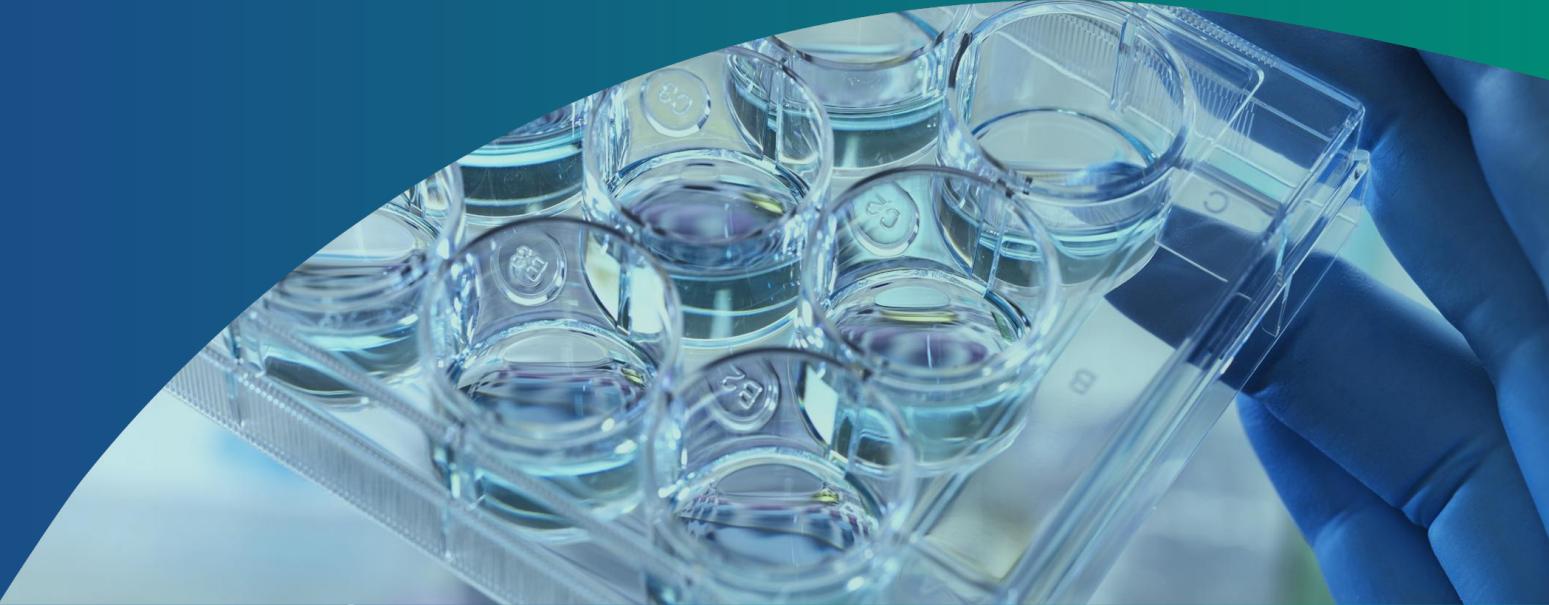


Investor Presentation

November, 2025

A close-up photograph of a tray filled with numerous clear plastic test tubes, each containing a small amount of blue liquid. The tray is held by a person wearing a dark blue glove.

Agenda



- > Who we are
- > Investments and services
- > Funding
- > Sustainability at BNDES
- > Governance and risk management
- > Financial highlights

> Who we are

> BNDES: a green, efficient, digital and innovative bank

Business Activities

Financing and Credit



Grants



Equity/Funds



Guarantees



Services



Strategic Goals



Just ecological transition and decarbonization



New industrialization, innovation, and digitalization



Job creation and decent work



Credit inclusion (SMEs and cooperatives)

Our Key Financials 2025

Approvals

BRL 139 bn

0% 3Q2025 x 3Q2024

Recurring Net Income

BRL 11.2 bn

14% 3Q2025 x 3Q2024

Expanded Portfolio

BRL 615.9 bn

12% 3Q2025 x 3Q2024

Shareholders' Equity

BRL 168.5 bn

0% 3Q2025 x 3Q2024

Nonperforming Loans

0.008%

0,00 p.p 3Q2025 x 3Q2024

Recurring ROE

10.4%

+1,2 p.p 3Q2025 x 3Q2024

SMEs Guarantees

BRL 91 bn

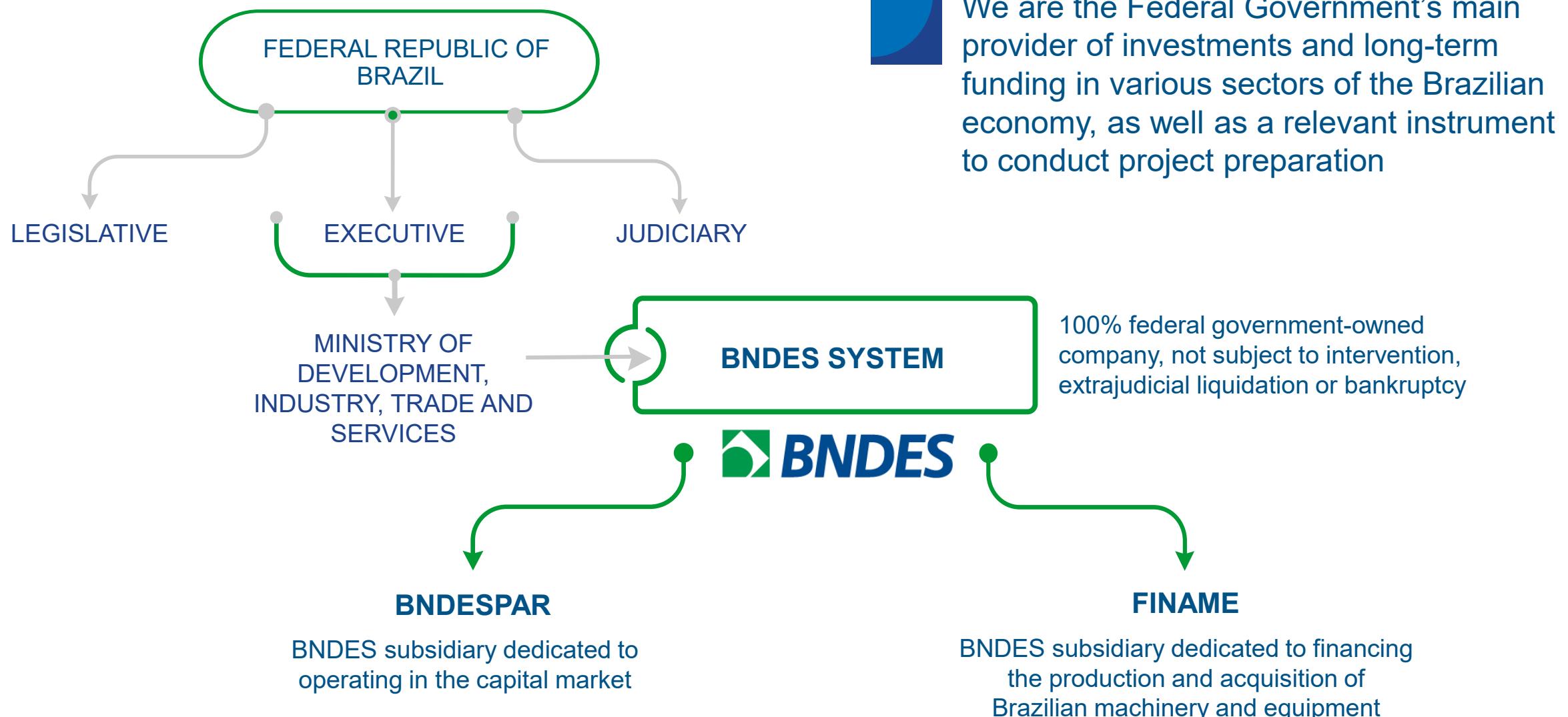
237% 3Q2025 x 3Q2024

Basel Ratio

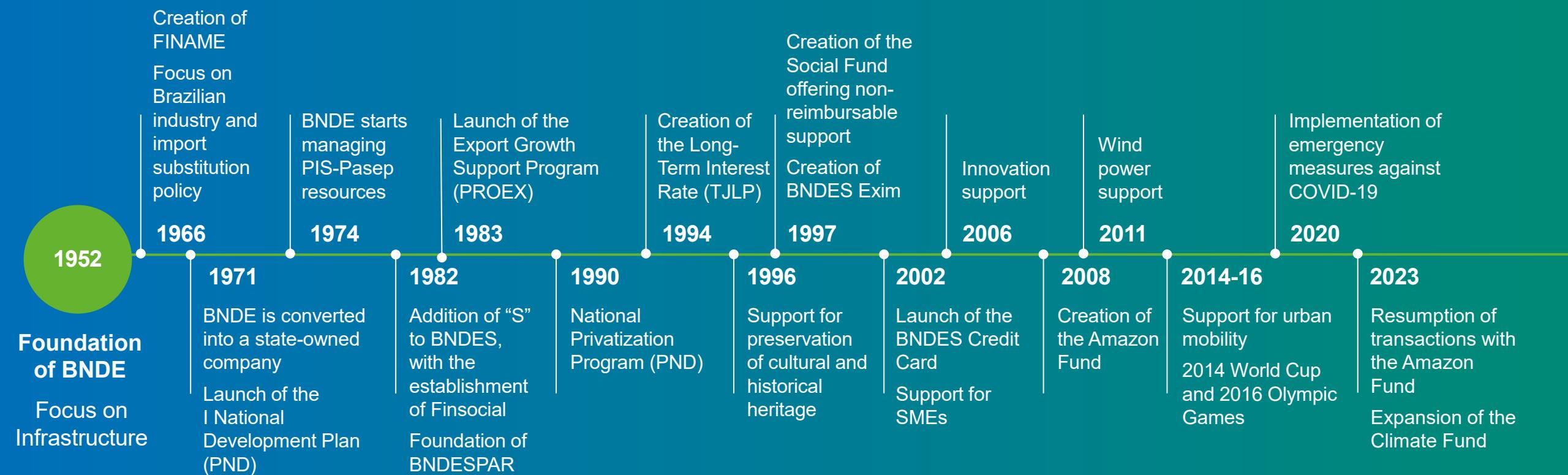
25.8%

-6,1 p.p 3Q2025 x 3Q2024

> Corporate structure



> BNDES: developing Brazil for more than 70 years



Our work has changed along with Brazilian society, but our priority has always been development

