in which suppliers are required to provide a series of documents evidencing their compliance with regulatory, health and safety requirements. They include the *Certificado de Conformidade de Produto ABNT* (Certificate of Product Conformity of the Brazilian Association of Technical Standards - ABNT), Appraisal Report NR17 Ergonomics (Regulatory Standard of the Ministry of Labor) and RoHS Statement (Restriction of Hazardous Substances). This preliminary assessment aims at ensuring the quality of the furniture provided, ensuring the working conditions for employees and customer services.

417-2: Incidents of non-compliance concerning product and service information and labeling

In 2021, we did not identify cases of non-compliance with regulations and voluntary codes related to incidents of non-compliance with information and labeling of products and services.

419-1: Non-compliance with laws and regulations in the social and economic area

|103-2|103-3|Customer relationship and satisfaction|

In 2021, we recorded R\$5.5 million of penalties for non-compliance with laws and regulations related to supply and use of products and services and charges related to time in line, up 57% from the R\$3.5 million in 2020.

Please see other fines and sanctions for non-compliance with laws and regulations in Sections 4.3, 4.4 and 4.7 of the [Reference Form](#).

FS6: Percentage of business portfolio for business lines per specific region, size (e.g., micro, sme, large) and by sector

Agribusiness Portfolio

By operating with customers from small producers to large agribusiness companies, we finance production costs and marketing of farming products, rural investments – such as construction and expansion of warehouses, acquisition and modernization of machinery and implements, as well as the processing and industrialization of farming products and adjustment of rural properties to environmental legislation.

Agribusiness Portfolio	2020 (R\$ billion)	2021 (R\$ billion)	Change 2020-2021
North			
Individuals	14.73	19.61	33.13%
Companies	0.19	0.41	115.79%
Total	14.92	20.02	34.18%
Northeast			
Individuals	15.77	20.19	28.03%
Companies	0.51	0.75	47.06%
Total	16.28	20.94	28.62%
Midwest			
Individuals	57.32	75.54	31.79%
Companies	2.65	3.46	30.57%
Total	59.97	79.00	31.73%
Southeast			
Individuals	40.73	50.18	23.20%
Companies	8.4	4.91	-41.55%
Total	49.13	55.09	12.13%
South			
Individuals	41.33	50.36	21.85%
Companies	4.56	7.02	53.95%
Total	45.89	57.38	25.04%
Total	186.21	232.43	24.82%
Medium and Large Producers	118.88	159.01	33.76%
Very Small and Small Producers	51.02	56.87	11.47%
Farming Companies and Cooperatives	16.31	16.55	1.47%

Agribusiness by Type of Item Financed (R\$ million)

	Dec 2019	Dec 2020	Dec 2021	Change 2020-2021
Classified Loan Portfolio	179,423	186,208	232,429	24.82%
Cattle raising	42,426	46,948	58,462	24.53%
Meat	29,463	33,353	44,015	31.97%
Milk	12,963	13,595	14,447	6.27%
Machinery and Implements	27,787	32,094	41,088	28.02%
Soybean	19,905	20,488	31,437	53.44%
Corn	7,754	8,248	15,872	92.43%
Storage	7,320	7,276	9,869	35.64%
Soil improvement	6,135	7,142	8,310	16.35%
Coffee	5,021	4,881	6,888	41.12%
Pasture	4,429	5,141	6,261	21.79%

	Dec 2019	Dec 2020	Dec 2021	Change 2020-2021
Poultry breeding	3,002	2,931	3,955	34.94%
Sugarcane	3,088	2,720	3,410	25.37%
Rice	1,861	1,787	2,677	49.80%
Swine farming	1,850	2,059	2,605	26.52%
Trucks/Vehicles	2,880	2,540	2,391	-5.87%
Wheat	864	1,045	1,784	70.72%
Cotton	1,120	1,259	1,569	24.62%
Eucalyptus/Pine/Forests	1,759	1,233	1,032	-16.30%
Other	28,912	29,764	32,569	9.42%
Agro-industrial credit	13,222	8,653	2,251	-73.99%

FS7: Monetary value of products and services designed to deliver a specific social benefit for each business line, broken down by purpose/FS8: Monetary value of products and services designed to deliver a specific environmental benefit to each business line, broken down by purpose.

Assets managed

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021
Fundo BB Ações Sustentabilidade	Environmental	It transfers 20% of administration fee to the Fundação Banco do Brasil program. This Fund is composed of an asset portfolio whose gross profitability reflects the behavior of the theoretical portfolio of the Corporate Sustainability Index (ISE).	16.60	28.00	27.50	-1.80%
Fundo BB Ações Equidade	Social	Its characteristic is to allocate funds to publicly-held companies that are signatories of the Women's Empowerment Principles.	296.40	269.60	174.20	-35.40%
Fundo BB Ações Equidade Private ⁽¹⁾	Social	The fund is for the Private Banking and Retail segments and its characteristic is to allocate funds to publicly-held companies that are signatories of the Women's Empowerment Principles.	232.50	215.50	130.40	-39.50%
BB Ações Equidade FIC ⁽¹⁾	Social	The fund is for the Private Banking and Retail segments and its characteristic is to allocate funds to publicly-held companies that are signatories of the Women's Empowerment Principles. It invests 60% of its funds in Brazil and 40% in one or more funds headquartered abroad. Allocations prioritize companies that include and consider their business impact and/or directly promote environmental and social responsibility in the environment and the community.	61.60	51.90	38.20	-26.40%
Fundo BB Asset Ações Equidade ⁽¹⁾	Social	The fund family aims to invest in companies that adopt or foster equity practices by disseminating, in addition to gender equity issues, women's empowerment in the corporate environment.	2.30	2.10	2.30	9.50%

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021
Fundo BB Multimercado LP Global Green Private	Environmental Social	It aims to add profitability to funds invested by unit holders, keeping at least 60% of their shareholders' equity in financial assets in Brazil and at the most 40% of their equity in financial assets abroad committed to ESG issues, more specifically Environment, Sustainability and conscious use of resources.	135.60	344.40	374.50	8.70%
Fundo BB Multimercado LP Global Vita Private	Environmental	It brings longevity and quality of life issues to the portfolio management strategy. The fund aims to compose a portfolio of financial assets focused on shares issued by companies in the health, biotechnology, nutrition and environment sectors, among others related to healthy life expectancy.	118.70	494.20	519.20	5.10%
Fundo BB Ações Governança	Governance	It aims to follow the Corporate Governance Trade Index (IGCT) theoretical portfolio, an index composed of shares of companies recognized for good corporate governance practices. They must trade in the New Market or be classified in Levels 1 or 2 of B3.	745.50	1.245.40	994.60	-20.10%
Fundo BB Ações Carbono Sustentabilidade ⁽²⁾	Environmental	It follows the Carbon Efficient Index (ICO2), composed of shares of companies participating in the IBrX-50 and that adopt transparent practices regarding their Greenhouse Gas (GHG) emissions.	4.60	3.70	2.50	-32.40%
BB Ações ESG FI BDR Nível I	Environmental Social Governance	The Fund aims at offering to unit holders, in the medium and long terms, consistent and competitive performance in relation to global stock market, within fluctuations and risks inherent in this market, by investing its funds primarily in receipts of shares of foreign companies that meet ESG (environmental, social and corporate governance) criteria and are traded in Brazil (BDR).	-	647.60	2.396.70	270.10%

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021
BB Ações ESG Globais BDR I ⁽¹⁾⁽³⁾	Environmental Social Governance	The fund family aims at offering to unit holders, in the medium and long terms, consistent and competitive performance in relation to global stock market, within fluctuations and risks inherent in this market, by investing its funds primarily in receipts of shares of foreign companies that meet ESG (environmental, social and corporate governance) criteria and are traded in Brazil (BDR).	-	528.50	1.468.40	177.80%
Brasilprev Top ASG Brasil FI Ações	Environmental Social Governance	The fund aims to invest its funds to compose an equity portfolio with shares of Brazilian companies that adopt good ESG (Environmental, Social and Governance) practices, with the purpose of achieving returns above the Corporate Sustainability Index (ISE).	-	-	108.40	-
Brasilprev Top ASG Multi IE Cred Priv	Environmental Social Governance	The strategy of this fund is to conduct ESG assessment of investments by assessing the risks and opportunities in terms of social impacts on the environment and the investment, and corporate governance practices.	-	-	757.00	-
Brasilprev Private ASG FIC Multimercado ⁽¹⁾	Environmental Social Governance	The fund aims to achieve returns above the B3's Corporate Sustainability Index (ISE) through unique and differentiated strategies, by assessing the risks and opportunities in terms of social impacts on the environment and the investment, and corporate governance practices.	-	-	125.30	-
BB Ações ASG Brasil	Environmental Social Governance	The fund aims to invest its funds in financial assets by proactively managing an equity portfolio with shares of Brazilian companies that adopt good ESG (Environmental, Social and Governance) practices.	-	-	9.90	-
BB Nordea Global Disruption ESG IE	Environmental Social Governance	The fund invests in global, disruptive and sustainable companies	-	-	58.10	-
BB Asset Nordea Global Disruption ESG IE ⁽¹⁾	Environmental Social Governance	The fund invests in global, disruptive and sustainable companies	-	-	1.30	-

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021
BB FX Nordea Global Disruption ESG Private IE ⁽¹⁾	Environmental Social Governance	This fund is for the Private Banking segment and aims to invest in global, disruptive and sustainable companies	-	-	53.30	-
BB Top Nordea Global Climate And Environment Investimento No Exterior FI Ações	Environmental	The fund family invests in companies that, through climate solutions, are changing the world for the better.	-	-	30.50	-
BB Nordea Global Climate And Environment Investimento No Exterior FI Ações	Environmental	The fund family invests in companies that, through climate solutions, are changing the world for the better.	-	-	1.266.50	-
BB Asset Nordea Global Climate And Environment Investimento No Exterior FIC Ações ⁽¹⁾	Environmental	The fund family invests in companies that, through climate solutions, are changing the world for the better.	-	-	7.80	-
BB FX Nordea Global Climate And Environment Investimento No Exterior FIC Ações ⁽¹⁾	Environmental	The fund family invests in companies that, through climate solutions, are changing the world for the better.	-	-	168.80	-
BB TOP ASG FI Multimercado LP ⁽⁴⁾	Environmental Social Governance	The fund seeks a balanced exposure in fixed and variable-income assets, focused on the national and international financial and capital markets, which adopt good ESG (Environmental, Social and Governance) practices.	-	-	254.10	-
BB ASG FIC Multimercado LP ⁽¹⁾⁽⁴⁾	Environmental Social Governance	The fund seeks a balanced exposure in fixed and variable-income assets, focused on the national and international financial and capital markets, which adopt good ESG (Environmental, Social and Governance) practices.	-	-	206.90	-
BB ASG Private FIC Multimercado LP ⁽¹⁾⁽⁴⁾	Environmental Social Governance	The fund seeks a balanced exposure in fixed and variable-income assets, focused on the national and international financial and capital markets, which adopt good ESG (Environmental, Social and Governance) practices.	-	-	47.70	-

⁽¹⁾ The balances of these funds make up the balances of the funds immediately above them (in bold) and should not be computed in the total balance of funds.

⁽²⁾ Funds closed for investment.

⁽³⁾ Fund reformulated in 2020 to include ESG criteria in its name and purpose.

⁽⁴⁾ Fund reformulated in 2021 to include ESG criteria in its name and purpose.