> One of the world's largest development banks

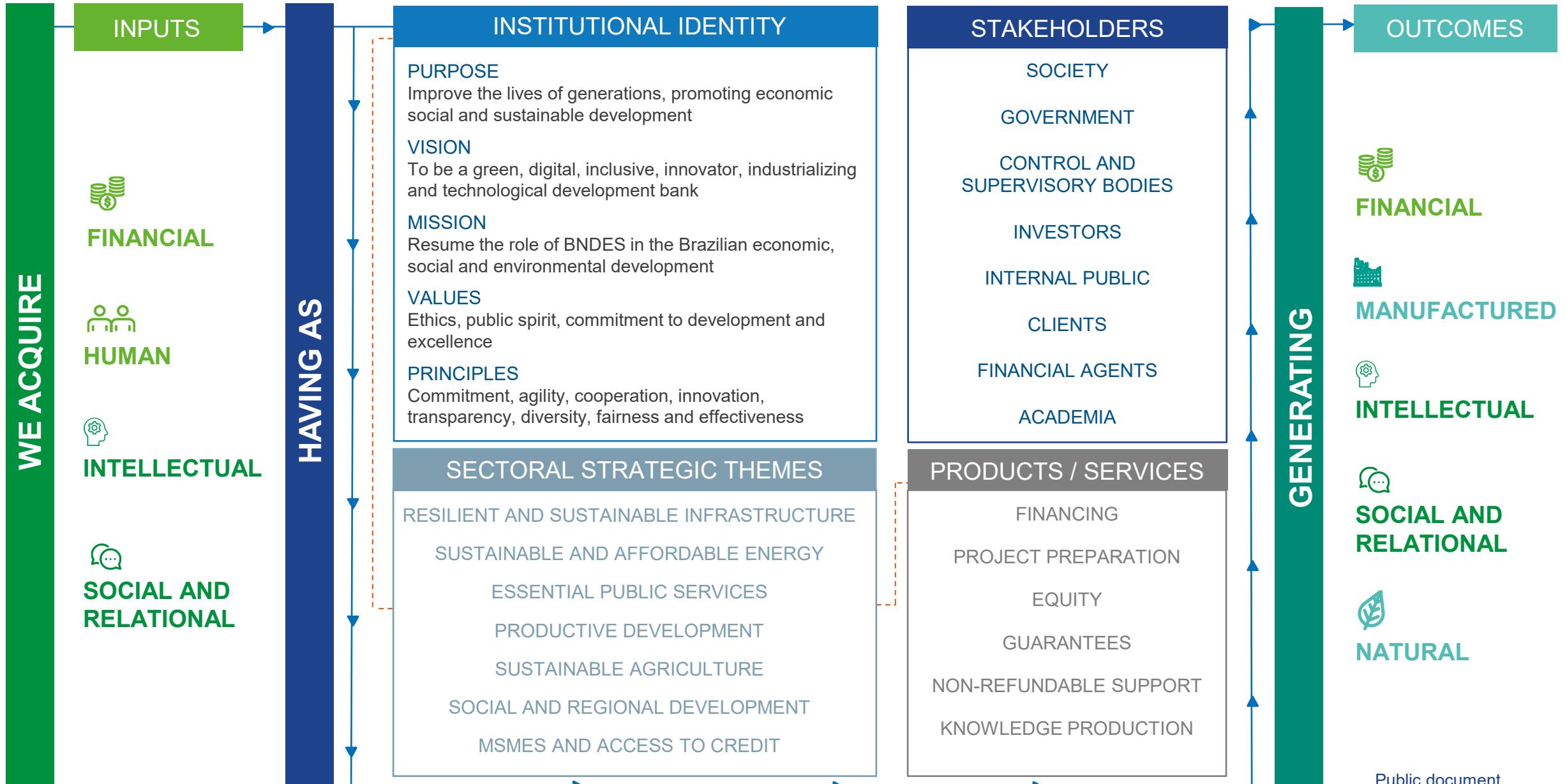
Comparison between BNDES and international development banks (DBs) (2024 data) ^{1,2}			
Indicators	BNDES	Average DBs	Δ
Return on Equity (ROE) (% per year)	17.0	4.01	318%
Return on Assets (ROA) (% per year)	3.4	0.6	500%
Cash / Total Assets (%)	15.0	6.17	143%
Nonperforming Loans (%)	0.02	0.36	-94%
Basel Ratio (%)	28.2	22.1	28%
Net Income per Employee (BRL million)	10.9	2.97	267%
Administrative and Personnel Expenses / Operating Income (%) ³	10.0	39.0	-74%

¹ International Development Banks: IDB, IBRD, KFW, CDB, EIB, and KDB. Values impacted by exchanged rate of the last period: assets and liabilities were translated into Brazilian reais using the exchange rate of the end of the last period; Income statement items were translated using the average exchange rate for the year.

² IDB, KFW, CDB, KDB, and EIB: financial statements refers to 12/31/2024. IBRD: refers to 06/30/2024.

³ Operating income before administrative and personnel expenses and allowance for losses on loans.

> How do we generate value?



> Our long-term strategy



> The way we work: multiple products to meet the various agendas



Credit

Direct or indirect support (through accredited financial institutions) to companies of all sizes and individuals, for machinery acquisition, business and infrastructure projects for modernization and expansion

Services

Strategic role in coordinating efforts and resources (public and private) to enable projects in different sectors, reduce bottlenecks and create investment opportunities

Guarantees

Guarantee offerings, which aim to contribute to expanding access to credit for SMEs, productive development, and Brazilian infrastructure

> The way we work: multiple products to meet the various agendas



Equity/Funds

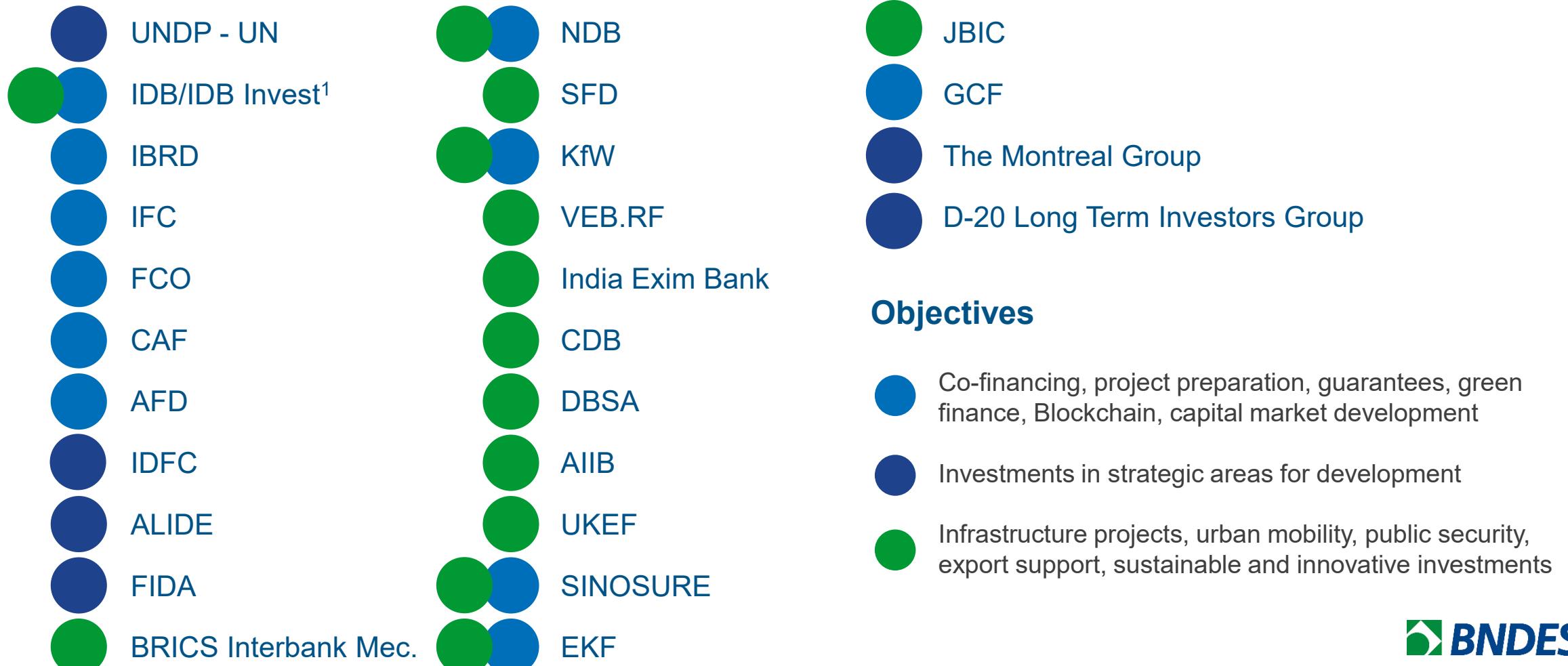
Complementary role to the market and to the financing products provided by BNDES, in order to contribute to business plans and strengthen the capital structure of companies, besides developing the capital market in general, through incentives to best corporate governance practices and social and environmental initiatives

Grants

We grant financial support to social, cultural, environmental, scientific and technological projects, complementing refundable financial support for investment projects. These resources may originate in part from our profit or from external donations

> International agreements and partnerships

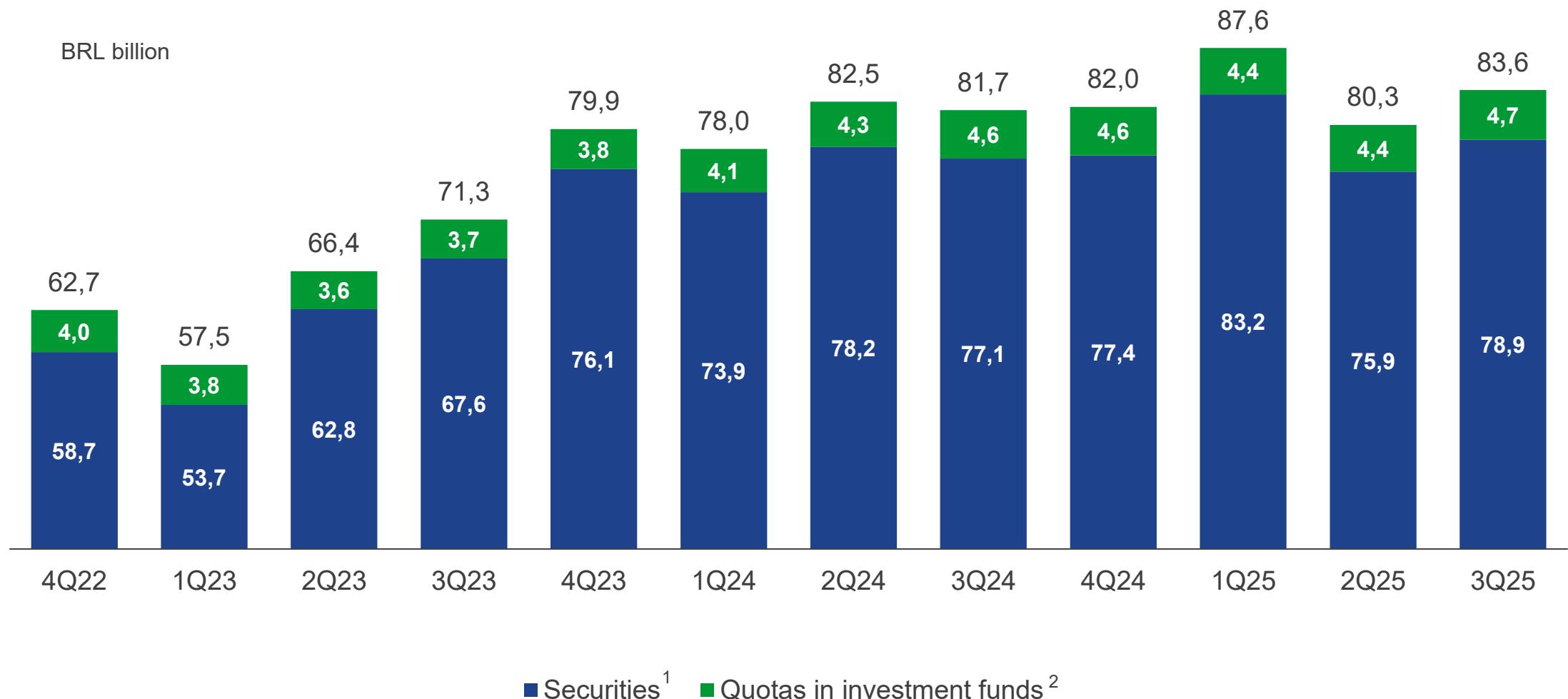
BNDES traditionally works together with other financial institutions and initiatives to foster development for Brazilians





> Investments and services

> Equity interests portfolio



¹ Securities include investments in non-affiliated companies recorded at fair value, and at equity accounting in affiliated companies

² Quotas in investment funds primarily includes indirect support to companies through investment funds in receivables investment funds (FDICs) and equity funds (FIPs) focusing on private equity, venture capital, and seed capital operations

> Basic cost of financing: TLP

The basic financial cost¹ in BNDES operations is the **Long-term Rate (TLP)**, which makes up the inflation with a real interest rate²

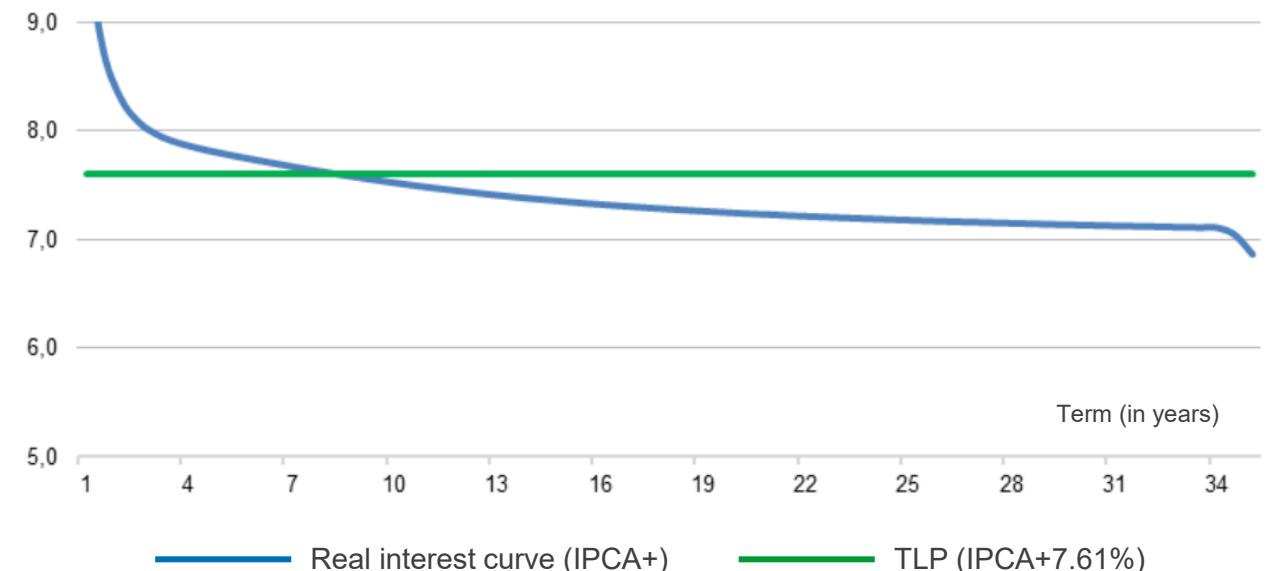
TLP value for contracts signed on Nov/2025:

IPCA + 7.81% p.a.

For SMEs, BNDES also offers its clients the possibility to opt for the **BNDES Fixed Rate (TFB)**, which protects them from market variations throughout the contract

Competitiveness: TLP x risk-free real interest

Base Date of the Real Interest Rate Curve (ANBIMA): 09/05/2025



¹ The final interest rate of the contracts will comprise the TLP, the spreads of BNDES and the accredited financial agent (in indirect transactions) and the credit risk rate

² There was a five-year NTN-B real interest rate reducer, called alpha (α), valid for one year and with progressive increases until 2023, when the pre-TLP equaled the NTN-B real interest rate

> Projects prepared and portfolio

Portfolio contains **226 projects**, including assets and auctions held, with **87 federal, 95 state and 44 municipal projects**

Auctions already held
(since 2019)

80 auctioned projects¹

BRL 418 bn mobilized capital²

Active portfolio

146 mandated projects¹

BRL 222 bn capital to be mobilized²

Environmental assets (78)

Parks 43
Forests 35

Logistics infrastructure (31)

Highways 25
Ports 4
Waterways 2

Social infrastructure (6)

Health 4
Education 0
Safety 2

Energy infrastructure (10)

Electricity 7
Natural gas 3

Urban infrastructure (57)

Sanitation 32
Mobility 13

Public lighting 10
Solid waste 2

Real estate (26)

Housing 26

Others (2)

Water infrastructure 1
Mining 1

¹ Position on 11/19/2025. Total project number does not include sale of equity interests

² Concessions and PPPs: CAPEX for the entire concession period and concessions already committed or estimated; Privatizations: Disposals, private debt assumption, and investment commitments from completed or planned operations

> BNDES Projects Hub

More information and updates on the projects from the BNDES Projects Factory

Connect with other investors interested in concession and privatization projects prepared by BNDES using our **Investors Network**



Investor Relations

English | Português

LOGIN



Investment opportunities in projects prepared by BNDES and useful information on featured sectors of the Brazilian economy. Shall we work together ?