Agribusiness Credit

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Programa ABC (ABC Program)	Environmental	Its main purpose is to reduce GHG emissions arising from farming activities and deforestation, as well as to encourage the recovery of degraded areas	8,449.00	8,055.00	7,434.00	-7.71%	18,173.00	16,115.00	1,689.00
ABC Recuperação (ABC Recovery)	Environmental	Recovery of degraded pastures	3,443.00	3,404.00	3,583.00	5.26%	10,328.00	9,567.00	826.00
ABC Orgânico (ABC Organic)	Environmental	Implementation and improvement of organic farming production systems	3.00	7.00	7.00	-	18.00	21.00	5.00
ABC Plantio Direto (ABC No-till System)	Environmental	Implementation and improvement of No-till System on Straw	2,108.00	2,156.00	2,522.00	16.98%	3,576.00	3,844.00	610.00
ABC Integração (ABC Integration)	Environmental	Implementation and improvement of crop-livestock, crop-forest, livestock-forest or crop-livestock-forest integration systems and agroforestry systems	283.00	286.00	298.00	4.20%	545.00	507.00	63.00
ABC Florestas (ABC Forest)	Environmental	Implantação, manutenção e melhoramento do manejo de florestas comerciais, inclusive aquelas destinadas ao uso industrial ou à produção de carvão vegetal	762.00	852.00	779.00	-8.57%	1,801.00	1,642.00	72.00
ABC Ambiental (ABC Environmental)	Environmental	Adjustment or regularization of rural properties in view of environmental legislation, including recovery of legal reserves, permanent preservation areas, and degraded areas, as well as implementation and improvement of sustainable forest management plans	112.00	103.00	177.00	71.84%	358.00	405.00	96.00
ABC Tratamento de Dejetos (ABC Waste Management)	Environmental	Implementation, improvement and maintenance of management systems for manure and waste from animal production for the purpose of generating energy and composting	28.00	36.00	38.00	5.56%	74.00	73.00	7.00

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
ABC Dendê (Palm Oil)	Environmental	Implementation, improvement and maintenance of oil palm forests, mainly in degraded productive areas	-	-	-	-	-	-	-
ABC Fixação (ABC Fixation)	Environmental	Encouraging the use of biological nitrogen fixation	-	6.00	17.00	183.33%	7.00	19.00	7.00
ABC Cultivos Permanentes (ABC Permanent Crops)	Environmental	Implementation, improvement and maintenance of oakberry, cocoa, olive and walnut	5.00	12.00	13.00	8.33%	35.00	37.00	4.00
ABC Demais (ABC Other) ⁽¹⁾	Environmental	Other ABC operations without subprogram identification	1,705.00	1,194.00	-	-	1,431.00	-	-
Custeio Plantio Direto (No-till System Cost Financing)	Environmental		20,530.00	25,308.00	40,271.00	59.12%	117,421.00	130,106.00	37,800.00
Custeio Agrícola Tradicional - Plantio Direto (Traditional Agricultural Cost Financing)	Environmental		14,495.00	19,208.00	33,214.00	72.92%	33,728.00	47,226.00	30,981.00
Pronamp Custeio - Plantio Direto (National Program for supporting Medium Rural Producers (Pronamp Custeio) Cost Financing - No-till System)	Environmental	Financing the No-till System on Straw (SPDP)	4,295.00	3,732.00	3,815.00	2.22%	22,545.00	20,429.00	3,660.00

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Pronaf Custeio - Plantio Direto (Farming Strengthening Program (Pronaf) Cost Financing - No-till System)	Environmental Social	Financing the No-till System on Straw (SPDP)	1,740.00	2,368.00	3,242.00	36.91%	61,148.00	62,451.00	3,159.00
Pronaf Mais Alimentos (Pronaf - More Food)	Social	Financing to family farmers and rural producers for investment in their production and service structure	35,614.00	36,336.00	38,763.00	6.68%	909,085.00	887,077.00	7,924.00
Pronaf Investimento (Pronaf Investment)	Environmental Social	Credit lines for farmers eligible for investment through Pronaf	1,644.00	1,772.00	1,613.00	-8.97%	66,500.00	75,768.00	277.00
Pronaf Florestal (Pronaf Forest)	Environmental Social	It aims to support investments in projects that meet requirements defined by the Secretariat of Family Agriculture/Ministry of Agrarian Development for agroforestry systems; ecologically sustainable extractive exploitation; forest management and management plan, including costs for the implementation and maintenance of the enterprise; and enrichment of areas that already have diversified forest coverage, planting one or more forest species native to the biome.	134.00	128.00	124.00	-3.13%	5,054.00	4,619.00	-
Pronaf Agroecologia (Pronaf Agroecology)	Environmental Social	Credit line for farmers eligible for investment through Pronaf to specific projects of agroecological or organic production systems, including costs for the implementation and maintenance of the enterprise.	14.00	14.00	14.00	-	325.00	363.00	2.00

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Pronaf Bioeconomia – Dendê / Seringueira (Pronaf Bioeconomy – Palm Oil / Rubber Tree)	Environmental Social	Credit line to farmers eligible for investment through Pronaf in implementation of oil palm or rubber tree crops, financing associated costs for maintenance of the crop.	13.00	11.00	10.00	-9.09%	169.00	214.00	-
Pronaf Bioeconomia (Pronaf Bioeconomy)	Environmental Social	Credit line dedicated to farmers eligible to Pronaf and who wish to implement, use, recover or adopt renewable energy and/ or environmental technologies, water storage, use of small hydropower, forestry or preservation practices and practices intended to correct soil acidity and fertility.	250.00	318.00	466.00	46.54%	5,661.00	9,256.00	156.00
Pronaf Mulher (Pronaf Women)	Social	Financing for women farmers regardless of their civil status.	12.00	63.00	56.00	-11.11%	1,904.00	1,664.00	5.00
Pronaf Agroindústria (Pronaf Agricultural Industry)	Social	Financing to family farmers and rural producers (individuals and companies), and cooperatives for investment in processing, storage, processing and marketing of agricultural, extractive, artisanal and forest products, and support to rural tourism.	436.00	495.00	499.00	0.81%	2,001.00	1,810.00	60.00
Pronaf (National Program to Strengthen Family Farming) Quota-Shares	Social	Financiamento para integralização de cotas-partes por beneficiários do Pronaf associados a cooperativas de produção rural; e aplicação pela cooperativa em capital de giro, custeio, investimento ou saneamento financeiro	-	20.00	17.00	-15.00%	1.00	1.00	-

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Pronaf Programas Especiais – Semiárido (Pronaf Special Programs – Semiárid Region)	Environmental Social	Financing for payment of quotas by Pronaf beneficiaries associated with rural production cooperatives; and for the cooperative to use it for working capital, funding, investment or financial recovery	-	-	63.00	-	2.00	5,371.00 ⁽³⁾	-
Pronaf Programas Especiais – Jovem (Pronaf Special Program – Youngsters)	Social	Financing to farmers and rural producers (individuals) for investment in production activities, provided that beneficiaries are over 16 and under 29, among other requirements	2.00	2.00	1.00	-50.00%	223.00	209.00	-
Pronaf Grupo B (Pronaf Group B)	Social	Financing to farmers and rural producers (individuals), who have obtained gross family income of up to R\$23,000 in the 12 months of regular production preceding request for Declaration of Aptitude to PRONAF (DAP)	22.00	19.00	9.00	52.63%	3,728.00	2,703.00	-
Pronaf Reforma Agrária - Planta Brasil - Grupo A (Pronaf Agrarian Reform – Plant Brazil– Group A)	Social	Financing of investments for the implementation, expansion and modernization of farming and non-farming production and service infrastructure in the rural facilities or in nearby rural community areas operated by beneficiary families of the National Agrarian Reform Program (PNRA) and the National Land Credit Program (PNCF)	761.00	702.00	354.00	-49.57%	47,432.00	49,558.00	54.00
Investments	Environmental Social	Credit lines for environmentally and socially-oriented farming investments	19,682.00	20,954.00	23,599.00	12.62%	82,094.00	80,492.00	5,270.00
Pronamp Investimento (Pronamp Investment)	Environmental Social	Investment program aimed at promoting the development of medium rural producers' activities, providing increased income and creating jobs in rural areas.	7,719.00	7,084.00	7,259.00	2.47%	56,833.00	55,152.00	989.00

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Moderagro	Environmental Social	Fixed credit line for farming investments with funds from the Brazilian Development Bank (BNDES). It fosters actions related to animal defense and implementation of traceability systems for animals for human consumption. This program supports recovery of soils, in addition to promoting the production, processing, industrialization and storage of beekeeping, aquaculture, poultry, chinchilla farming, rabbit farming, floriculture, fruit growing, horticulture, fishing, sheep and goat farming, dairy farming, frog breeding, sericulture and swine farming sectors.	3,337.00	3,282.00	2,113.00	-35.62%	10,586.00	7,732.00	704.00
Programa de Construção e Ampliação de Armazéns (PCA) (Program for the Construction and Expansion of Warehouses (PCA))	Social	It aims to support investments required for expanding and constructing new warehouses. Accordingly, it contributes to improving rural producers' income and distribution and storage of food produced in the country, and supports food security.	4,681.00	5,820.00	7,678.00	31.92%	2,343.00	2,924.00	1,639.00
Inovagro	Environmental	The Program for Incentive to Technological Innovation in Agricultural Production supports investments required for the incorporation of technological innovation in rural properties and aims to increase productivity, adoption of good agricultural and rural property management practices and competitive insertion of agricultural producers in different consumer markets.	3,301.00	4,090.00	5,098.00	24.65%	10,756.00	12,299.00	1,305.00

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Moderinfra	Environmental	Financing for development of sustainable irrigated farming, as well as for encouraging the use of production structures in a protected environment and for the protection of fruit growing in temperate climates against hail	644.00	678.00	1,451.00	114.01%	1,576.00	2,385.00	596.00
FCO Verde ⁽²⁾ (FCO Green) ⁽²⁾	Environmental	FCO Verde (FCO Green) aims at financing the environmental and land regularization of rural real estate properties in the Midwest region, whose purpose is to implement production systems and technologies for mitigating greenhouse gases (GHG).	-	-	1,004.00	-	-	1,061.00	91.00
Prodecoop ⁽²⁾	Social	Programa de Desenvolvimento Cooperativo para Agregação de Valor à Produção Agropecuária (Prodecoop – Program for Cooperative Development to Add Value to Agricultural Production), a credit line aimed to boost competitiveness of the agro-industrial complex of Brazilian farming cooperatives by updating the production and marketing systems.	-	-	540.00	-	-	72.00	38.00
Pronaf Custeio - Exceto Plantio Direto (Farming Strengthening Program (Pronaf) Cost Financing – Except for No-till System)	Social	Acquisition of seeds, fertilizers, pesticides, vaccines, feed and other items required for agricultural or livestock production by family producers with Declaration of Aptitude to Pronaf (DAP), except for groups A and A/C.	6,861.00	6,296.00	8,294.00	31.73%	213,412.00	216,049.00	6,980.00

After the review of the Sustainable Loan Portfolio performed in November 2021, and based on the second opinion from the consulting firm Sitawi, we stopped to report operations carried out in the municipalities covered by Sudene (Superintendency for the Development of the Northeast Region) in general, which were reported up to the 2020 Annual Report. Beginning this year, only operations contracted through Sudene credit line will be included, and will be recorded as Companies Loans.

⁽¹⁾ The credit line was closed and replaced with FCO Verde as from 2021.

⁽²⁾ Credit lines included in our Sustainable Loan Portfolio in the review performed in 2021.

⁽³⁾ Increased number of operations due to improvements in the process of capturing operations under this credit line.