228
Projects
627
R\$ billion invested

Visit the website and learn about other projects

<https://projectshub.bnDES.gov.br>

Projects

Get more information about our projects.

Sector profile

Go deeper into the main aspects of the industries in which BNDES structures its projects.

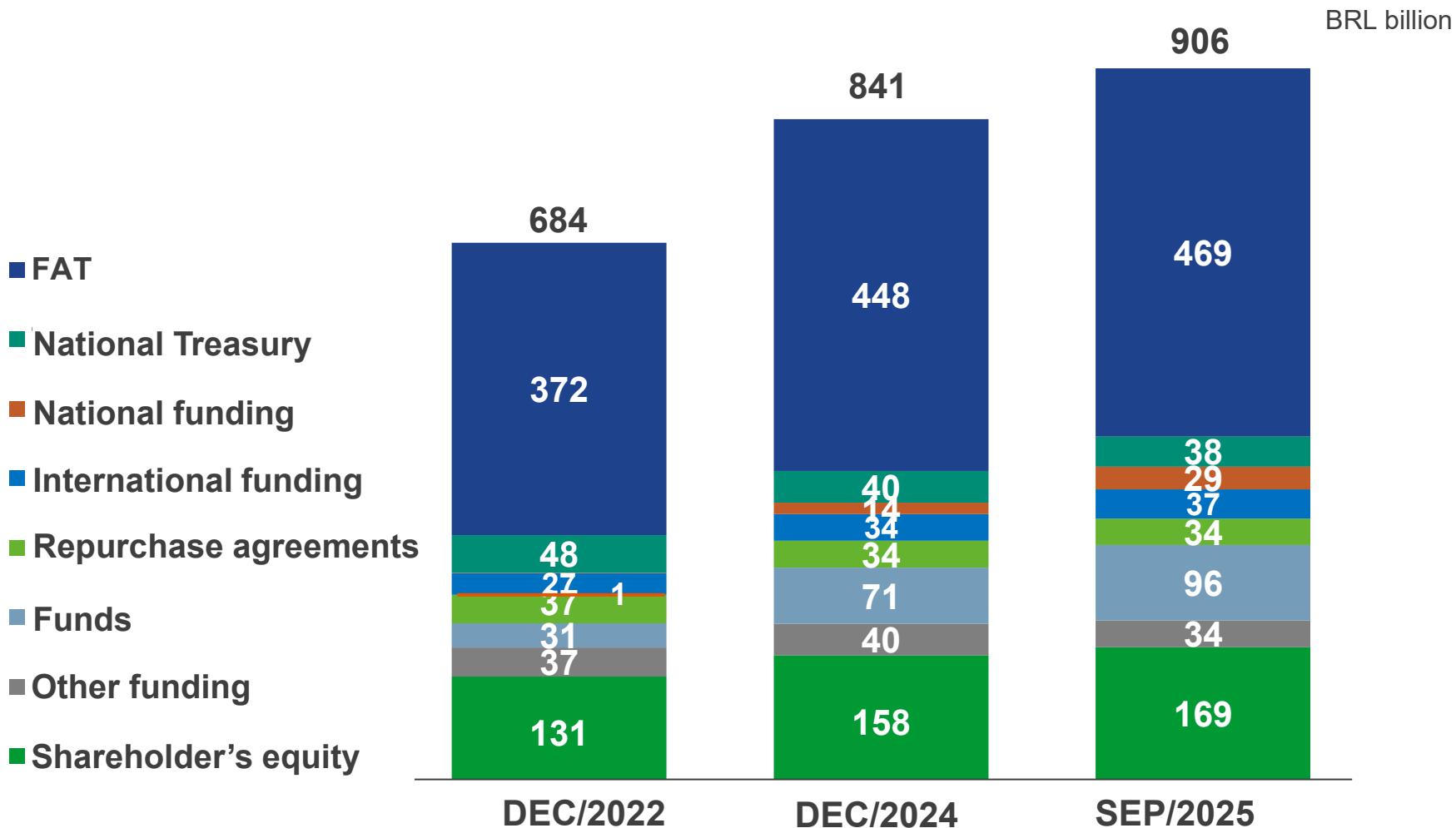
Investors Network

Connect, expand your network and create new investment opportunities.



> Funding

> Funding composition



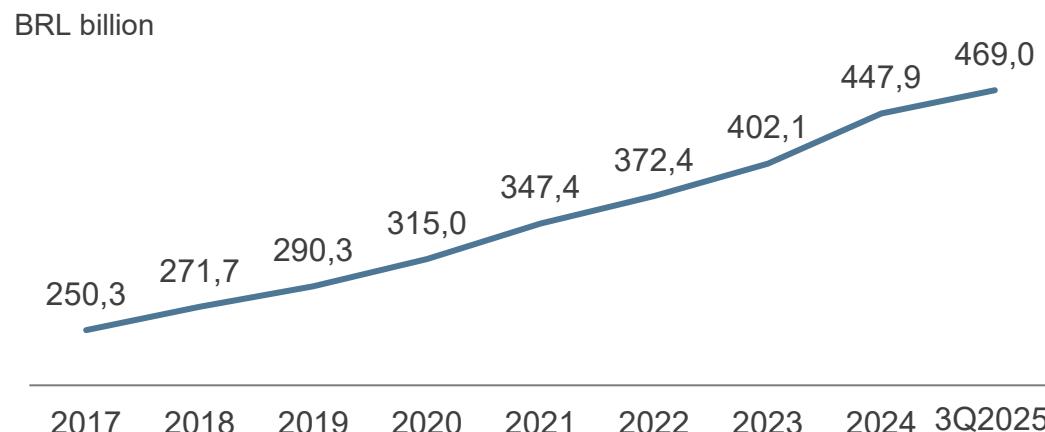
The totals shown may not correspond exactly to the sum of their parts due to rounding

> Main sources of funding

WORKER'S ASSISTANCE FUND - FAT

52% Participation rate in total resources at the end of 3Q25

At least 28% of the FAT revenues are allocated to financing economic and social development programs through BNDES, as established in the Brazilian Constitution

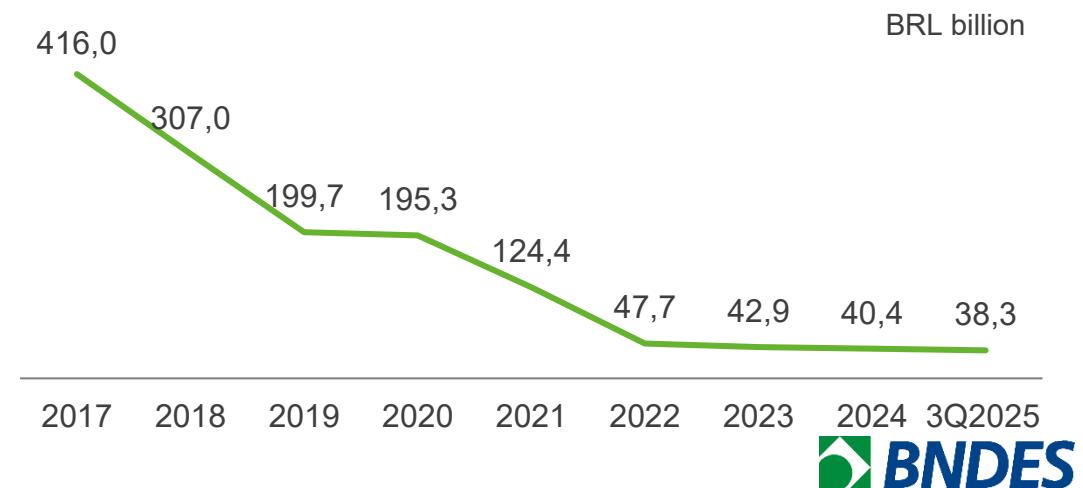


NATIONAL TREASURY¹

4% Participation rate in total resources at the end of 3Q25

The credits granted by the Federal Government to BNDES are used to grant loans associated or not to government programs

The share of this source has been reduced, with a 91% drop between dec/17 and sep/25



> BNDES broadens its access to ESG funding with a Sustainability Bond Framework

Sustainability Bond Framework (SBF) incorporates new environmental categories and includes social categories

BNDES was the **first Brazilian bank to issue a green bond** abroad in the amount of US\$ 1 billion (2017) and a **pioneer with the local issuance of a Green Bank Note** of BRL 1 billion (2020)

SBF reinforces the **importance attributed by BNDES to the ESG theme** and meets the **growing demand from investors**

Social Categories	Health Education Micro, Small and Medium Enterprises Microcredit	
Environmental Categories	Renewable Energy Energy Efficiency Sustainable Water Management Pollution Prevention and Control	

Global scale rating

(foreign currency and local currency)

	Rating	Perspective
Moody's	Ba1	Stable
S&P	BB	Stable

National scale rating

	Rating	Perspective
Moody's	AAA.br	Stable
S&P	Br AAA	Stable

Moody's highlights

Strong brand value as the main source of long-term financing and capital investment for Brazilian companies and for government infrastructure projects