ESG Funding Products

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Funding in 2019	Funding in 2020	Funding in 2021
LCA Verde (Green Agricultural Time Deposits)	Environmental	Launched in 2021, the Agribusiness Letter of Credit is aimed to foster the Banco do Brasil's sustainability portfolio. Funds are exclusively allocated to loan operations linked to low-carbon agriculture, renewable energy and other lines that meet the ESG criteria stated in BB Sustainable Finance Framework.	-	-	1.2 billion

Individuals loans

Product	Type of attributes	Description (purpose, product description and, when relevant, target environmental/social aspect)	Balance in the portfolio in 2019 (R\$ million)	Balance in the portfolio in 2020 (R\$ million)	Balance in the portfolio in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Fundo de Amparo ao Trabalhador (FAT - Worker Support Fund) Taxi	Social	Financing line for domestically produced new vehicles, aimed to renew the taxi fleet in Brazil. It also benefits new licensees, favoring employment and income generation and maintenance.	204.70	100.30	46.83	-53.31%	366.00	181.00	6.97
BB FCO Energia Renovável PF ⁽¹⁾	Environmental	Financing line intended for Individuals served by the Fundo Constitucional de Financiamento do Centro-Oeste (FCO - Constitutional Fund for the Financing of the Midwest Region), aimed to finance equipment and services for very small and small-scale generation of solar energy to support household consumption and generate credits to be offset with energy distributors.	-	-	1.09	-	-	37.00	1.15
BB Crédito Energia Renovável PF ⁽¹⁾	Environmental	Financing line intended for Individuals aimed to finance equipment and services for very small and small-scale generation of solar energy to support household consumption and generate credits for offsetting with the energy distributors.	-	-	184.60	-	-	7,465.00	200.20

⁽¹⁾ Credit lines valid as from 2021 and included in our Sustainable Loan Portfolio in the review performed in 2021

Companies loans

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Balance in the portfolio in 2019 (R\$ million)	Balance in the portfolio in 2020 (R\$ million)	Balance in the portfolio in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Programa de geração de renda (Proger) ⁽¹⁾	Environmental	Financing line for micro and small companies for investment projects, with or without associated working capital, that provide generation or maintenance of employment and income in urban areas to enable sustainable development of micro and small companies aligned with Proger Urbano.	1,279.00	867.00	485,04	-44.06%	(No new contracts through this credit line ¹)	466.00	8.08
BB FCO Programa de Desenvolvimento Turismo Regional ⁽²⁾	Social	The financing line for regional tourism development is aimed to the modernization, granting of fixed credit line, access to goods and services required to the implementation, expansion and modernization of touristic enterprises.	-	-	449,32	-	-	34.00	18.03
BB FCO Programa de Infraestrutura Econômica ⁽²⁾	Social	This financing line intended for economic infrastructure is aimed at implementing, expanding, modernizing and reforming the economic infrastructure by financing and granting credit to services and goods required by the river transportation, wastewater, water supply, treatment of domestic and industrial effluents, composting and landfill, and energy generation from renewable sources sectors.	-	-	1,398,44	-	-	26.00	302.42
BB FCO Capital de Giro Dissociado Covid-19 ⁽²⁾⁽⁴⁾	Social	This financing line is aimed at financing working capital needs based on Resolution CMN n° 4,798, of April 6, 2020, given the public calamity scenario due to the global Covid-19 pandemic. All expenses related to costs, maintenance and establishment of inventories, including salaries, contributions and sundry expenses under risk of not being settled as a result of the reduction or stoppage of productive activity, as a result of the Covid-19 pandemic, are eligible to be financed.	-	-	79,49	-	-	-	-

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Balance in the portfolio in 2019 (R\$ million)	Balance in the portfolio in 2020 (R\$ million)	Balance in the portfolio in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Sudene - FDNE ⁽²⁾	Environmental	A linha de crédito tem por finalidade a promoção do desenvolvimento regional das áreas de atuação da Superintendência do Desenvolvimento do Nordeste (SUDENE), através do FDNE - Fundo de Desenvolvimento do Nordeste, garantindo recursos para investimentos em infraestrutura, serviços públicos e empreendimentos produtivos. Tem como público-alvo médias e grandes empresas, incluindo sociedades de economia mista. A Sudene tem como missão articular e fomentar a cooperação das forças sociais representativas para promover o desenvolvimento incluyente e sustentável do Nordeste, a preservação cultural e a integração competitiva da base econômica da região nos mercados nacional e internacional.	1,900.00	2,033.00	2,380.00	17.07%	280,931.00	16.00	577.20
PESE Fopag ⁽⁵⁾	Social	Emergency credit line to finance for up to four months payroll of small and medium companies according to the Emergency Employment Support Program regulated by Law No. 14,043 of August 19, 2020, with companies with annual gross revenue higher than R\$ 360 thousand (exclusive) and equal to or less than R\$ 50 million (inclusive) as target audience, calculated based on year ended in December 31, 2019.	-	1,040.00	677,10	-34.89%	27,071.00	-	-
Pronampe ⁽³⁾	Social	Working capital line of credit linked to the National Support Program for Micro and Small Companies (Pronampe) regulated by Law No. 13,999 of May 18, 2020. The program became permanent under Law No. 14,161, of June 2, 2021, and targets customers from the micro and small business sectors with Annual Gross Revenue of up to R\$ 4.8 million registered with the Federal Revenue Service	-	7,093.00	13,660.00	93.00%	112,300.00	96,134.00	8,200

⁽¹⁾ The credit line has been suspended since 2020, and was not included in our Sustainable Loan Portfolio. Its inclusion will be assessed in due course.

⁽²⁾ Credit lines included in our Sustainable Loan Portfolio in the review performed in 2021.

⁽³⁾ Funds from the program are subject to availability.

⁽⁴⁾ Resolution No. 4,798, which implemented this financing line, established a term for the contracting of operations "VIII – contracting term: as long as the public calamity state persists, as recognized by the Executive Branch, limited to December 31, 2020".

⁽⁵⁾ The credit line was valid up to October 31, 2020.

Government loans

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
BB Financiamento Setor Público (operations with states and municipalities)	Social	Financing, with transfer of external or own resources, of programs and actions provided for in States' strategic planning. It has social impacts as it improves the quality of life of population.	37,483.00	47,934.00	50,706.00	5.78%	20.00	13.00	4,522.00
Programa Eficiência	Social	It supports projects for investment or acquisition of goods and services, on an isolated basis, by the municipal public administration intended for improving infrastructure and efficiency in public management and the quality of public services. It also contributes to the economic development of municipalities and to the quality of life of communities.	627,50	1,518.00	1,623.00	6.92%	164.00	67.00	409.00

Insurance and Capitalization

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021
Ourocap Estilo Flex ⁽¹⁾	Environmental	Environment – it transfers to Fundação BB 0.25% of total funds collected from the 48 monthly installments paid by subscribers of PP 93 premium bonds, in the amount of R\$250.00 to R\$500.00, debited to the checking accounts.	4.50	2.40	1.40	-41.60%

⁽¹⁾ Revenues in 2021 from Ourocap Estilo Flex products was R\$1.476.402,02. The amount of R\$3,669.40 from the sales in 2021 was transferred to Fundação BB.

Means of payments

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Amount collected for donation in 2019 (R\$ thousand)	Amount collected for donation in 2020 (R\$ thousand)	Amount collected for donation in 2021 (R\$ thousand)	Change 2020-2021	Card revenues in 2020 (R\$ thousand)	Card revenues in 2021 (R\$ thousand)	Revenues in relation to total card revenues in 2020 (%)	Revenues in relation to total card revenues in 2021 (%)
Ourocard Origens Reciclado	Environmental	Our first card produced with recycled plastic. For each unit ordered, the customer donates R\$5.00 to Instituto Terra, which promotes recovery and sustainable management of the Atlantic Forest. Customers automatically adhere to invoice rounding service and contribute to the planting of one of the 400 trees required to promote the recovery of a natural water spring.	6.20	1.90	1.43	-24.74%	13,061.00	7,456.00	-	-
Cartão de Pagamento da Defesa Civil (CPDC)	Social	Card intended to pay for expenses with relief actions, assistance to victims and restoration of essential services used exclusively in emergency situations or in public calamity state and recognized by the National Secretariat for Civil Defense.	-	-	-	-	118,696.00	167,724.00	0.04	0.04
Invoice rounding	Environmental	Ourocard holders who subscribe to this service have their invoice value rounded up to the next whole amount. Cents corresponding to this difference are donated to a non-profit partner institution. Currently, donations are exclusively allocated to Instituto Terra, which promotes reforestation of the Atlantic Forest's deforested areas and is responsible for recovering more than 40 million sq.m.	176.90	175.70	170.90	2.73%	44,755.00	48,880.00	0.01	-

Social Business

Product	Type of attributes	Description (purpose, product description and, when relevant, target social group)	Balance in 2019 (R\$ million)	Balance in 2020 (R\$ million)	Balance in 2021 (R\$ million)	Change 2020-2021	Number of operations carried out in 2020	Number of operations carried out in 2021	Amount of disbursement in 2021 (R\$ million)
Programa Minha Casa Minha Vida (PMCMV - Government Low-Income Housing Project) (Ranges 1, 1.5, 2, 3 and Rural)	Social	It contemplates financing of enterprises and houses that fulfill requirements such as inclusion of the elderly and of people with special needs; environmental preservation rules and attitudes, such as the use of equipment and solutions; compliance with recommendations during construction work; and promoting discussions and dissemination among its members of knowledge on reuse of materials, rational use of natural resources, alternative low-cost measures for heating water/ degradable materials for construction or other uses, risks arising from non-environmental preservation and other relevant issues.	22,392,00	21,572,00	20.557,00 ⁽²⁾				
			MCMV: 21,976,00	MCMV: 21.183,00	MCMV: 20.197,00	-4.61%	Individuals: 4,751 transactions were carried out. Companies: one transaction.	PCVA: 42	MCMV 44.35
			MCMV Agreements 416,00	MCMV Agreements(1) 389,00	MCMV Agreements 360,00				
BB Crédito Acessibilidade	Social	Credit line designed to finance assistive technology goods and services, aimed at promoting social inclusion and allowing equal opportunities for people with disabilities	184.00	182.70	199.90	9.41%	8,025	9,236	98.80
FIES – Fundo de Financiamento Estudantil ⁽²⁾	Social	Ministry of Education program designed to finance undergraduate students enrolled in non-free institutions.	45,179,00	46,867,00	47,156,00	0.62%	-	Note: since the 2nd half-year of 2017, no new contracts have been made	Note: since the 2nd half-year of 2017, no new contracts have been made
BB Microcrédito Empreendedor	Social	Credit line for individual and corporate customers aligned with the National Program for Guided Productive Microcredit (PNMPO) intended for working capital or investment and dedicated to meeting entrepreneurs of small-scale productive activities' financial needs. It uses methodology based on direct relationship with entrepreneurs for the purpose of business guidance and monitoring.	164.50	108.40	67.56	-37.68%	62,816	31,739	83.77

⁽¹⁾ These amounts were not included in our Sustainable Loan Portfolio and their inclusion will be assessed in due course.

⁽²⁾ Note: since the 2nd half of 2017, no new contracts have been made.

FS9: Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures

The [Política de Responsabilidade Socioambiental \(PRSA\)](#) is part of the set of documents that make up our governance architecture and are evaluated by Internal Audit within the scope of the Corporate Governance and Management process.

The Annual Internal Audit Plan includes carrying out the assessments, in conclusive cycles of at most three years, of adherence to environmental and social policies and corporate environmental and social commitments we assumed, such as the Equator Principles.

In 2021, the adoption of environmental, social and governance (ESG) criteria in business was assessed, taking into consideration the sustainability strategy and the environmental and social risk management in Loan Operations, Administrative Activities, Products and Services and Investments and Interests.

Needs for improvement identified in these processes are forwarded to be handled through recommendations, with indication of the responsible supervisor and a deadline consistent with the associated risk level.

FS10: Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues

All (100%) customers are analyzed under the Banco do Brasil's Specific Credit Policy, the practices of which are made public through Banco do Brasil's Environmental and Social Guidelines – Restrictive List and Exclusion List and the Sustainability Guidelines for Credit. This policy prohibits granting credit to customers who subject workers to degrading labor or maintain them in a state of compulsory labor, or practice sexual exploitation of minors or child labor, and these incidents are registered in their internal registration files.

In the analysis process for larger companies, the activities of which have higher potential adverse environmental and social impact, the ESG Questionnaire is applied, which enables to assess their practices and identify possible environmental and social risks.

Banco do Brasil's practices, disclosed through its Guidelines, also require proof of environmental good standing, water licenses and grants for the financed activities and enterprises, when applicable. Additionally, all loan operations have contractual clauses that allow for the early maturity of the agreement, and immediate suspension of disbursements, in case of final administrative decision approved and/or unappealable decision due to race or gender-based discrimination, child labor, forced or compulsory labor, human trafficking or moral or sexual harassment.

Accordingly, Banco do Brasil engages in environmental and social issues with all companies subject to review of registration files and credit granting, in every step of these processes.

Aimed at identifying, assessing and managing environmental and social risks in financing larger investment projects, in 2005, Banco do Brasil became the first state-owned bank in the world to make up the group of financial institutions that signed up to the Equator Principles, a risk management framework benchmarked on standards of the International Finance Corporation (IFC) and the World Bank.

In 2021, seven operations under the Equator Principles were contracted. Six of them were Project Finance, to the energy sector, with total capital cost equal or higher than US\$10 million, and one was a Project Related Corporate Loan, to the industrial sector, and the share of Banco do Brasil in the financing was equal or higher than US\$50 million. In 2021, no projects analyzed under the Equator Principles fell into criteria leading to the prohibition of credit due to environmental or social issues.

For undertakings in the A or B categories of the Equator Principles, in addition to the proof of environmental and social good standing and of compliance with applicable legislation, which are required for all loan operations at Banco do Brasil, we require compliance with the Environmental and Social Performance Standards of the International Finance Corporation (IFC) and with the Environmental, Health, and Safety Guidelines of the World Bank, including the assessment of relevant environmental and social risks and impacts, focused on issues such as human rights, biodiversity and climate change, and the setting up of an Environmental and Social Management System, with expected preventive, mitigating and compensatory actions. Categories that require specialized monitoring are:

Category A

Undertakings that require preparation of an Environmental Impact Study (EIA), with multiple, irreversible or unprecedented potential significant adverse environmental and social impacts, with emphasis on those related to one of the following topics: indigenous peoples, critical habitats, cultural heritage or large scale resettlements.

Category B

Undertakings for which the environmental licensing process requires preparation of an Environmental Impact Study (EIA) or equivalent document and that pose a reduced number of potential adverse limited environmental and social risks and/or impacts, generally local, largely reversible and readily controllable by means of mitigating actions.

In 2021, for all undertakings falling into these two categories, Banco do Brasil required an independent environmental and social consulting firm to be contracted to assess compliance with the applicable legislation, IFC's Standards and the World Bank's Guidelines, during the term of the financing.

Projects contracted under the Equator Principles

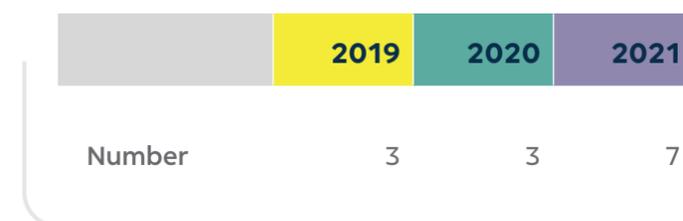
	2020			2021		
Sector	Category A	Category B	Category C	Category A	Category B	Category C
Mining	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Oil and Gas	-	-	-	-	-	-
Energy	-	3	-	-	6	-
Other (industry)	-	-	-	-	1	-
Subtotal	-	3	-	-	7	-
Region	Category A	Category B	Category C	Category A	Category B	Category C
Americas	-	3	-	-	7	-
Europe, Middle East and Africa	-	-	-	-	-	-
Asia	-	-	-	-	-	-
Subtotal	-	3	-	-	7	-
Country designation	Category A	Category B	Category C	Category A	Category B	Category C
Designated country	-	-	-	-	-	-
Country not designated	-	3	-	-	7	-
Subtotal	-	3	-	-	7	-
Independent consulting	Category A	Category B	Category C	Category A	Category B	Category C
Yes	-	3	-	-	7	-
No	-	-	-	-	-	-
Subtotal	-	3	-	-	7	-
Total	-	3	-	-	7	-

In addition to the Equator Principles, we adopt environmental and social criteria to assess the credit limit study of companies and investment projects. Currently, these procedures are applied according to criteria that take into account the size and potential impact of the activity carried out and to investment projects whose value financed by us is equal to or higher than R\$8 million.

When applicable, we request environmental licenses from all customers, in accordance with legislation in force.

Within the scope of Project Finance Advisory, in 100% of cases we notify customers, by including a clause in the proposal for provision of financial advisory and structuring services (mandate), about

Equator Principles



the need to comply with Equator Principles in case project is financed by Banco do Brasil. In 2021, we entered into 22 mandates with 16 customers.

In 2021, seven long-term financings were also contracted under Project Finance structures, to which the Equator Principles are being applied.

Information	2019	2020	2021	Change
Number of operations contracted under the Equator Principles	4	3	7	133.00%
Number of projects under Project Finance structure	3	3	6	100.00%
Number of interacting customers (Equator Principles)	11	8	7	-12.00%
In addition to the Equator Principles, we adopt environmental and social criteria to assess the risk and credit limit of investment projects whose value is equal or higher than:	R\$2.5 million	R\$2.5 million	R\$8 million	220.00%

FS13: Access points in low-populated or economically disadvantaged areas by type

We ended 2021 with 56,082 service posts including our own network, shared network and correspondents, being present in 96.8% of Brazilian municipalities.

Federal Unit	2020				2021			
	Number of service posts (own network + third-party service stations)	Population density (people/sq.km)	(Number of service posts/inhabitant) x 10,000	Change in number of service posts	Number of service posts (own network + third-party service stations)	Population density (people/sq.km)	(Number of service posts/inhabitant) x 10,000	Change in number of service posts
Acre	186	4.47	2.536	-24	208	4,44	3,058	22
Santa Catarina	1.577	65.29	2.524	-614	1685	63.41	2.783	108
Espírito Santo	862	76.25	2.452	-226	911	74.9	0.263	49
Roraima	196	2.01	4.351	-41	232	1.83	5.620	36
Amazonas	841	2.23	2.414	-8	1008	2.11	3.016	167
Mato Grosso	732	3.36	2.412	-214	835	3.26	2.823	103

Federal Unit	2020				2021			
	Number of service posts (own network + third-party service stations)	Population density (people/sq.km)	(Number of service posts/inhabitant) x 10,000	Change in number of service posts	Number of service posts (own network + third-party service stations)	Population density (people/sq.km)	(Number of service posts/inhabitant) x 10,000	Change in number of service posts
Tocantins	465	4.98	3.36	-101	527	4.61	4.11	62
Amapá	207	4.69	3.09	-46	241	5.34	3.93	34
Pará	1.245	6.07	1.64	-11	1.680	5.84	2.29	435
Mato Grosso do Sul	848	6.86	3.46	-132	1.125	6.52	4.81	277
Rondônia	316	6.58	2.02	-111	395	6.27	2.64	79
Piauí	1.084	12.4	3.47	-189	1.368	12.37	4.38	284
Goiás	1.758	17.65	2.92	-311	2.021	17.12	3.45	263
Maranhão	1.337	19.81	2.03	-270	1.641	15.14	2.60	304
Bahia	3.836	24.82	2.73	-315	4.604	25.58	3.17	768
Minas Gerais	4.613	33.41	2.35	-1.197	5.367	31.85	2.70	754
Rio Grande do Sul	2.190	39.79	2.04	-976	2.385	39.96	2.19	195
Paraná	2.353	52.4	2.25	-699	2.582	53.03	2.43	229
Ceará	2.400	56.76	2.83	-248	2.669	57.73	3.15	269
Rio Grande do Norte	1.147	59.99	3.51	-115	1.320	57.87	4.17	173
Paraíba	999	66.7	2.65	-312	1.190	66.17	3.17	191
Pernambuco	1.905	89.63	2.16	-271	2.295	88.28	2.62	390
Sergipe	451	94.35	2.18	-102	576	90.67	2.88	125
Alagoas	802	112.33	2.57	-132	935	111.96	2.98	133
São Paulo	11.330	166.25	2.74	-406	1.2371	165.05	3.01	1.041
Rio de Janeiro	4.087	365.23	2.55	-180	4.317	361.07	2.72	230
Distrito Federal	1.481	444.07	5.76	-376	1.594	440.73	6.23	113

Mais BB Correspondent Network plays an important role in accessing bank products and services with supplementary operation to that of BB network and presence in unassisted markets, providing an increase in the capillarity and distribution capacity of Banco do Brasil and positive impact in boosting banking services, financial and social inclusion and improving customer experience. In addition,

transactional correspondents, mostly formed by micro and small companies, can promote their main activity by increasing the flow of people in their stores.

Considering only branches or own service stations (BCB position), we are an exclusive presence in 110 municipalities, as distributed by federal unit below:

FS14: Initiatives to improve access to financial services for disadvantaged people

In 2019, the process of adapting facilities (main floor) was completed). In 2020, we signed a new agreement with the Federal Public Prosecution (MPF) to seek full accessibility. In 2021, 739 facilities were benefited from acquisition of new furniture to serve overweight people, people with visual impairments and

physically disabled people. Among purchased items there are counters, cashier counters and accessible service desks, wheelchairs, tactile map holders and furniture adapted for the overweight people. This acquisition benefited facilities in all regions of Brazil, located in 26 states and the Federal District.

Federal Unit	Number of municipalities 2020	Number of municipalities 2021	Federal Unit	Number of municipalities 2020	Number of municipalities 2021
AC	1	1	PE	2	2
AL	4	4	PI	11	11
BA	20	1	PR	3	3
CE	3	3	RJ	1	-
GO	7	6	RN	8	8
MA	3	3	RR	1	3
MG	14	16	SC	4	3
MS	3	2	SE	5	2
MT	3	1	SP	25	29
PA	1	-	TO	6	7
PB	7	5			

GRI Content Summary

[102-55] For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. This service was performed on the Portuguese version of the report.



Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
GRI 101: Foundation 2016					
GRI 102: General Disclosures 2016					
Organizational profile	102-1 Name of the organization	11			
	102-2 Activities, brands, products, and services	14. More information available in Sections I, Chapter II, of the Bylaws and in Section 7 of the Reference Form .			
	102-3 Location of headquarters	Sector of Autarquias Norte, Quadra 5, Lot B, Banco do Brasil Building, Brasília, Distrito Federal, Brazil.			
	102-4 Location of operations	12. More information available in Section 7.6 of the Reference Form .			
	102-5 Ownership and legal form	11			
	102-6 Markets served	12			
	102-7 Scale of the organization	Large company. More information on pages 12, 71 and 76, in Section 7 of the Reference Form and in Chapters 3 and 6 of Financial Statements 4Q21 – Table 54– Basel Index.			
	102-8 Information on employees and other workers	12, 63, 149		8	6
	102-9 Supply chain	84, 85			

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Organizational profile	102-10 Significant changes to the organization and its supply chain	There was no change in the structure of significant suppliers or in the agreement entered into with them that could have any impact on the Bank's operations. More information available in Explanatory Note 5 – Corporate Restructuring, in the document Financial Statements 4Q21 .			
	102-11 Precautionary Principle or approach	86 , 138			7
	102-12 External initiatives	150 . Our public commitments and sustainability initiatives are available on the Sustainability website .	X		
	102-13 Membership of associations	151			
Strategy	102-14 Statement from senior decision-maker Disclosure	4			
	102-15 Key impacts, risks, and opportunities	19 , 86			
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	11 , 121 . More information available on our Code of Ethics .	X	16	10
	102-17 Mechanisms for advice and concerns about ethics	92 , 95 , 120 , 121	X	16	10
Governance	102-18 Governance structure	32 , 117 , 118			
	102-19 Delegating authority	115 , 151	X		
	102-21 Consulting stakeholders on economic, environmental, and social topics	16 , 151 , 152 , 153		16	

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
	102-25 Conflicts of interest	113 , 153		16	
	102-27 Collective knowledge of highest governance body	113 . More information available in section 12,12 of the Reference Form .		4	
	102-28 Evaluating the highest governance body's performance	115			
	102-29 Identifying and managing economic, environmental, and social impacts	16 , 18 , 151 , 152 , 153		16	
Governance	102-35 Remuneration policies	64 , 114 . More information available in section 13 of the Reference Form .			
	102-36 Process for determining remuneration	64 , 114			
	102-37 Stakeholders' involvement in remuneration	90 , 92 , 141		16	
	102-38 Annual total compensation ratio	114			
	102-39 Percentage increase in annual total compensation ratio ratioação total anual	158			
	102-40 List of stakeholder groups	20 , 196			
	102-41 Collective bargaining agreements	The percentage of employees covered by collective bargaining agreements is 100%.		8	1, 3
Stakeholder engagement	102-42 Identifying and selecting stakeholders	20			
	102-43 Approach to stakeholder engagement	16 , 20 , 21 , 72 , 151 , 152	X		
	102-44 Key topics and concerns raised	21	X		