Access to stable and reasonably competitive funding

Asset quality higher than the market

S&P's highlights

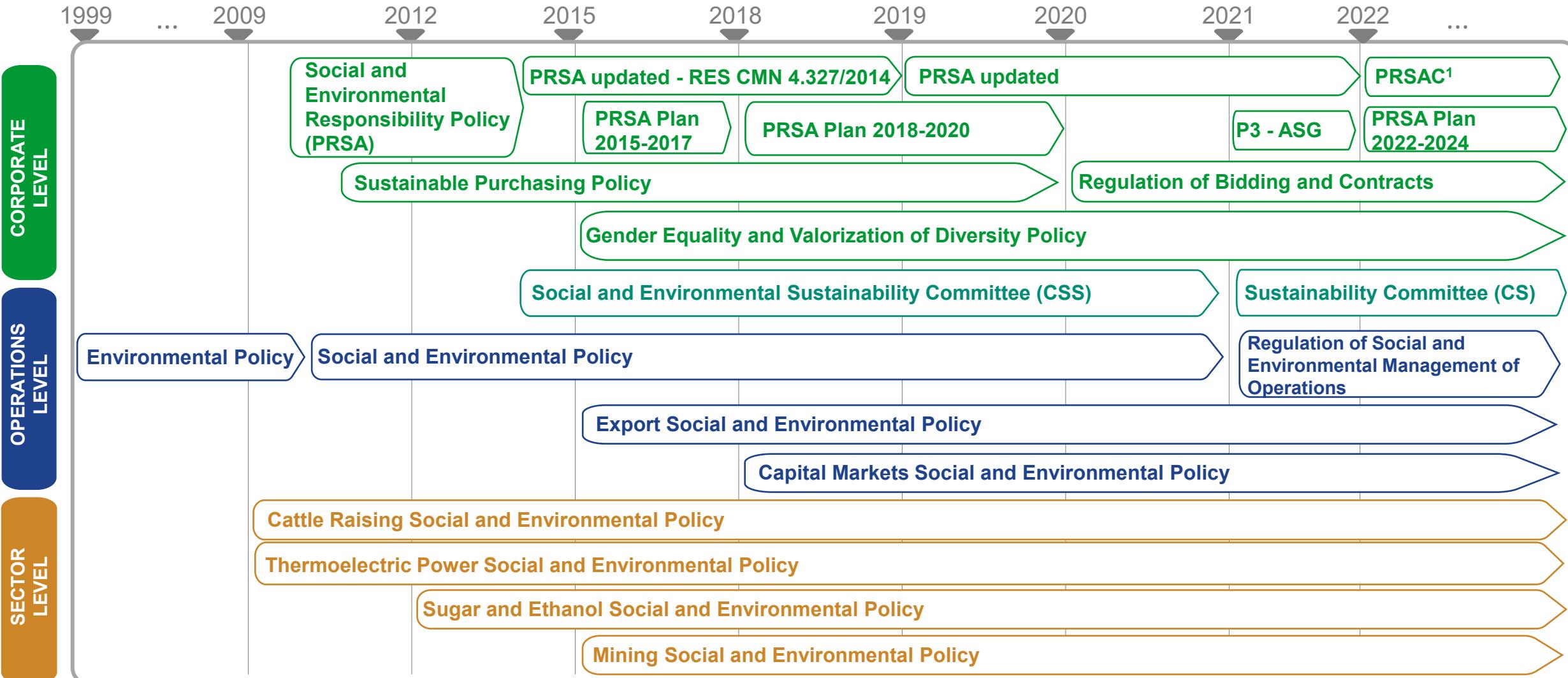
Strong guarantee policy and flexibility to restructure loans and mitigate potential losses from greater risks in the economy

Long-term funding with government support gives the bank a competitive advantage

BNDES' prominent position in the economy and in the execution of public policies

> Sustainability at BNDES

> BNDES has a solid track record of E&S policies



> And has reaffirmed its commitment to sustainable development

At this critical moment for humanity, we reaffirm our commitment to a prosperous and fair future for all with the disclosure of our sustainability goals and commitments

Our sustainability goals



Promote sustainable development in Brazil, supporting the achievement of the SDGs

Promote the transition to a carbon-neutral economy in the country

Expand the ESG practices in our organization and encourage their adoption in the country

Commitment 1

Contribute to bring basic services to those who need it the most

Commitment 2

Help creating job opportunities and support entrepreneurship

Commitment 3

Support the expansion of sustainable infrastructure and industry

Commitment 4

Contribute to the expansion of the use of renewable energy

Commitment 5

Support the preservation and restoration of forests and parks

> Our climate commitments



Our commitment is the continuous alignment with the Paris Agreement to limit the increase in global temperature to 1.5°C, contributing to Brazil's neutrality in 2050, while strengthening investments for a just transition in the country



Visit

https://web.bnDES.gov.br/bib/jspui/bitstream/1408/23806/1/PRFol_216009_Diretrizes%20do%20BNDES%20para%20mudan%c3%a7a%20clim%c3%a1tica.pdf to access our full report on climate commitments

> Sustainability at BNDES: what do we support?

We **foster sustainable development and better living conditions** by offering favorable conditions on financial investments

We also support **projects** in the following sectors:



Renewable energy
and energy efficiency

Sanitation and
recovery of
brownfields



Corporate social
investments, social
and productive
inclusion and
microcredit



Recovery and
preservation of
biomes



Urban development
and sustainable
mobility, healthcare,
education and public
safety

> Amazon Fund

Support, with non-reimbursable resources, to actions to prevent, monitor and combat deforestation and promote the conservation and sustainable use of the Legal Amazon



139 SUPPORTED PROJECTS



BRL 2.1 bn DISBURSED



BRL 4.8 bn TOTAL SUPPORT



BRL 4.6 bn DONATIONS RECEIVED



> Acting as the sustainable development bank of Brazil: recent developments



ADDITIONAL PRODUCTS

- Linked Loans
- Finem Meio Ambiente (environmental financing)
- Finame Baixo Carbono (low carbon financing)
- Socio-environmental Fund
- Climate Fund
- FGE Energia



ADDITIONAL INITIATIVES

- Climate Fund expansion
- Reactivation of the Amazon Fund
- SDG and NDC Portals
- Floresta Viva matchfunding
- Reforestation arch
- Global Compact, CDP and PRI
- Public Consultation on “Carbon credit certifiers market in Brazil”



ADDITIONAL PROJECTS

- Portfolio of sustainable assets:
 - 43 parks
 - 35 forests



> Sustainability at BNDES: partnerships and communication



We have established **partnerships** and participated in various **pacts and financial sector forums focused on sustainability**, in addition to disseminating information about our policies, credit operations and holdings

Partnerships:

Green Finance Program in Brazil

IFC

OECD

Financial sector forums:

IDFC

The Lab

Climate Action

UneP Finance Initiative

Green Coalition

Multisectoral forums:

CEBDS

LAB – Financial Innovation Laboratory

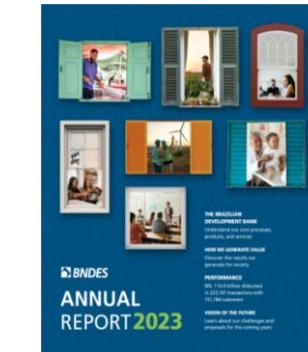
Brazilian Coalition

Pacts:

Global Compact

CDP

PRI



ANNUAL REPORT

<https://ri.bnDES.gov.br/en/publications-and-communications/integrated-annual-report/>