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
	102-45 Entities included in the consolidated financial statements	Information available in Explanatory Note 3 – Presentation of Management Discussion and Analysis 4Q21 .			
	102-46 Defining report content and topic Boundaries	151 , 152 , 153			
	102-47 List of material topics	20 , 151 , 152			
	102-48 Restatements of information	50 , 53 , 162 , 163			
	102-49 Changes in reporting	151 , 152			
Reporting Practices	102-50 Reporting period	Our Report is published annually and covers the period from January 1 to December 31, 2021.			
	102-51 Date of most recent report	The previous report was published in 2021, reference 2020.			
	102-52 Reporting cycle	Our Report is published annually.			
	102-53 Contact point for questions regarding the report	Questions and comments on financial information: ri@bb.com.br and about sustainability: sustentabilidade@bb.com.br .			
	102-54 Claims of reporting in accordance with the GRI Standards	This report was elaborated in accordance with GRI Standards: Core.			
	102-55 GRI Content Index	196			
	102-56 External assurance	223			

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Economic Performance					
	103-1 Explanation of the material topic and its Boundary	16 , 21 , 40	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	21 , 40	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	21 , 40	X		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	154	X	2, 7, 8, 9	
	201-2 Financial implications and other risks and opportunities due to climate change	40 , 45 , 51 , 54 , 139 , 140		13	7
Market Presence					
	103-1 Explanation of the material topic and its Boundary	21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	154	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	154	X		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	83 , 154	X	1, 5, 8	6
Indirect economic impacts					
	103-1 Explanation of the material topic and its Boundary	40			
GRI 103: Management Approach 2016	103-2 The management approach and its components	40		1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	40			
GRI 203: Indirect economic impacts 2016	203-2 Significant indirect economic impacts	40 , 43 , 44 , 45 , 82 , 86 , 92		1, 2, 3, 8, 10, 17	

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Anti-corruption					
	103-1 Explanation of the material topic and its Boundary	21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	123	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	123	X		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	95, 123, 155	X	16	10
	205-2 Communication and training about anti-corruption policies and procedures	83, 121, 123, 124, 155, 223	X	16	10
	205-3 Confirmed incidents of corruption and actions taken	95, 123, 124	X	16	10
Materials					
GRI 301: Materials 2016	301-1 Materials used by weight or volume	53, 157		8, 12	7, 8
	301-2 Recycled input materials used	157		8, 12	8
Energy					
GRI 302: Energy 2016	302-1 Energy consumption within the organization	52, 157	X	7, 8, 12, 13	7, 8
	302-3 Energy intensity	157		7, 8, 12, 13	8
	302-4 Reduction of energy consumption	52, 157		7, 8, 12, 13	8, 9
Water and effluents					
GRI 303: Water and effluents 2018	303-5 Water consumption	52	X	6	7, 8

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Emissions					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	21 , 51 , 54			
	103-2 The management approach and its components	21 , 51 , 54		1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	21 , 51			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions			3, 12, 13, 14, 15	7, 8
	305-2 Energy indirect (Scope 2) GHG emissions			3, 12, 13, 14, 15	7, 8
	305-3 Other indirect (Scope 3) GHG	Information not available – the data will be released in the Relationship with Investors website in May 2022.		3, 12, 13, 14, 15	7, 8
	305-4 GHG emissions intensity			13, 14, 15	8
	305-5 Reduction of GHG emissions			13, 14, 15	8, 9
Waste					
GRI 306: Waste 2020	306-3 Waste generated	53 , 158	X	3, 6, 12	8
Supplier Environmental Assessment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16 , 21 , 51	X		
	103-2 The management approach and its components	83 , 85 , 138	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	83 , 85 , 138	X		

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	84	X		8
	308-2 Negative environmental impacts in the supply chain and actions taken	85	X		8
Employment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16, 21	X		
	103-2 The management approach and its components	57, 62, 68, 159	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	57, 62, 68, 159	X		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	159		5, 8	6
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	68	X	8	
Labor Management Relations					
GRI 402: Labor Management Relations 2016	402-1 Minimum notice periods regarding operational changes	161		8	3
Occupational Health and Safety					
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	66, 67, 84, 161	X	3, 8	
	403-10 Work-related ill health	65, 66, 67, 68, 69	X	3, 8	
Training and Education					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16, 21	X		
	103-2 The management approach and its components	62, 63	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	62, 63	X		

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	162	X	4, 5, 8	6
	404-3 Percentage of employees receiving regular performance and career development reviews	63 , 165	X	5, 8	6
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16 , 21	X		
	103-2 The management approach and its components	21 , 58 , 169 . Our public commitments and diversity and equal opportunity initiatives are available on our website .	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	21 , 58 , 169	X		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	58 , 166	X	5, 8	6
	405-2 Ratio of basic salary and remuneration of women to men	169	X	5, 8, 10	1, 6
Non-discrimination					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16 , 21	X		
	103-2 The management approach and its components	169	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	169	X		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	169	X	5, 8, 16	6

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Child Labor					
	103-1 Explanation of the material topic and its Boundary	21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	83, 85, 138	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	83, 85, 138	X		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	83, 84, 85, 138, 169	X	8, 16	1, 2, 5
Forced or Compulsory Labor					
	103-1 Explanation of the material topic and its Boundary	21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	83, 85, 138	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	83, 85, 138	X		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	83, 85, 138, 169	X	8	1, 2, 4
Security Practices					
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	170		16	1
Human Rights Assessment					
	103-1 Explanation of the material topic and its Boundary	16, 21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	83, 85, 138	X		
	103-3 Evaluation of the management approach	83, 85, 138	X		

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	138 , 169		1, 2	
	412-2 Employee training on human rights policies or procedures	61 , 170	X	1, 2, 3, 4, 5, 6	
Supplier Social Assessment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16 , 21	X		
	103-2 The management approach and its components	83 , 85 , 138	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	83 , 85 , 138	X		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	84		5, 8, 12, 16	2
	414-2 Negative social impacts in the supply chain and actions taken	83 , 85 , 138	X	5, 8, 16	2
Customer Health and Safety					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16 , 21	X		
	103-2 The management approach and its components	172	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	172	X		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	172	X		1

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Customer Privacy					
	103-1 Explanation of the material topic and its Boundary	21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	70, 73, 136	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	70, 73, 136	X		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	136	X	16	1
Socioeconomic Compliance					
	103-1 Explanation of the material topic and its Boundary	21	X		
GRI 103: Management Approach 2016	103-2 The management approach and its components	172	X	1, 5, 8, 16	1, 8
	103-3 Evaluation of the management approach	172	X		
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	172	X	16	
Sector Supplement – Financial Service - G4 Version					
Product Portfolio					
	103-1 Explanation of the material topic and its Boundary	21			
GRI 103: Management Approach 2016	103-2 The management approach and its components	43, 172			
	103-3 Evaluation of the management approach	43, 172			

Standard	Disclosure	Page/Answer/Omission	External assurance	SDGs	Global Compact
Sector Supplement – Financial Service - G4 Version	FS6 Percentage of the portfolio for business lines by specific region, size (e.g. Micro/SME/Large) and by sector	172 . More information is available in Note 12 - Credit Operations of the document Financial Statements of the Performance Analysis 4Q21 .		1, 8, 9	
	FS7 Monetary Value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	174		1, 8, 9, 10, 11	
	FS8 Monetary Value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	43 , 174			
Active Ownership					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	21			
	103-2 The management approach and its components	191			
	103-3 Evaluation of the management approach	191			
Sector Supplement – Financial Service - G4 Version	FS9 Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	191		10	
	FS10 Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	137 , 138 , 139		10	
	FS11 Percentage of assets subject to positive and negative environmental or social screening	47		10	
Local Communities					
Sector Supplement – Financial Service - G4 Version	FS13 Access points in low-populated or economically disadvantaged areas by type	193		1, 8, 10	
	FS14 Initiatives to improve access to financial services for disadvantaged people	195		1, 8, 10	

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Commercial Banks

Accounting Metric	Page	Adherence	Complement	
TOPIC: Data Security				
FN-CB-230a.1	Number of data breaches, percentage involving personally identifiable information (PII), number of account holders affected. Note to FN-CB-230a.1– Disclosure shall include a description of corrective actions implemented in response to data breaches.	136	Full	In 2021, there were no cases of breaches of customer privacy.
FN-CB-230a.2	Description of approach to identifying and addressing data security risks	118 , 133 , 134 , 136	Partial	Partial compliance considering that one or more laws do not apply to Brazil.
TOPIC: Financial Inclusion & Capacity Building				
FN-CB-240a.1	Number and amount of loans outstanding qualified to programs designed to promote small business and community development. Note to FN-CB-240a.1– Disclosure shall include a description of how the entity’s results of the Community Reinvestment Act (CRA) Examinations are integrated into its financial inclusion and capacity building strategy.	39 , 43 , 44 , 45 , 80	Partial	Partial compliance considering that one or more laws do not apply to Brazil.
FN-CB-240a.2	Number and amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development		Partial	Partial compliance. More information can be accessed in the 4Q21 Performance Analysis , in Flow of Exit from Grace Periods (page 29), in Credits Renegotiated When Past Due (page 131) and NPL +90 - in% of the e Classified Loan Portfolio (page 138).
FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers		Not met	In Brazil, there is no identification of customers regarding the level of access, even if limited or no access to banking services.

Accounting Metric	Page	Adherence	Complement
FN-CB-240a.4 Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers. Note to FN-CB-240a.4– Disclosure shall include a description of financial literacy initiatives.	43 , 45 , 80	Partial	Partial compliance. In Brazil, there is no identification of customers regarding the level of access, even if limited or no access to banking services.
TOPIC: Incorporation of Environmental, Social, and Governance Factors in Credit Analysis			
FN-CB-410a.1 Commercial and industrial credit exposure, by industry	58 , 61 , 219	Full	The credit portfolio by sectors of economic activity can be found in table 59, of the Classified Loan Portfolio, in the 4Q21 Performance Analysis (page 127).
FN-CB-410a.2 Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	43 , 45 , 48 , 136	Partial	Partial compliance considering that one or more laws do not apply to Brazil.
TOPIC: Business Ethics			
FN-CB-510a.1 Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations. Note to FN-CB-510a.1 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.	123	Partial	Partial compliance considering that one or more laws do not apply to Brazil. Other fines and penalties for non-compliance with laws and regulations can be found in Sections 4.3, 4.4 and 4.7 of the Reference Form .
FN-CB-510a.2 Description of whistleblower policies and procedures.	92 , 95 , 120 , 121	Full	-

Accounting Metric		Page	Adherence	Complement
TOPIC: Systemic Risk Management				
FN-CB-550a.1	Global Systemically Important Bank (G-SIB) score, by category. Note to FN-CB-550a.1– The entity shall describe whether the Global Systemically Important Bank (G-SIB) score is calculated by the entity or obtained from regulatory authorities and whether the entity is required to report the underlying data to the regulators.	123	Partial	The Information for the Assessment of Global Systemic Importance - IAISG, will be disclosed later, according to the deadline defined in BACEN Circular 3,751/15, on the Investor Relations website .
FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	128 , 130 , 132 , 136	Partial	Partial compliance considering that one or more laws do not apply to Brazil. More information in the Risk Management Report on the Investor Relations website .
TOPIC: Activity Metric				
FN-CB-000.A	Number and value of checking and savings accounts by segment: (a) personal and (b) small business.	43 , 44 , 45 , 73	Partial	Some of the requested information is considered by Banco do Brasil. More information in Note 17 – Customer Resources, in Consolidated Financial Statement, and Performance Analysis 4Q21 , under Customer Resources (page 316).
FN-CB-000.B	Number and value of loans by segment: (a) personal, (b) small business, and (c) corporate. Note to FN-CB-000.B – Mortgage loans as well as revolving credit loans shall be excluded from the scope of disclosure.		Partial	Some of the requested information is considered strategic by Banco do Brasil. More information in Chapter 7 – Credit, of the 4Q21 Performance Analysis .

Measuring Stakeholder Capitalism Index

Core metrics

Theme	Principle	Metric	Section/Page
Principles of Governance	Governing Purpose	The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders	36
		How the company's stated purpose is embedded in company strategies, policies, and goals	21-30
	Quality of Governing Body	Governance body composition	117-199
		Progress against strategic milestones	115-116
		Remuneration. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental and social topics, as connected to the company's stated purpose, strategy, and long-term value	114
	Stakeholder Engagement	Material issues impacting stakeholders. A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged.	151-153
	Ethical Behaviour	Anti-corruption. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures. Total number and nature of incidents of corruption confirmed during the current year. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	151-153
		"Protected ethics advice and reporting mechanisms. A description of internal and external mechanisms for: 1) Seeking advice about ethical and lawful behaviour and organizational integrity; 2) Reporting concerns about unethical or lawful behaviour and organizational integrity "	123, 124, 155

Theme	Principle	Metric	Section/Page
Principles of Governance	Ethical Behaviour	Monetary losses from unethical behaviour	123
	Risk and Opportunity Oversight	Integrating risk and opportunity into business process. Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes.	127-141
		Economic, environmental, and social topics in capital allocation framework	127-128
Planet	Climate change	Greenhouse Gas (GHG) emissions: For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.	Information not available – the data will be released in the Relationship with Investors website in May 2022.
		TCFD implementation	More information will be published on our website , in the tab "Policies, Guidelines and Commitments", Document "BB Commitment to Climate Change".
	Fresh water availability	Water consumption and withdrawal in water-stressed areas	52
	Nature loss	Land use and ecological sensitivity	Not apply
People	Dignity and equality	Diversity and inclusion (%). Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity)	58, 166-168
		Pay equality. Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas	169
		Wage level (%). Ratios of standard entry-level wage by gender compared to local minimum wage	154
	Health & wellbeing	Risk for incidents of child, forced or compulsory labour. An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour	169-170
		Health and Safety (%). The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked.	65-66
		Skills for the future	Training provided. Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category

Theme	Principle	Metric	Section/Page
Prosperity	Employment and wealth generation	Absolute number and rate of employment	159-161
		Economic Contribution	153
	Financial investment contribution disclosure	40-50	
	Innovation in better products and services	Total R&D expenses	104-111
	Community and social vitality	Community investment is included within the economic contribution metric (part of EVG&D)	86-92
Total tax paid		Mangament Analysis 2021, page 253.	

TCFD Recommendations

Core element	Recommended Disclosures	Section/page
Governance	Disclose the organization’s governance around climaterelated risks and opportunities.	123, 140, 141
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.	140, 141
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	140, 141
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	The data will be released in the Relationship with Investors website in May 2022.

Federal Court of Accounts (TCU) Summary

Federal Court of Accounts (TCU) Summary	Capítulo, seção ou páginas
Pretextual elements	
Information that helps the reader, as required, to locate the information contained in the report, in the form of a summary.	2. The current page (215) also meets the request
Organizational overview and external environment	
a) identification of the Reporting Unit (UPC) and statement of its mission and vision;	11
b) indication of the main guiding norms	https://ri.bb.com.br/en/corporate-governance-and-sustainability/bylaws-policies-and-code-of-ethics/
c) organizational structure chart, including governance structures (governance boards or committees, among others)	https://ri.bb.com.br/en/banco-do-brasil/organizational-structure-2/
d) business model, including inputs, activities, products, impacts, generated value and its recipients, and value chain diagram, aiming to provide a comprehensive understanding of the organizational overview	33-34
e) if applicable, the list of government policies and programs/budgetary actions, as well as programs from the Multiyear Plan, other domestic, sectorial and transversal government plans in which it operates, with their respective objectives and goals	The rendering of accounts will be disclosed through the Annual Chart
f) information about management contracts entered into and how they are integrated in the value generated by the unit;	Não se aplica
g) relationship with the external environment and the recipients of the products and services produced by the organization;	13
h) share capital and equity interests held in other companies.	https://ri.bb.com.br/en/banco-do-brasil/ownership-structure/
Risks, opportunities and outlook	
a) what are the main specific risks identified that could affect the ability of UPC to achieve its goals and how does UPC addresses these issues;	4Q21 Risk Management Report
b) what are the main opportunities identified that could enhance the ability of the UPC to achieve its goals and the related actions to take advantage of them;	16-18
c) the specific sources of risks and opportunities, which may be internal, external, or usually a combination of the two;	4Q21 Risk Management Report
d) assessment, by the UPC, of the likelihood that the risk or opportunity will occur and the magnitude of its effect, should it occur, taking into account, such as the specific circumstances that would lead to the materialization of a risk or opportunity.	126-141

Federal Court of Accounts (TCU) Summary	Capítulo, seção ou páginas
Governance, strategy, and performance	
a) description of how the governance structure supports the achievement of the strategic goals, addressing the relationship with society and the organization's stakeholders, as well as taking into consideration of their needs and expectations in defining the strategy, risk management, and management oversight;	32; 125-127
b) strategic objectives, responsible parties, performance indicators, with the agreed upon targets for the period and their annual unfolding, as well as their link to the Multiyear Plan, to the domestic and sectoral government plans and the higher governance bodies, indicating the results already achieved by comparing them with the agreed upon targets and goals;	16-18 https://ri.bb.com.br/en/corporate-governance-and-sustainability/annual-chart-of-public-policies-and-corporate-governance/
c) short-term plans of the organization with the indication of the annual goals, the measures, initiatives, projects, and programs necessary to achieve them, the deadlines, the people in charge, the goals for the period to which the management report refers, and the results achieved by comparing them with the agreed targets and goals	MD&A 4Q21
d) summarized presentation of the results of key areas and/or operations/activities of the main programs, projects, and initiatives of the UPC, also covering, as applicable, the contribution of independent agencies and foundations and subsidiaries, management contracts, and SPEs, according to the materiality of the segments' contribution to making up the value added by the UPC.	35 a 111
e) measures adopted with respect to governance and management indicators measures adopted, such as the indicators those addressed by the TCU in Decisions 588/2018-Full Court and 2699/2018-Full Court (both reported by Justice Bruno Dantas);	217-221
f) main oversight, control, and corrective actions adopted by the UPC to ensure the lawfulness, legitimacy, cost-effectiveness, and transparency of the use of public funds.	Accountability 2021
Budget, financial, and accounting reporting	
a) summary of the UPC's financial position (balances of the main accounts and/or groups of accounts, profit or loss, revenue and expenses) and the unfolding of the annual period compared to previous year;	Earnings Summary Results Center
b) the accounts relating to the financing funds shall present information about the overall shareholders' equity and the gains and losses of the loan operations carried out on account of these funds in light of the goals set;	Earnings Summary Results Center
c) key accounting facts, accounts, or groups of accounts, balances and occurrences relating to the performance and financial position of the UPC during the year;	Earnings Summary Results Center
d) conclusions from independent auditors and/or public supervisory bodies and the measures adopted with regards to the conclusions reached or possible notes;	Earnings Summary Results Center
e) indications of places or electronic addresses where balance sheets, statements, and explanatory notes are issued and/or can be accessed in their entirety;	Earnings Summary Results Center
f) clarifications about the way the financial statements were handled in case the UPC has more than one accounting entity in its composition.	Banco do Brasil BB Banco de Investimento S.A. BB DTVM BB Leasing S.A. BB Seguridade BB Tecnologias e Serviços Banco Patagonia BV Cielo Elo Cartões Participações S.A

TCU Appendix

Information that helps the reader, as required, to locate the information contained in the report, in the form of a summary.

The Banco do Brasil 2021 Management Report, in line with the main world trends related to the transparency in accountability, was prepared showing our alignment with the principles of the Integrated Report and is incorporated into our 2021 Annual Report, resulting in a single document. In it, we address, in an integrated manner, the financial and environmental and social performance and the internal and external factors that affect our creating shared value, with content guided by a multi-stakeholder materiality process, aiming at ensuring the integrity of information (reliability, accuracy and

completeness) in accordance with TCU Regulatory Decision No. 187/2020.

In order to facilitate the reading and understanding, an exclusive summary is provided with the items of the integrated report included in the TCU decision and an attachment with details on these key indicators. Accordingly, it is possible to directly access extracts of the report where the requirements of the Integrated Report methodology are complied with, as well as the suggestions for improvements included in the regulatory decision are addressed.

Measures adopted with respect to governance and management indicators, like those addressed by the TCU in Decisions 588/2018-Full Court and 2699/2018-Full Court (both reported by Justice Bruno Dantas)

By adopting good corporate governance practices, we show our commitment to the basic principles of transparency, accountability, equity and corporate responsibility and foster trust in relations with all stakeholders. Hiring Management (IGovContrat) analyzes the existence of coordinated activities to implement related governance guidelines, aimed

at guiding the hiring macroprocess (grouping work processes for planning, selecting suppliers and managing contracts) to achieve the organizational goals. This index is the result of the combination of results "Hiring governance" (GovContrat) and the "Hiring Management Index" (IGestContrat).

The *iGestContrat* was built by assessing:

- i the collaboration between human resources managers and hiring managers;
- ii the existence of work processes structured to determine hiring plans, planning, selection of suppliers and contract management;
- iii the existence of risk management, including risk analysis for relevant hiring;
- iv the preparation of contracts based on performance and management of the performance of those hired.

As a measure for hiring, we use separated specialized technical areas so that the hiring process can be carried out in a synchronized manner.

Thus, once the need for services is verified, the requesting department, noting its particular responsibilities, sends to the purchasing department the request to carry out the hiring. Thus, by following the necessary procedures, hiring is carried out, pursuant to Law 13303/2016, as well as the Bidding and Procurement Charter of Banco do Brasil (RLBB).

The Procurement Department is subdivided into processes such as Purchasing and Hiring Management (pre-contract execution) and Contract Management (post-contract execution).

Our model

Requesting department of a purchase/hiring, tangible goods or services manager: responsible for justifying the need for hiring, planning, defining the object to be procured by making the request and authorizing it, including authorizing the expenditure or forwarding it for decision by the competent hierarchy, when the estimated expenditure exceeds its approval level;

Procurement and hiring area: does not have the authority to authorize expenses; responsible for carrying out bidding processes, bidding waivers and nonrequirement, with the aim of obtaining the subject-matter (good or service) specified and requested by the requesting department, by formalizing a specific contract for this purpose;

Contract management area: responsible for monitoring the strict fulfillment of the contractual provisions, including consulting the requesting department/manager of goods or services/oversight of service, as to the fulfillment/performance of agreed upon conditions;

Payment department: responsible for making the payments as long as the delivery and acceptance of the good, material, or service defined by the requesting department or user area are proven.

Similarly, the Contract Management process includes a managing department that strategically follows up, way, contract management (contract management/monitoring) since each contract's execution. In the Supplier Management specialized center, each contract is individually monitored by the Contract Manager and the Contract Inspector. This follow-up is done using a departmental tool called Digital Supply Platform (PDS), in which all the individualized monitoring/follow-up per contract is done using specific scoreboard. In these scoreboard, it is possible to monitor contractual deadlines (with due date alerts as from 180 days), contract consumption, contract balance, performance irregularities records, certificate expiration controls, disciplinary processes, etc.

In addition to said controls, the managing department monitors the activities of the specialized center by monitoring progress indicators and contract termination performance deadlines, disciplinary actions over the contract period, timely payments, etc., as well as monthly compliance checking, where regularity/compliance checks are applied to contract management processes and disciplinary actions on a sample basis, to ascertain the effectiveness and quality of the procedures performed by the specialized center (through the work of contract inspectors and managers).

In both processes, the information is stored in specific databases of each tool used, which can be made available for consultation by managers or audit/oversight agencies.