EFFECTIVENESS REPORT

www.bnDES.gov.br/efetividade



BNDESPAR STEWARDSHIP REPORT

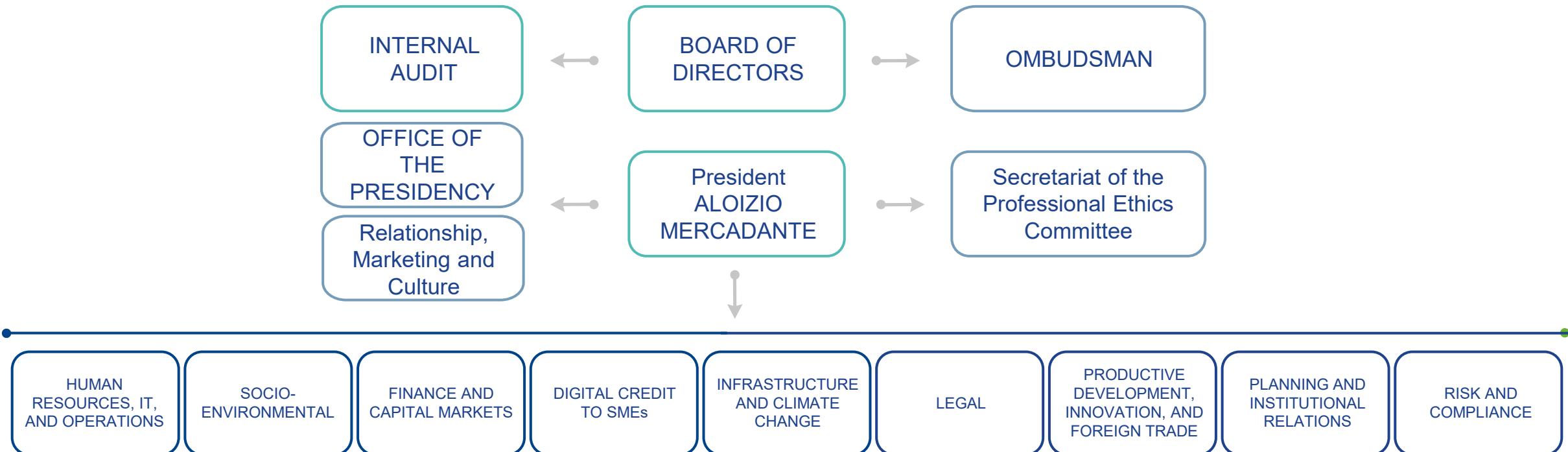
www.bnDES.gov.br/stewardship





> Governance and
risk management

> Internal organization



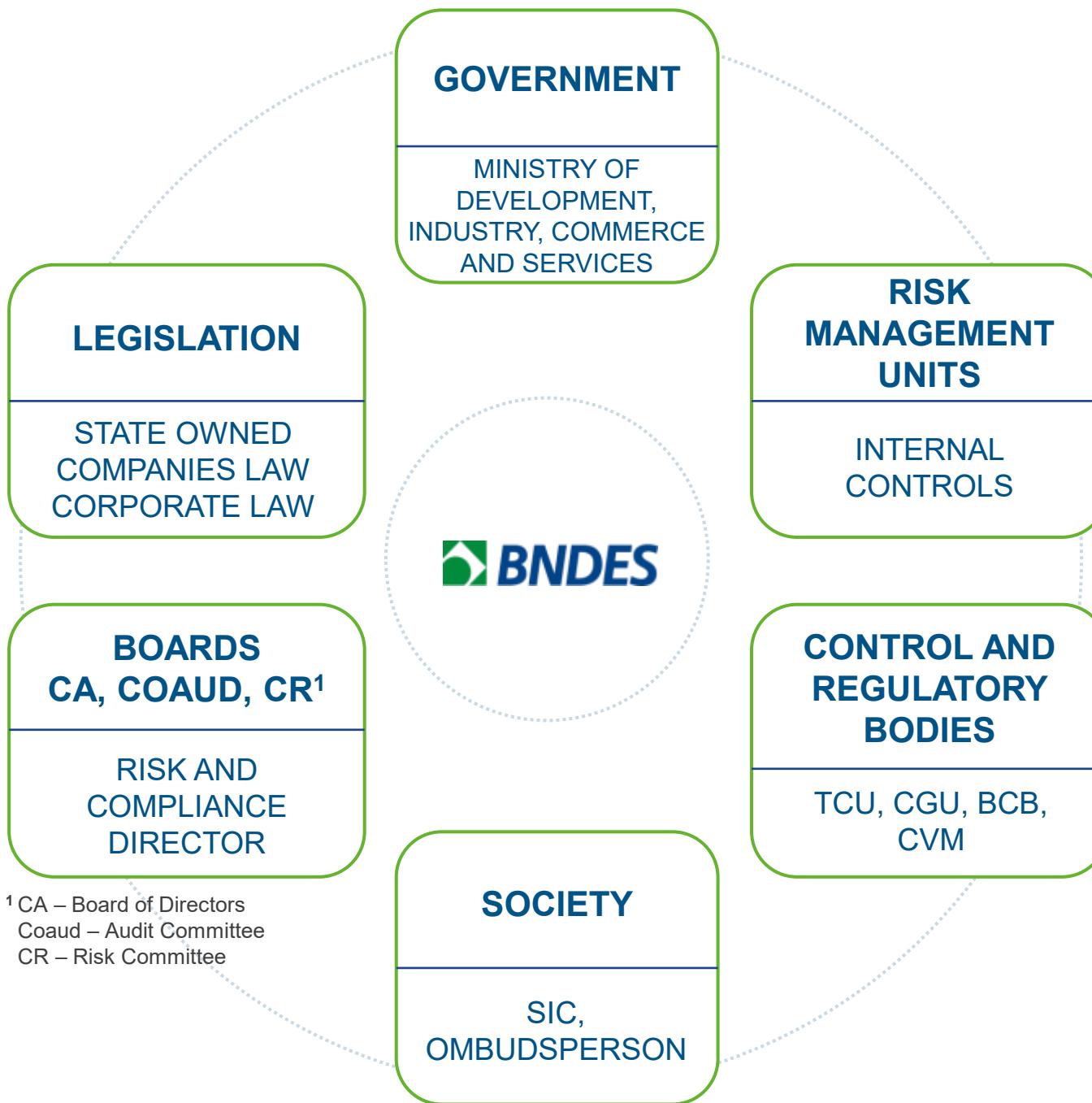
BNDES executive board is currently composed by nine executive directors, covering back office – financial and control activities and business support and front office – activities financial support and project preparation

Learn more at: <https://ri.bnDES.gov.br/en/about-bnDES/about-us/>

> Governance



Our governance includes control and supervision by different actors and committees



> Committees



Internal committees are our basis for transparent decision-making

Learn more at: <https://ri.bnDES.gov.br/en/corporate-governance/governance-structure/>

> Project analysis and loan approval

Our operational flow involves different phases, teams and committees, ensuring impersonality, multidisciplinary evaluations and better governance of the granting process



¹CCOp – Credit and Operations Committee

> Integrated risk management

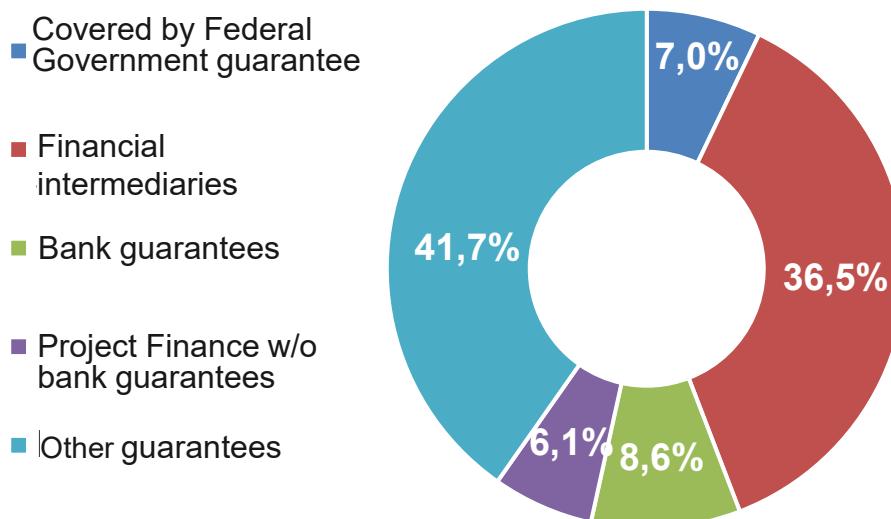


Operational risk matrix and contingency plans for current critical processes

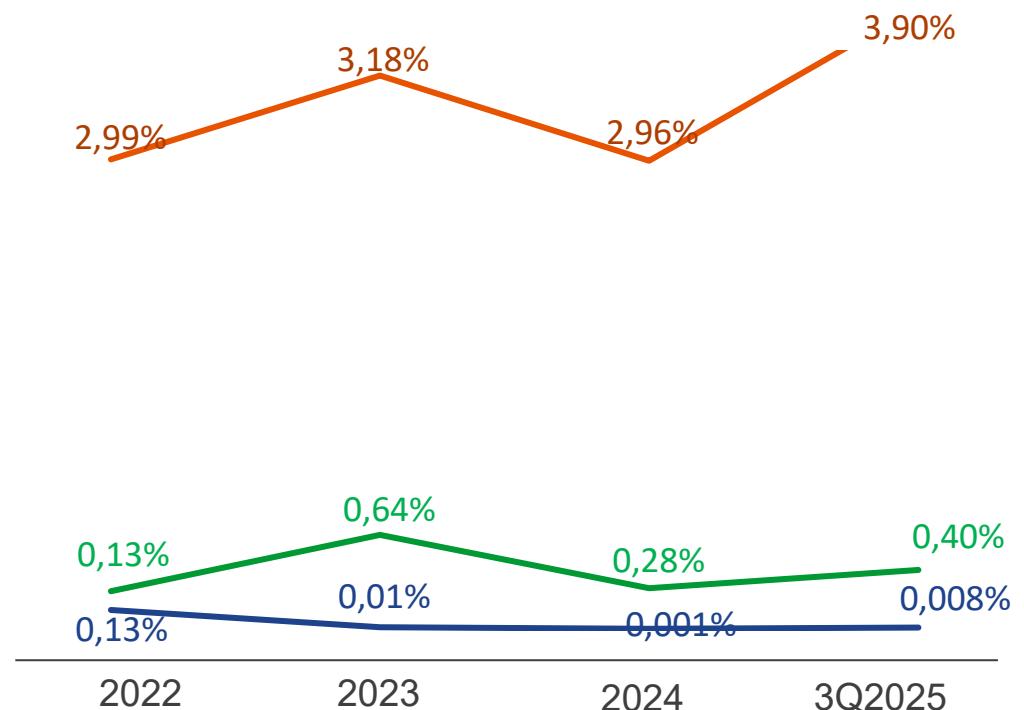
Main mitigating factors	
MACROECONOMIC	<ul style="list-style-type: none">» Monitoring the performance of the economy and analyzing its impact on operations» Establishment of risk limits, monitored periodically, to uphold decisions» Diversifying the financial support portfolio» Financial Affairs Committee
MARKET	<ul style="list-style-type: none">» Periodic monitoring and control of risks» Market Risk Management Committee» Revision of BNDES risk appetite regarding the exposure to variable income operations
REPUTATIONAL	<ul style="list-style-type: none">» BNDES image monitoring and management» Client registration analysis» Negative client media monitoring» Evaluation and handling of complaints received by the Ombudsman
CREDIT	<ul style="list-style-type: none">» Quantification of the risk of individual concentration and monitoring of the largest exposures» Additional provision for doubtful debt
OPERATIONAL	<ul style="list-style-type: none">» Identification and analysis of the main operational risks and their internal controls
LEGAL	<ul style="list-style-type: none">» Operational risk management methodologies, emphasizing compliance with laws, norms and decisions of administrative and judicial courts
SOCIAL AND ENVIRONMENTAL	<ul style="list-style-type: none">» Verification of legal compliance and criteria established in internal policies and processes» Multiannual PRSA Implementation and Monitoring Plan under CS management

> Credit portfolio quality

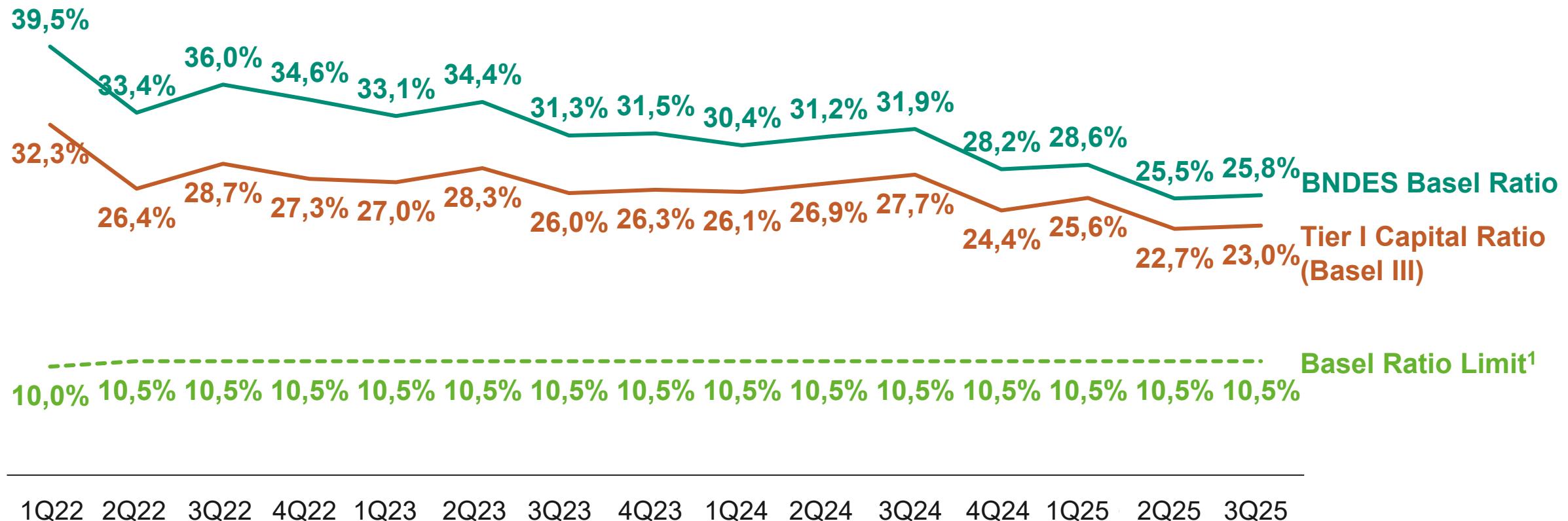
The quality of credit portfolio: 52.1% is exposed to financial institutions or covered by Federal Government guarantee...



... reflected in the lower default of the National Financial System - SFN



> Basel ratio



¹ Capital limits defined according to BACEN/DEREG Resolution 4783/2020, of 03/16/2020, and previous Resolutions

> Communication and transparency

As a state-owned company, we seek to make our information accessible to the public

Transparency Section



www.bnDES.gov.br/transparencia



ACCESS TO
INFORMATION



Consulta a operações do BNDES

OPERATIONS
SEARCH



Nossa contribuição para os ODS

SDG
PORTAL



Painel NDC - nossa contribuição para as metas de redução de emissões do Brasil

NDC
PORTAL



Facilitamos sua busca

LARGEST
CLIENTS



Participações acionárias

EQUITY
PORTFOLIO

BNDES is diamond seal in Transparency



> Financial highlights

> 3Q25 Financial highlights



Net income recurring^{1/}
BRL 11.2 bi

↗ 14% 3Q25 x 3Q24



Shareholder's Equity
BRL 168.5 bi

= 0% 3Q25 x 3Q24



Expanded Credit
Portfolio^{2/}
BRL 615.9 bi

↗ 12% 3Q25 x 3Q24



Recurring
ROE
10,4%

↗ 1,2 p.p. 3Q25 x 3Q24



Basel
Ratio
25,8%

↘ 6,1 p.p. 3Q25 x 3Q24



Loan Delinquency Rate
(+90 dias)
0,008%

↘ 0 p.p. 3Q25 x 3Q24

Learn more on the IR Portal : <https://ri.bnDES.gov.br/en/financial-information/results-center/>

> Financial indicators

BRL millions

Total Assets



Shareholder's Equity



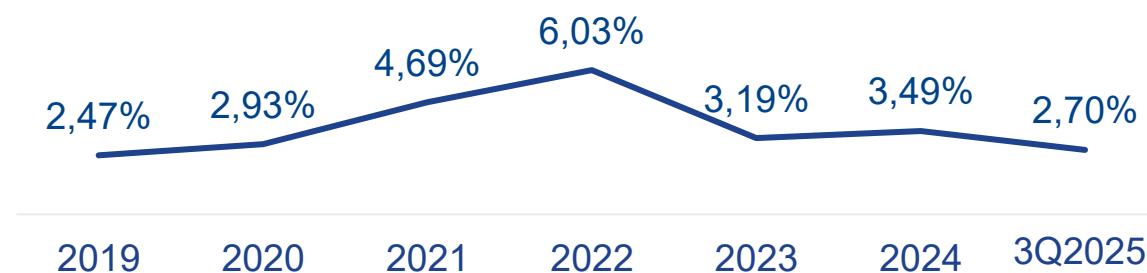
Disbursements



Net Income (BRL millions)



ROA (% a.a.)

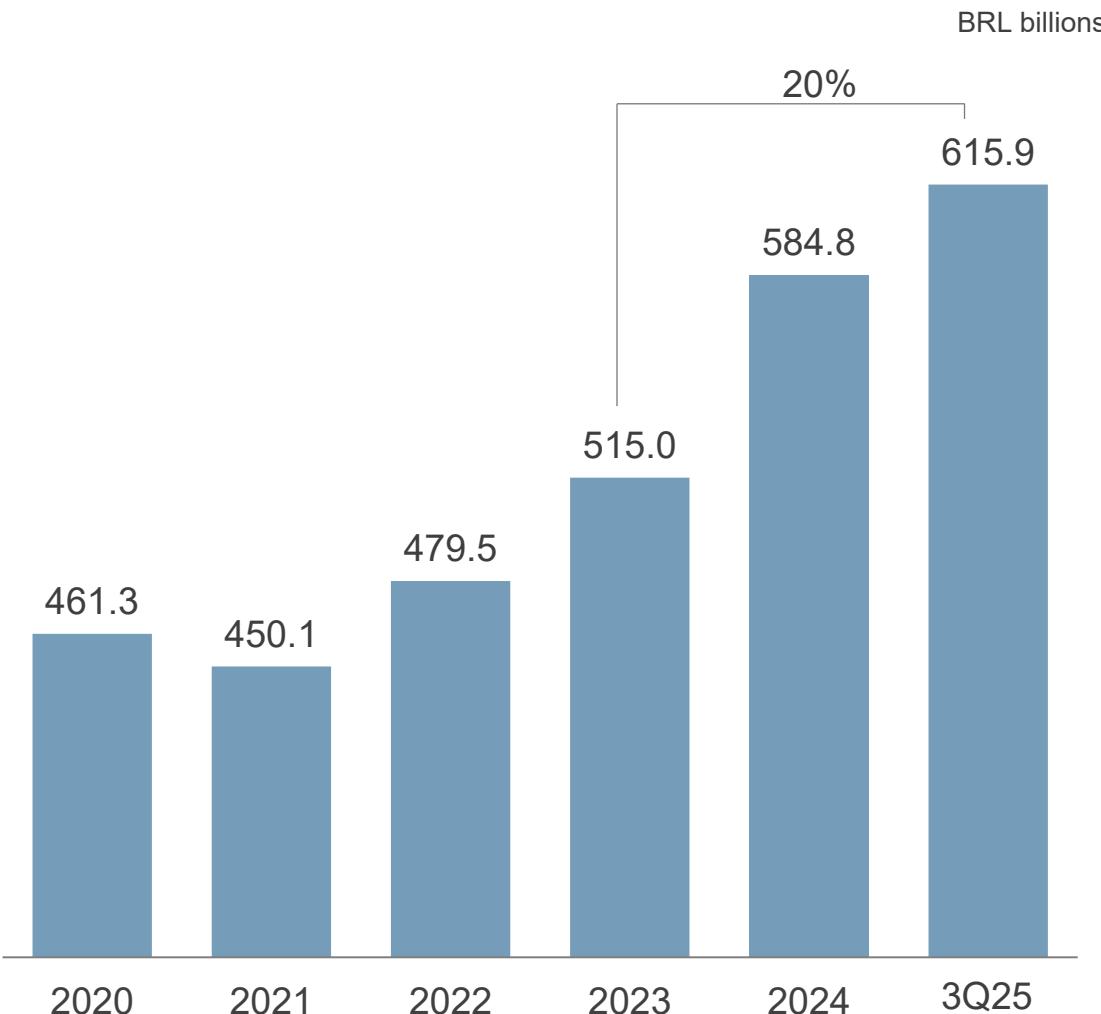


ROE (% a.a.)