BB relies on the 'Specific Supplier Relationship Policy', which is part of the list of policies associated with BB's operational risk management. The text is reviewed annually and the revisions, if any, must be approved by BB's Board of Directors. On December 12, 2021, the Policy was revised in order to align it with the Bank's current regulations and documents and best corporate governance practices.

This Policy is part of BB's internal charters, on the [BB/Supplier Relations website](#) and the [Supplier's Portal](#).

In each draft contract, company representatives represent that they are aware of and shall comply with the Bank's Specific Policy on Relationships with Suppliers, Code of Ethics, BB's Compliance Program, as well as the Specific on Prevention and Combating Money Laundering, Terrorism Financing and Corruption. [205-2]

In the Supplier Portal ([fornecedor.bb.com.br](#)), companies must declare they are aware of and comply with the Code of Ethics and the Bank's Specific Supplier Relationship Policy to have access to the system. Beginning December 31, 2021, 4,162 representatives of 3,300 suppliers, representing 78.05% of the total of 4,228 declared they were aware of the Code of Ethics. Also, 764 representatives of 594 suppliers (14.04% of total) declared they were aware of the revised version of the Bank's Specific Supplier Relationship Policy issued December 22, 2021, and 3,503 representatives of 2,876 suppliers (68.02% of total) had already been aware of the previous version. [205-2]

The Supplier Portal ([fornecedor.bb.com.br](#)) is an internet solution for the relationship between BB and its suppliers, aiming to be the main channel of communication with these stakeholders by interacting with them in a standardized, secure way.

We created a Self-registration feature for companies that wish to supply goods or services to the Bank, which can be accessed by clicking on the button 'Do you want to be a supplier?', on the [Supplier Portal homepage](#). Using this module, a company registers with the Bank by inputting its data, contacts, supply lines, among other information.

Topics such as ethics and integrity are extremely relevant. Accordingly, in order to strengthen and disseminate our values among suppliers and service providers, BB makes available on its Portal ([fornecedor.bb.com.br](#)), courses that address the following content: Prevention and Combat of Corruption, Money Laundering, and Harassment, and Ethics. [205-2]

Since October 2021, we require that a company representative/proxy completes the courses or that the Company sends proof of market courses taken by its employees on similar topics. The course completion statements or the proof of attendance of similar courses can be uploaded to the Supplier Portal.

From October to December 2021, a total of 670 suppliers (15.85% of total) declared that they had completed courses provided by BB or the market.

In 2022, we will continue to monitor the completion of these courses, especially for suppliers in strategic and key segments. [205-2]

Operational models

In 2021, Banco do Brasil conducted studies on global supply chains. Market practices experienced in recent years have shown the strategic importance of having effective Supplier Management to increase business competitiveness and efficiency, while ensuring that, through a relationship strategy, performance and exposure to risk, better cost control, the quality of products and services purchased, and customer and shareholders satisfaction are monitored.

In line with these studies, in 2021, we approved the relationship and performance operational models.

The relationship operational model is the organization of the activities, roles, and responsibilities of the structures that are involved in the relationship with suppliers. It introduces an integrated approach between relationship, performance, and risk management, while monitoring the supplier's journey in multidisciplinary teams engaged in planning development actions and supplier monitoring by focusing on each segment's Relationship Plan.

The operating performance model creates a centralized structure of indicators focused on information integration by defining roles and responsibilities in the proposition, assessment, and review of supplier performance indicators.

Supplier performance is monitored based on indicators, satisfaction surveys, and compliance with the Service Level Agreements (SLAs), where applicable.

In order to disseminate the Supplier Management topic among BB employees who work directly with these stakeholders, we created a specific capacity building track at UniBB. We selected courses available at Unibb, such as: Contract Administration, Risk-based Management, Contract Management and Inspection, Four Minutes of Negotiation, among others. In 2021, the Supply, Infrastructure, and Assets Department employees were encouraged to take the course. By December 31, 2021, 1,393 employees had completed all the recommended courses.

The Supplier Management Department has a 'Relationship Plan' with the best market practices, that assigns strategic importance to the efficient management of the relationship with suppliers. It also segmented the plan as follows:

- **Strategic Suppliers** – a customized approach that seeks to restrict risks posed by and vulnerabilities to material strategic suppliers;
- **Critical Suppliers** – subject matter of a preventive approach that seeks to avoid disruptions in product/services supply;
- **Leverage Suppliers** – emphasis on the conventional approach that seeks to maintain business continuity;
- **Tactical Suppliers** – we have a reactive approach, focused on the supply strategy and on simplified service;

The contracts contain a 'Risk Matrix', which sets, under a contractual provision, the risks and responsibilities between the parties, outlining the initial economic and financial balance of the contract, in terms of possible financial charges resulting from outside events the hiring terms.

The parties are restricted from entering into amendments resulting from subsequent events attributed to the contractor in the risk matrix. Bidding procedures for lots with estimated prices above R\$10 million, and all IT purchases/contracts, as subject to a specific procedure that involves the obligation to answer the 'BB Suppliers Due Diligence Questionnaire'. There is also an 'Evaluation Metric' for these cases.

In 2020, we conducted 150 due diligence assessments for BB suppliers, covering Environmental, Human Rights, and Integrity.

IT Governance and Management Index (iGovTI)

Since 2017, the IT governance assessment is no longer a specific survey, but part of the integrated governance assessment questionnaire.

To compare the iGovTI evolution, the index obtained in 2017 was used as the baseline, already calculated using the integrated questionnaire. The main purpose of this assessment is to create conditions for organizations to understand the reason why IT exists and design strategies focused on delivering value to the business.

It is a slow process that takes into consideration that the necessary transformations result from a change in culture, strongly influenced over time by an ownership-oriented model, that does not properly grasp the meaning of public affairs. In other words, we started from an overly extremely unfavorable governance scenario.

The main weakness showed by the 2017 survey involves management monitoring and assessment. Two-thirds of the organizations assessed still do not have an adequate structure to perform basic governance functions. Thus, they can hardly detect weaknesses or deviations while implementing their IT policies and plans or promote the necessary changes.

IT governance capacity is assessed based on the issues that address the 'IT management model', 'IT management monitoring and assessment', and 'IT output' components. In alignment with the Cobit 5 Process Reference Model and unlike previous IT governance assessments, IT outputs were included in this dimension for index calculation purposes, since the component is directly related to the 'Ensure Benefit Delivery' process, one of the five IT governance processes established by Cobit 5.

The IT management capacity is assessed based on the issues that addressed component planning, people, and IT processes. This last component specifically includes the practices that constitute the essence of an IT department's activities: IT services and service levels, IT risks, information security, software process, IT projects, and IT hiring.

Information Technology

A Diretoria de Tecnologia encontra-se vinculada à Vice-Presidência de Desenvolvimento de Negócios e Tecnologia do Banco do Brasil. Para desempenho The Technology Department reports to Banco do Brasil's Business Development and Technology Vice President. In order to discharge its technology duties, the Department is divided into: (a) two Engineering and Solution Construction Units (UEC I and UEC II) responsible primarily for structuring and developing solutions, with UEC I comprising six solution building Executive Managers and UEC II comprising five solution building Executive Managers, and one Executive Manager charged of Technological Evolution and IT Architecture; b) A Solutions Operation Unit, consisting of five Executive Managers responsible for IT Solutions Operation and 3 Technology Managers abroad; and c) Three Executive Managers responsible for IT Governance and IT Administrative Management. This department comprises 3,894 employees.

Since the implementation of the Lines of Defense Reference Model, the Chief Technology Officer (Ditec) became the IT risk manager. This work required the development of a methodology to identify and assess risks, and define the scope of prioritized processes. The goal of the assessment work is to ensure that the main risks inherent to each IT process are identified, classified, and assessed for the purpose of defining possible mitigation, control, and monitoring actions. This assessment work is periodic and covers all IT processes reported by the Bank, with an annual review of the processes to be assessed.

Highlight: ISO/IEC 20000

In April 2021, we underwent the first supervisory procedure of our the ISO/IEC 20000: 2018 certification. As a result, the BB brand maintains the official international quality standard recognition in Information Technology Service Management. The ISO/IEC 20000: 2018 certificate is effective for three years.

The system used to calculate the costs is called Result Calculation System (RST) – Fixed Costs Module. The managerial information generated by the RST allows us to comparatively identify the costs allocated to the products in the reviewed periods.

Cost information allows us to make strategic decisions, during product and service pricing process, optimize and allocate resources/processes, analyze product feasibility, determine market performance, and determine the reimbursement of costs of related parties.

External Ombudsman

Our External Ombudsman's department meets the regulatory requirements of CMN Resolution 4860, dated October 23, 2020. Our External Ombudsman is responsible for (i) handling, as a last resort, the claims of the Bank's customers that were not solved in its primary service channels; (ii) acting as a communication channel between the Bank and its customers and product and service users, including as conflict mediator; and (iii) reporting its actions to the Bank's Board of Directors. Every six months, we issue a report containing detailed information about the activities of the External Ombudsman.

Cost Management

We have defined cost management methodologies aimed at identifying, calculating, allocating, and evaluating our costs. We use a hybrid proprietary strategic management model, based primarily on the Activity Based Costing (ABC) and Absorption Costing methods. To identify fixed costs, we take into account the time required for the hiring and maintenance activities of the bank's products and services, which allows us to quantify the resources consumed in order to calculate the unit cost.

Governance and People Management Index (iGovPess)

Attracting Talent

In compliance with Decision 588-2018-Full Court-Governance, we report the following actions regarding professional growth and talent attraction and retention:

Succession & Professional Growth

Professional growth actions contribute to the identification and retention of talent and, consequently, the effectiveness of our succession program. They are aligned to the Company's corporate strategy and their achievement strengthens our commitment to meritocracy and innovation to improve the experience of employees and customers.

Talent Attraction and Retention are priorities for us. In 2021, Banco do Brasil and Fundação Cesgranrio published External Selection Opening Notice 2021/001. The competition had more than 1.6 million applicants and 850,000 participants. In

January 2022, we started calling employees for our customer service network and the technology and cybersecurity departments, and we have already hired 2,560 candidates.

The talent development and retention are key for the continuity of the business. Therefore, investing in these aspects is a way for us to remain competitive, in a context of accelerating cultural and digital transformation, and focus on the customer.

At Banco do Brasil, the planning and development of employees' careers is promoted using management tools and corporate succession and professional growth programs, consisting of key actions that reconcile organizational strategies with professional growth expectations, based on merit, transparency, and democratization of opportunities.

In 2021, to further support this strategy, UniBB continued investing in the selection and development of its leaders, based on ECBB and cultural drivers. We launched the PIT+ (Talent Identification Program) for middle managers, with a focus on talent identification in line with best market practices, which aims at identifying and developing

talent aligned with BB's strategy. It consists of a data-driven approach that collects, organizes, diagnoses, and benchmarks information about the teams to optimize human resources management. In its first edition, the Bank certified 2,139 employees for the PIT+ focus roles by cross-referencing several performance and behavior indicators.

Also focusing on those who conduct business on a daily basis, the Digital Leader, Evolution Leader, and Super Regional Journeys trained more than 4,000 managers in leadership skills, using digital technologies. There was also a corporate selection for Regional Superintendent, which identified 65 candidates.

As regards our leadership, the Executives and Managers Abroad selection, qualified 56 candidates for the talent bank, reinforcing UniBB's commitment to meritocracy and the succession process in our company. With these initiatives, BB's leaderships will be increasingly prepared to build the bank of the future, sustainably and efficiently.

In 2016 we started the "BB Leaders Program", which target our senior management (Strategic Units General Managers, General Auditor, Officers, and Vice-Presidents), the main goals of which are assessing and mitigating possible succession risks and providing guidance for participant development in a planned and proactive manner, in addition to generating decision-making inputs on changes and succession regarding senior management positions.

As part of this program, we conduct annual assessment cycles for all the Program's target audience, where the performance, potential, and readiness of each employee are discussed, always focusing on succession, staff development, and mitigating the Company's succession risks.

Main oversight, control, and corrective actions adopted by BB to ensure the lawfulness, legitimacy, cost-effectiveness, and transparency of the use of public funds

Internal Audit monitors the audit and oversight activities carried out by the Governmental Oversight and Audit Agencies. Within the Conglomerate, it is responsible for receiving and forwarding requests related to supervision and oversight, and is in charge of assessing the consistency and completeness of the responses to the requests made.

The findings presented in this work result in instructions and recommendations to managers, which, combined with the findings of the Internal Audit work, contribute to the improvement of governance and risk and control management. These recommendations are previously certified by Internal Audit and the notes are taken into consideration in process assessments, thus adding value to the conclusions about the audited items.

Throughout 2021, Internal Audit assessed agribusiness processes, transactions with government entities, and loan operations, linked to government funds and programs, exposed to risks related to ensuring the lawfulness, legitimacy, cost-effectiveness, and transparency of the use of public funds.

Based on the Internal Control Department's assessments, Internal Audit reviewed the evaluation and control mechanisms used by the Chief Government Officer (Digov), when it comes to philanthropic donations, aligned with the Compliance Program and described in internal charters. It also draws on the Integrity Program of Fundação Banco do Brasil, which is the main implementation channel for the bank's private social investment and a third sector benchmark. There are, in the internal provisions for the disclosure of amounts donated and monitor the activities that are expected to be funded.

As for the Management of Funds and Programs, including the Operations Guarantee Fund (FGO), the Federal Severance Pay Fund (FGTS), and the Merchant Marine Fund (FMM), it was verified that the manager is implementing continuous improvements in the process, notably with regards to control and monitoring automation.

We periodically monitor and report on the transfer of funds to related parties. Further clarifications are available in section 16.4 of the Reference Form and in section 4 of the Annual Public Policy and Corporate Governance Letter.

Organizational Culture

In addition to having strategic policies and investing in compliance programs aimed to ensure that all planned and approved actions are properly carried out, we aim to comply with the best governance practices, including by taking into account the records of regulators, such as the Ministry of Transparency and Office of the Controller General of the Government, as in the Pro-Ethics program, for instance. All units are responsible for ensuring the application of ethical guidelines.

The staff has a leading role in carrying out those actions that make up the guidelines. Every day, in the exercise of their duties, employees apply laws, regulations, rules, policies and procedures, complying with principles of integrity, ethical conduct, efficiency and business sustainability.

A major challenge faced in view of our broad network is developing, implementing and consolidating an organizational culture based on ethical principles and respecting regional, cultural and individual differences. To this end, actions are taken to share anti-corruption culture, training on this topic is provided and controls are implemented in processes. When an illegal act is identified, proper disciplinary measures are taken, including a timely and comprehensive investigation and the application of sanctions to those involved.

With respect to disciplinary actions, the Internal Ombudsman, via Ethics Committees, is responsible

for dispensing due disciplinary treatment to those involved. In 2021, the Regional Ethics Committees resolved complaints claiming interpersonal conflicts regarded as legitimate by the Internal Ombudsman, investigating any alleged misconduct of each defendant and assigning measures aimed at their repositioning.

Loan operations

We have a systematized process for analyzing, granting, and conducting credit loan transactions intended to mitigate the credit and environmental and social risks, prevent money laundering, and ensure the privacy and protection of our customers' and users' data. The process is based on technical parameters and criteria, in line with the provisions of the laws and regulations applicable to Brazilian financial institutions, the amendments to which are monitored using a specific proprietary institutional tool.

The basic principles for carrying out loan transactions with Banco do Brasil are the segregation of credit risk management from business management and collegiate decision making based on an approval level structure.

The Specific Credit Policy of Banco do Brasil, with its practices disclosed by BBB's Environmental and Social Guidelines – Restrictive List and Exclusion List and by the Sustainable Credit Guidelines, prohibits granting loans to customers convicted of money laundering or assets, rights and values concealment crimes or customers who engage

in any other illegal activity, offer guarantees originating from illegal activities, subject workers to degrading labor or keep works in a state of forced labor, or practice sexual exploitation of minors or child labor. The credit granting systems are prepared to inhibit new transactions with customers falling into these conditions.

BB's practices, disclosed in its relevant Guidelines, also include the requirement for proof of environmental compliance, licensing, and water concession of the funded activities and businesses, when applicable – a condition precedent to granting any loans and followed up throughout a loan agreement's life, through a continuous monitoring process, including on-site inspections of the activities. All loan operations of the Bank include contractual clauses that allow for the early maturity of the agreement, and immediate suspension of disbursements, in the case of annulment, suspension or cancellation of the environmental licenses, or in case of final administrative decision approved and/or unappealable decision due to discrimination based on race or gender, child labor, forced or compulsory labor, human trafficking or moral or sexual harassment.

As regards loan operations with the government sector, it was verified that the managers have effective controls to ensure, with reasonable assurance, compliance with the prevailing rules.

We also have a corporate digital solution for the electronic filing and retrieval of documents to support the compliance of the lending process.

Agribusiness

The Agribusiness Department is responsible for conducting and monitoring the identification, assessment, and mitigation of risks; implementing and maintaining controls; and ensuring compliance of agribusiness-related processes.

To automate the compliance of rural financing, BB has a tool called 'Diagnóstico Geo Sócio Ambiental' (environmental and social geo diagnosis), which automatically prevents rural operations from taking place in legally restricted areas, including areas where deforestation has been detected. The solution allows the identification of the business in public mapping databases and can be used as a tool to assist in the inspection of operations, targeting funds, identifying risk areas, and automatically ensure legal and organizational compliance.

In addition, we have the tool 'Indicadores de Atenção AGR Online' (attention indicators), which flags proposals with certain characteristics and that, for this reason, require attention at the time of approval. These indicators represent the characteristics previously detected in rural loan transactions that identified as fraud. Its purpose is to mitigate operational risks before rural financing is granted so that the related transactions can be monitored according to the identified occurrences, and to provide more security in the formalization of rural loan transactions. The presence of AGR Online's attention indicators in a proposal does

not necessarily imply that there is fraud, but it can indicate the need to reassess the transaction before its approval.

It should also be noted that the Executive Board and the products, services, and processes under management are periodically subject to supervision by the External Audit, as well as our Internal Audit and the Internal Control departments.

If applicable, the list of government policies and programs/budgetary actions, as well as programs from the Multiyear Plan, other national, sectorial and transversal government plans in which it operates, with their respective objectives and goals.

The information regarding the 2020 follow-up of the PPA 2020-2023 is disclosed in the [Annual Public Policy and Corporate Governance Letter – Reporting year 2021](#).

Letter of Assurance



INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON THE GRI STANDARDS HELD IN THE 2021 ANNUAL REPORT

To the Board of Directors and Shareholders of Banco do Brasil S.A.
Brasília - DF

Introduction

We were engaged by the Management of Banco do Brasil S.A. ("Bank") to submit our limited assurance report on the compilation of information related to the Global Reporting Initiative - GRI Standards, held in the Bank's 2021 Annual Report for the year ended on December 31st, 2021.

Responsibilities of Bank's Management

The Bank's Management is responsible for the preparation and proper presentation of information on the GRI Standards held in the 2021 Annual Report, in accordance with the GRI framework and the internal controls determined as necessary in order to provide information free of material misstatement, whether due to fraud or error

Responsibilities of Independent Auditor

Our responsibility is to express a conclusion on information related to the GRI Standards, held in the 2021 Annual Report, based on the limited assurance engagement conducted in accordance with Technical Bulletin - TC no 07/12, approved by the "Conselho Federal de Contabilidade - CFC", as well as on the Brazilian Standard NBC-TO-3000 - Assurance Engagements Other Than Audit and Review, issued by the CFC, which is equivalent to the international Standard

ISAE - 3000, issued by the International Federation of Accountants - IFAC, applicable to non-historical information. Those standards require compliance with ethical demands, including independence requirements, a work performed to obtain limited assurance, and that the set of information related to the GRI Standards, held in the 2021 Annual Report, is free of material misstatement, whether due to fraud or error.

A limited assurance engagement conducted in accordance with NBC-TO-3000 (ISAE 3000) consists mainly of inquiries to the Bank's Management and other professionals who are involved in preparing information related to GRI Standards, held in the 2021 Annual Report, as well as applying analytical procedures to obtain evidence that enables us to express limited assurance conclusion on information taken as a set. A limited assurance engagement also requires the performance of additional procedures, when the independent auditor becomes aware of matters that lead them to believe that information related to the GRI Standards, held in the 2021 Annual Report, taken as a set, may contain material misstatements. The selected procedures were based on our understanding of the aspects related to the compilation and presentation of information related to the GRI Standards, held in the 2021 Annual Report, and other engagement's

circumstances and our consideration of areas where material misstatements might exist.

The procedures included:

- a) Work planning, considering the relevance, amount of quantitative and qualitative information and the operating systems and internal controls served as a basis for the preparation of information related to GRI Standards, held in the Bank's 2021 Annual Report.
- b) Understanding of calculation methodology and procedures for compiling the Standards through interviews with managers responsible for providing the information.
- c) Applying analytical procedures on quantitative information and inquiries about qualitative information and its correlation with Standards disclosed on information related to the GRI Standards, held in the 2021 Annual Report.
- d) Cross-checking between financial Standards and financial statements and/or accounting records.

The limited assurance engagements also included compliance with guidelines and GRI Standards framework, applicable in the preparation of information related to GRI Standards, held in the 2021 Annual Report.

We believe that the evidence we obtained on the engagement is sufficient and appropriate to support our limited assurance conclusion.

Scope and limitations

The procedures applied in a limited assurance engagement are substantially less extensive than those applied in an assurance engagement aim to provide an opinion on information related to the GRI Standards, held in the 2021 Annual Report. As a result, those procedures unable us to obtain assurance about whether we are aware of all subjects identified in a assurance engagement aimed to express an opinion. If we had performed an engagement aimed to express an opinion, we could have identified other matters and possible misstatements that might exist in information related to GRI Standards, held in the 2021 Annual Report. Therefore, we did not express an opinion on this matter.

Nonfinancial data are subject to more inherent limitations than financial data, given nature and diversity of methods used to determine, calculate or estimate such data.

Qualitative interpretations of materiality, relevance and accuracy of data are subject to individual assumptions and judgments. Additionally, we did not perform any work over data of prior reporting periods nor over future projections and goals.

Conclusion

Based on the procedures performed and described in this report, nothing came to our attention that leads us to believe that the information related to GRI Standards, held in the 2021 Annual Report, was not compiled, in all relevant subjects, according to the GRI framework.

Other subjects

Scope of the limited assurance

The criterion for defining the scope of the limited assurance consisted in the selection of Standards directly associated to material aspects informed by the Bank during the materiality study and their correlation with GRI Standards during the planning stage of the engagement. We list below the Standards that were object of this assurance:

“General Aspects”: 102-12, 102-16, 102-17, 102-19, 102-43 e 102-44.

“Economic Performance”: 201-1.

“Market Presence”: 202-1.

“Anti-corruption”: 205-1, 205-2 e 205-3.

“Materials”: 301-1.

“Energy”: 302-1.

“Water and Effluents”: 303-5.

“Waste”: 306-3.

“Supplier Environmental Assessment”: 308-1 e 308-2.

“Employment”: 401-2.

“Occupational Health and Safety”: 403-9 e 403-10.

“Training and Education”: 404-1 e 404-3.

“Diversity and Equal Opportunity”: 405-1 e 405-2.

“Non-discrimination”: 406-1.

“Child Labor”: 408-1.

“Forced or Compulsory Labor”: 409-1.

“Human Rights Assessment”: 412-2.

“Supplier Social Assessment”: 414-2.

“Health and Safety of Customer”: 416-1.

“Customer Privacy”: 418-1.

“Socioeconomic Compliance”: 419-1.

Guidelines and specifications

In accordance with GRI Standards, the Bank declares its “agreement” to “Core” specifications in its Annual Report for the year ended on December 31st, 2021, which reports the core performance Standards.

Brasília, April 29, 2022

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