> Our Expanded Credit Portfolio

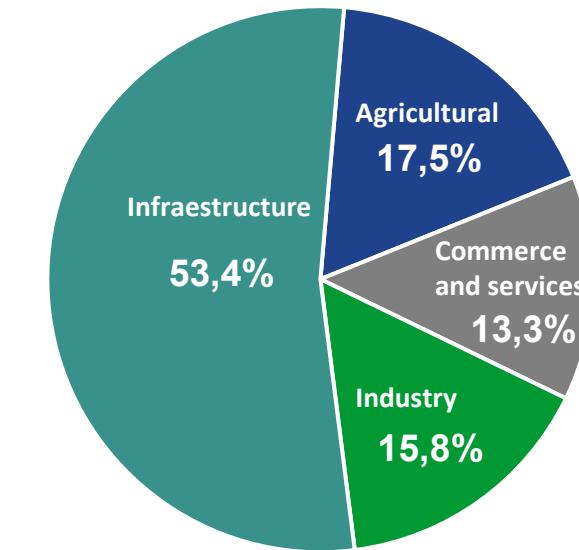
20% growth in 2 years



Disbursements of BRL102 billions in 3Q2025

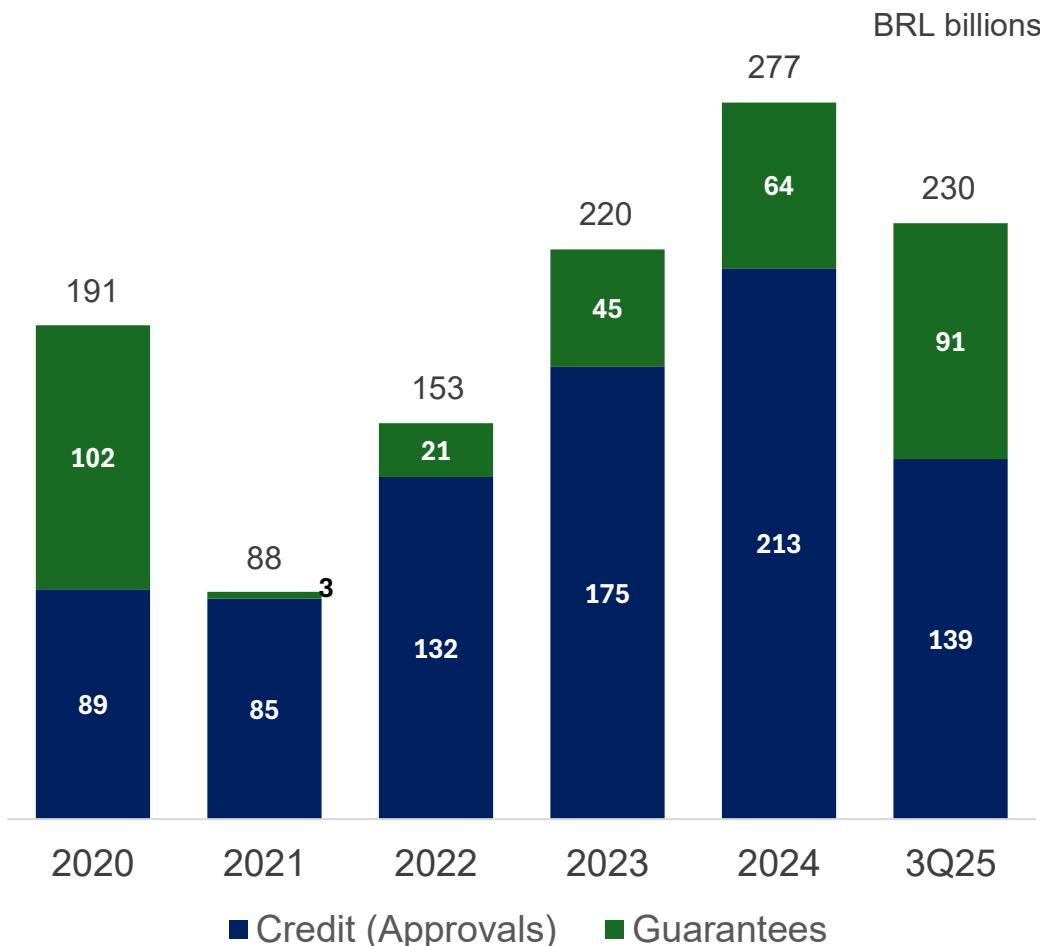


2024: 53% of the accumulated portfolio in Infrastructure

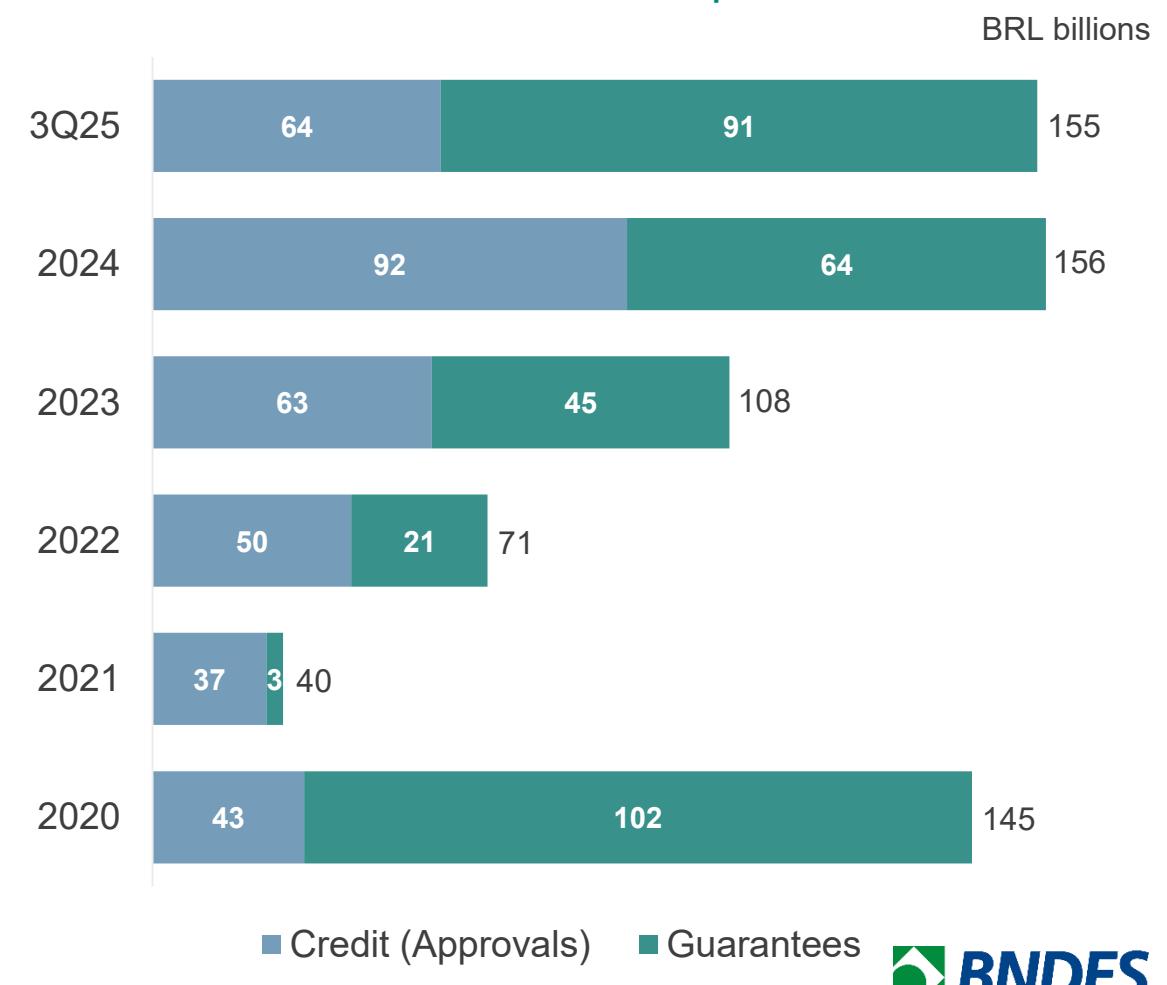


> Credit and MSMEs

Approvals over the years



Guarantees for MSMEs in expansion



> Communication and transparency

BNDES' Investor Relations Portal

**Easy and quick access
to financial and
institutional information,
events, press releases
and more**

Visit: <https://ri.bnDES.gov.br/en/>



Thank you

Contact:

ri@bndes.gov.br



BNDES Portal
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IR Portal
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Ombudsman
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Instagram.com/bndesgovbr

